

# 2026 Board & Committee Policies



St. Albert Seniors Association  
7 Tache St.  
St. Albert, AB  
T8N 2S3

**ST. ALBERT SENIORS ASSOCIATION BOARD**

**POLICIES**

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## **INTRODUCTION TO THE POLICIES OF THE ASSOCIATION**

Policies of the St. Alberta Seniors Association get their authority from the Bylaws of the Association and they shall comply with these Bylaws and any relevant legislation pertaining to the Societies Act of Alberta. Definition 2.1 of the Bylaws defines “Policies”.

The Board believes the Policies provide clarity, guidelines and parameters for Board members when carrying out their responsibilities as a Board Member. They define the work of the Board and how the Board carried out and monitors its work.

The Board ensures that policies, or amendments to existing policies, approved by the Board are provided to Board members and staff. The Policies shall be displayed on the website.

Policies shall be reviewed regularly, or if procedures and procedures change. The Policy Committee may receive input from the Executive Director, members, staff and the Board

Should the Board feel that any policy may cause controversy to the members, they may choose to seek input from the membership.

Any reference to legislation in this document shall be interpreted as including that legislation as amended, repealed and replaced from time to time, including any successor statutes or regulations.

# **SECTION 1**

## **BOARD POLICIES FOUNDATION**

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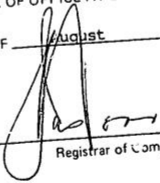
# CERTIFICATE of INCORPORATION

I HEREBY CERTIFY THAT

- The St. Albert Senior Citizens Club -

IS THIS DAY INCORPORATED UNDER THE SOCIETIES ACT OF THE PROVINCE OF ALBERTA  
GIVEN UNDER MY HAND AND SEAL OF OFFICE AT EDMONTON, ALBERTA,

THIS - 26th - DAY OF August A.D. 19 75.

 (was. Harr)  
Registrar of Companies



**Alberta**  
CONSUMER AND  
CORPORATE AFFAIRS

CW

7/12

RECEIVED  
 JUL 25 1975  
 DEPARTMENT OF  
 CONSUMER AFFAIRS

Loc. 86 42 REGISTERED  
 AUG 26 1975  
 THE REGISTRAR OF COMPANIES  
 PROVINCE OF ALBERTA

THE SOCIETIES ACT  
 APPLICATION

WE, the undersigned, hereby declare that we desire to form a society under The Societies Act, R.S.A. 1970, and that:

1. - The name of the society is - The St. Albert Senior Citizens Club.
2. - The objects of the society are -
  - (a) To provide for the recreation of the members and to promote and afford opportunity for friendly and social activities.
  - (b) To acquire lands, by purchase or otherwise, erect or otherwise provide a building or buildings for social and community purposes.
  - (c) To encourage and promote the health and fitness of Senior Citizens in St. Albert.
  - (d) To provide a meeting place for the consideration and discussion of questions and issues affecting the interests of Senior Citizens.
  - (e) To establish and maintain a library and reading room.
  - (f) To provide all necessary equipment and furniture for carrying on its various objects.
  - (g) To sell, manage, lease, mortgage, dispose of, or otherwise deal with the property of the society.
3. - The operations of the society are to be chiefly carried on ~~in~~ ~~from the Centre at #7 Tache Street, for the Town of St. Albert and surrounding area in the Province of Alberta.~~

DATED this 26 day of June 1975

ATTACHED TO  
 FORMING  
 PART OF  
 THIS SOCIETY

(SIGNATURE)	OCCUPATION	ADDRESS
<i>Emma Belle</i>	<i>housewife</i>	<i>14-34 mission ave, St Albert</i>
<i>Alma M. M...</i>	<i>housewife</i>	<i>4 Birch Ln. St. Albert, Alta</i>
<i>Olivia Mc Gray</i>	<i>housewife</i>	<i>12 Broadview Ave housewife</i>
<i>B. Naugis</i>	<i>housewife</i>	<i>17 Madonna hls. St Alberts.</i>
<i>Louise Laplante</i>	<i>Retired</i>	<i>31 Sun 9th Blvd St Albert</i>
<i>Nette Zottens</i>	<i>Housewife</i>	<i>5-8 Belmont hls.</i>
<i>Ben Morris</i>	<i>Retired</i>	<i>20 Mount Royal hls.</i>

WITNESS:

NAME	OCCUPATION	ADDRESS
<i>[Signature]</i>		

<b>F-2: MISSION, VISION AND VALUES</b>		
<b>Initial Policy Effective Date:</b> October 18, 211	<b>Last Approved Amendment or Review:</b> February 2026	<b>Next Review Date:</b> <b>2029</b>

**Mission Statement**

Creating a Community Where You Belong

**Vision Statement**

Experience Your Best Life

**Values**

We believe in:

- Dignity                      Respecting all who interact with the Association
  
- Diversity                    Embracing differences in skills, knowledge, cultural heritage, ethnicity, gender orientation and religion of mature people and their families
  
- Leadership                 Guiding our members and the larger community toward life-long well-being
  
- Innovation                 Reaching beyond the commonplace to address diverse interests and needs
  
- Service                     Assisting mature individuals in need of information, housing, caregivers and various other support
  
- Remembrance             Honoring the presence and accomplishments of our members and other older persons in the community

<b>F-3: STRATEGIC PRIORITIES AND OBJECTIVES</b>		
<b>Initial Policy Effective Date</b> <b>October 18, 2011</b>	<b>Last Approved Amendment or Review:</b> <b>February 2026</b>	<b>Next Review Date:</b> <b>2029</b>

**Strategic Priorities**

1. A Sustainable Association
2. Updated Governance Structure
3. Succession Plan in Place for Board Members and Executive Director
4. Membership Attraction and Retention
5. Facility that meet our needs.

**Association Objectives**

1. Providing a safe, friendly and supportive multipurpose activity centre and gathering place to foster senior peer interaction and reduce isolation.
2. Providing educational/training opportunities for seniors in order to remain mentally active and to foster life-long learning.
3. Providing physical improvement and recreational programs and services in order to encourage and empower seniors to remain physically active.
4. Providing special events to promote social interaction and provide leisure activities.
5. Providing outreach services to assist seniors living in isolation and/or requiring special support.
6. Providing meaningful volunteer opportunities to our members, in order to afford them a chance to make an important social contribution and remain engaged and active within the community.
7. Providing services and information on matters and issues relevant to seniors that allow them to make their best choices regarding ageing in place, with appropriate community supports.
8. Promoting seniors’ issues and advocating for positive change, through constructive engagement and communication with relevant stakeholders and the general public.

**SECTION 2**

**BOARD POLICIES**

**GOVERNANCE**

<b>G-1: GOVERNANCE MODEL</b>		
<b>Initial Policy Effective Date :</b> <b>September 2011</b>	<b>Last Approved Amendment or Review:</b> <b>February 2026</b>	<b>Next Review Date:</b> <b>2029</b>

Governance refers to the processes and structures used to direct and manage an Association’s operations and activities. It defines the division of power and establishes mechanisms to achieve accountability among the board of directors, management and stakeholders.

The governance model of the Association has evolved over the years from an operational board to a policy governance board and more recently to a more collaborative approach that encourages the Board and management to work together in both development and implementation of policies to support the mission, strategic priorities and direction of the Association. As the model of governance may change over time, our focus on ethics, integrity and a responsible code of conduct for all leaders, volunteers and workers will remain constant.

Our governance emphasizes:

- Developing a strategic, long-term perspective that focuses primarily on the future, taking into consideration both the past and the present.
- Providing strategic leadership, direction, and policy, rather than administrative detail, except when directing itself or Board committees.
- Maintaining clarity between the roles of Board, Board committees, and Association staff.
- Encouraging diverse viewpoints, and committing to collective, rather than individual, decision-making processes that emphasize collaboration and consensus building.
- Governing in a manner that is accountable and responsible to both the community and the membership.
- Evaluating Board performance annually.

<b>G-2 ROLE OF THE BOARD</b>		
<b>Initial Policy Effective Date:</b> <b>September 2011</b>	<b>Last Approved Amendment or Review:</b> <b>February 2026</b>	<b>Next Review Date:</b> <b>2029</b>

The Board of Directors of a non-profit has three primary legal duties known as the “duty of care,” “duty of loyalty,” and “duty of obedience.”

**Duty of Care:** Take care of the non-profit by ensuring prudent use of all assets, including facility, people, and good will.

**Duty of Loyalty:** Ensure that the non-profit's activities and transactions are, first and foremost, advancing its mission; recognize and disclose conflicts of interest; make decisions that are in the best interest of the non-profit Association; *not in the best interest of the individual Board member* (or any other individual or for-profit entity).

**Duty of Obedience:** Ensure that the non-profit obeys applicable laws and regulations; follows its own bylaws; and that the non-profit adheres to its stated corporate mission/vision/values.

Our Board of Directors does not exist solely to fulfill legal duties and serve as a fiduciary of the Association’s assets. Board members also play very significant roles providing guidance to non-profits by contributing to the Association’s culture, strategic focus, effectiveness, and financial sustainability, as well as serving as ambassadors and advocates. Beyond fulfilling legal duties, Board members can be important resources for the Association in multiple ways.

**Strategic Leadership**

Provide strategic leadership by:

- a) Articulating the Association’s vision, mission, values, goals, and Association outcomes that reflect community needs and priorities.
- b) Developing a viable strategic plan in order to achieve the vision, mission, and expected outcomes.
- c) Monitoring and assessing the Association’s progress towards the vision and expected outcomes in relationship to strategic plans, programs, and policies.
- d) Monitoring community needs and emerging trends in order to respond appropriately.

**Selection, Support and Evaluation of the Executive Director**

- a) Recruit and hire the Executive Director.

- b) Support, collaborate with and ensure an ongoing evaluation of the Executive Director's ability to meet the established Association goals and strategic priorities.
- c) The Board must approve any modification related to Executive Director remuneration and benefits.

### **Fiscal Management**

Provide effective oversight of fiscal management by ensuring:

- a) collaboration with the Executive Director to ensure strategies are in place to maintain the financial viability of the Association.
- b) The Association receives funding from FCSS and other government grants.
- c) monitoring that the Association acts in a fiscally responsible manner.
- d) proper controls and accountabilities are in place for the effective management of the Association.
- e) Operations; staffing and other resources align with the Association's Mission and priorities.
- f) protection and care for the Association's assets.

### **Legal Oversight and Risk Management**

Ensure legal oversight and sound risk-management practices by:

- a) ensuring that the Association complies with all relevant legislation, and follows its bylaws.
- b) responding with policies and systematic methods to the inherent dangers in the Association's operations in order to:
  - assess and manage risks.
  - protect and conserve the Association's resources.
  - provide programs and services in a prudent manner.

### **Relationship-building**

Develop internal and external relationships to further the mission of the Association by:

- a) responding to and reflecting within the Association the interests of its members, the community and other key external stakeholders
- b) raising public awareness of the role of the Association and the importance of the service it provides to the community.
- c) demonstrating accountability to its members, funders and the community at large for attaining the mission of the Association.
- d) being open to strategies that reflect the necessity of working with other Associations towards a common goal.

## **Board Management**

Organize the Board so that it operates effectively and efficiently by:

- a) defining how the Board organizes itself to get its job done effectively.
- b) assessing the Board's own performance.
- c) developing and implementing succession plans.
- d) orienting new Board members.
- e) ensuring a continuity of experience and leadership at the Board level.
- f) establishing Board committees, as needed, to assist with its work.

## **Board Policy-making**

1. Address the broadest policy areas of the Association such as the vision, mission, priorities, and expected outcomes.
2. Define the work of the Board, and how the Board carries out and monitors its work.
3. Describe the relationship between the Board and the Executive Director by establishing written Board policies that reflect their respective roles and responsibilities, and encourage ongoing collaboration, communication and evaluation.
4. The Board ensures that proposed Board policies comply with relevant legislation and regulations and with the Association's bylaws, and are compatible with existing Board policies or agreements.
5. When setting policy, the Board begins from the broadest, most general statement for the identified policy. The Board then further defines the specifics of the policy until it is satisfied that it has clearly stated the necessary parameters and directions for those implementing the policy. In operational areas, the Board refrains from making detailed operational directions for areas that it has delegated to management. In these cases, the Executive Director is responsible for developing detailed operational directions for implementing Board policy.
6. The Board uses the following process for establishing policies:
  - a) The Board is responsible for adopting new policies or revising existing policies. Board members, the Executive Director, and Board committees may identify the need for policy to the Board. The Board values the input of the executive director, staff, volunteers, and interested community groups in its policy-making process, and involves them when appropriate.
  - b) The Board reviews all of its policies for compliance and relevance on an approved schedule. The Board schedules this review every three years or as required. The Board may delegate the initial review of policy to a Board committee. A report is presented to the Board that detail the level of compliance with the policy and any recommended changes to the policy.

- c) All draft policies are submitted to the Board NEXT REVIEW, modification as required, for approval. No Board policy is the official direction of the Board until it receives Board approval.
7. The Board ensures that policies, or amendments to existing policies, approved by the Board are provided to Board members and staff.

<b>G-3 ROLE OF THE EXECUTIVE DIRECTOR</b>		
<b>Initial Policy Effective Date:</b> <b>November 2022</b>	<b>Last Approved Amendment or Review:</b> <b>February 2026</b>	<b>Next Review Date:</b> <b>2029</b>

The Executive Director (ED) is the Chief Executive Officer of the Association, under the direction of the Board is responsible to the Board for managing all of its property, operations, and programs. In meeting these responsibilities, the Executive Director shall establish administrative policies regarding the operation of the Association, use of the Association’s facility, and participation in the Association’s programs, services, and activities.

The Executive Director is the only employee of the Board. The Executive Director reports directly to the Board through the President and is accountable to the Board for providing leadership and direction to the Association’s employees and volunteers. All employees report to the Executive Director.

The Executive Director speaks on behalf of the Association when the President or another Board Member designated by the President is not available, or when directed by the Board.

The Executive Director is responsible for:

- ensuring that the Bylaw provisions, and the Board’s Policies, and the administrative guidelines regarding the operation of the Association and the use of the Association’s facility are appropriately implemented.
- the overall condition and safety of the Association’s building , staff and all its other property with the Association’s work site health and safety management system (HSMS) and its compliance with all applicable provincial Occupational Health and Safety (OHS) requirements including Workplace Hazard Materials Information System (WHMIS).
- the accurate tracking of the Association’s financial transactions, in accordance with generally accepted accounting practices (GAAP),
- providing the Treasurer and the Finance Committee with accurate monthly and annual reports on the Association’s revenues, expenditures, assets, liabilities, and equities, and for ensuring the timely identification and correction of any errors or omissions regarding the information provided.
- hiring, supervising, delegating duties and terminating employees.
- the maintenance and safekeeping of the Association’s architectural plans and drawings, the books and records of the Association, its membership register, its personnel and financial records, and its contracts, excluding the Executive Director’s Personnel Contract.
- making suitable arrangements for the members of the Board or members of the Association to inspect the public records of the Association. The Executive Director will also ensure that the Association complies with the Access to Information Act (ATIA) and Personal Information and Privacy Act (PIPA) and the Societies Act with regard to access to and use of personal information, including membership registration information.
- dealing with complaints from or regarding staff, volunteers, or Members by investigating them directly or through staff, and for taking appropriate action.

- ensuring the Association's compliance with all the other applicable legal requirements which enable the Association to continue its operations and to maintain its status as a charitable Association.
- preparing the initial draft of the Association's annual budget and submitting it to the Treasurer early in the new year for consideration by the Finance Committee. The Executive Director and Treasurer then submit the budget to the Board. Once the Board has approved the Association's annual budget, the Executive Director is responsible for its implementation.
- seeking, applying for, and securing funding and grants from Municipal, Provincial and Federal Government programs as well as other funding agencies with the direct support of the Board.
- establishing and maintaining effective relationships as well as cultivating strategic partnerships with Associations across all sectors, governmental, public institutions, for profit enterprises and non-profit Associations.
- Ensuring that FCSS and City have a policy in place with the St. Albert Seniors Association. Also for receiving funding from FCSS and other government grants.
- attending Board meetings as a non-voting attendee.

In addition to the above, the Executive Director must keep up to date with government priorities, policy changes which impact Seniors.

<b>G-4 ROLE OF THE BOARD MEMBER</b>		
<b>Initial Policy Effective Date</b> September 13, 2011	<b>Last Approved Amendment or Review:</b>  February 2026	<b>Next Review Date:</b>  2029

**Authority**

Individual Board members have no authority to approve actions by the Association, to direct staff, or to speak on behalf for the Association unless given such authority by the Board.

**Time Commitment**

Minimum of six or more hours a month based on involvement in Board and serve on at least one committee, preparing for Board and committee meetings, Board retreats, and attending special events.

**Responsibility**

Board members are responsible for ensuring that the Association is fulfilling its mission, vision and values, is looking to the future, is adhering to applicable laws and regulations and is meeting high standards in its financial and human resource practices.

**Principle Duties**

Every member of the Board of Directors, including the Board’s officers, is expected to do the following:

- Abide by the bylaws, code of conduct, conflict of interest and other polices that apply to the Board
- Participate in the review of the Association’s mission and objectives and in the development of a strategic plan
- Keep informed about community issues relevant to the mission of the Association
- Help the Board to monitor the performance of the Association in relation to its mission, objectives and core values
- Participate in the approval of the annual budget and monitor the financial performance of the Association on a regular schedule
- Participate in the hiring of, and if required, the releasing of, the Executive Director
- Participate in the evaluation of the Executive Director
- Establish, review and monitor Board policies and structure, and recommend changes when needed
- Participate in the evaluation of the Board itself (annual Board self-evaluation)
- Prepare for and participate in Board meetings
- Listen to others’ views, advocate their own, identify common interests and alternatives, and be open to compromise
- Support governance decisions once made

- Contribute to the work of Board as a member of a Board committee
- Identify prospective Board members and possibly help recruit them
- Attend and participate in the Annual General Meeting
- Be an ambassador for the Association – ensure one’s involvement is known within their own network of friends and contacts.

### **Personal Assets**

The following are considered personal assets for a position on the Board:

- Knowledge of the community
- Commitment to the Association’s mission, vision and strategic directions
- A commitment of time
- Openness to learning
- Collaborative manner

### **Evaluation**

The performance of Directors is self-evaluated annually in the context of the evaluation of the whole Board and is based on the carrying out of duties and responsibilities as outlined above.

<b>G-5 BOARD OFFICERS</b>		
<b>Initial Policy Effective Date</b>	<b>Last Approved Amendment or Review:</b> <b>February 2026</b>	<b>Next Review Date:</b> <b>2029</b>

Officers of the Board: President, Vice President, Secretary and Treasurer.

Refer to the Bylaws – Section 5.0 Governance & Management of the Society; Sub Section 5.9 for outline of duties of the above noted roles.

<b>G-6 CONFLICT OF INTEREST</b>		
<b>Initial Policy Effective Date</b> <b>September 13, 2011</b>	<b>Last Approved Amendment or Review:</b> <b>February 2026</b>	<b>Next Review Date:</b> <b>2029</b>

Members of the Association’s Board of Directors and staff are expected to operate according to high ethical standards. This includes recognizing that conflicts of interest exist which has the potential to inhibit the wisdom of particular decisions, and possibly damage the Association’s reputation.

Conflicts of interest exist where a person:

- a) has, or is perceived to have, a personal, family or business interest that might benefit from a decision in which they are involved in making, or is able to influence those making it.
- b) is involved with an outside Association that may result in a divided loyalty in the context of making a decision.

Voting for or against, or arguing for or against, a particular outcome may influence a decision. Limiting the options being considered may also influence it. We recognize that not all conflicts of interest are rooted in financial benefit. Examples of possible conflict of interest situations with respect to our Association include:

- a Board member who has a personal or business relationship with the Association as a supplier of goods or services or as a landlord or tenant
- a staff member who has a personal or financial relationship outside of the workplace with a client or supplier that they deal with directly as a representative of the Association
- employing someone who is directly related to a Board member or other staff member
- a major funder or donor has a position on the Board even if it is a non-voting one.

Conflicts of interest are unavoidable and should not prevent an individual from serving as a Director or as staff member unless the extent of the interest is so significant that the potential for undue influence is present in a large number of situations.

**Procedure for Handling a Conflict of Interest**

**Disclosure**

Members of the Board and staff have a duty to disclose any personal, family, or business interests or other community involvements, that could, in the eyes of another person, influence their judgment. Directors shall disclose conflicts of interest to the Board; the Executive Director shall disclose conflicts of interest to the Board, and staff members shall disclose conflicts of interest to the Executive Director to manage.

Board members are expected to disclose potential conflicts, if anticipated, prior to their nomination or election. Otherwise, they are obliged to disclose them when the circumstances arise. They should be disclosed to the Board President and/or to the whole Board.

The Board itself may want to disclose specific Director conflicts of interest to members, staff, funders and external stakeholders where that interest may, in their judgement, affect the reputation or credibility of the Association. Such disclosure may be made publicly not just in confidential communication.

### **Determination of Conflict**

The Board should assess the presence of a conflict of interest, or the perception of one, and determine what actions, if any, are appropriate to address the situation.

### **Stepping Out**

Board members have a duty to exempt themselves from participating in any discussion and voting on matters where they have, or may be perceived as having, a conflict of interest. Normally they may be asked to step out.

Minutes of Board or meetings should reflect when a Board member steps out because of a conflict.

<b>G-7 CODE OF CONDUCT</b>		
<b>Initial Policy Effective Date</b> September 13, 2011	<b>Last Approved Amendment or Review:</b> February 2026	<b>Next Review Date:</b> <b>2029</b>

In order to be a member of the St. Albert Seniors Association, all Board members must complete the ‘Board Member Code of Conduct and Confidentiality Agreement.’

The Board of directors is committed to teamwork and effective decision-making. Towards this end Board members will:

- endeavour to represent the broader interests of members and/or stakeholders
- seek to balance their contribution as both an advisor and learner.
- be honest with others and true to themselves
- refrain from trying to influence other Board members outside of board meetings that might have the effect of creating factions and limiting free and open discussion.
- be willing to be a dissenting voice, endeavor to build on other Directors’ ideas, offer alternative points of view as options to be considered and invite others to do so too
- be balanced in one’s effort to understand other Board members, on important issues, and to make oneself understood.
- once a Board decision is made, support the decision even if one’s own view is a minority one.
- not disclose or discuss differences of opinion on the Board with those who are not on the Board. The Board should communicate externally with “one voice”.
- respect the confidentiality of information on sensitive issues, especially in personnel matters.
- be an advocate for the Association and its mission wherever and whenever the opportunity arises in their own personal and professional networks.
- disclose one’s involvement with other Associations, businesses or individuals where such a relationship could be viewed as a conflict of interest (see Conflict of Interest Policy).
- refrain from giving direction, as an individual Board member, to the Executive Director or any member of staff.
- refrain from investigating or discussing the executive director’s performance with staff members or external stakeholders without Board authorization.



<b>G-8 BOARD ORIENTATION AND TRAINING</b>		
<b>Initial Policy Effective Date</b>	<b>Last Approved Amendment or Review:</b>	<b>Next Review Date:</b>
<b>September 13, 2011</b>	<b>February 2026</b>	<b>2029</b>

Board orientation is necessary to assist new Directors to contribute fully, and as early in their tenure as possible, to the governing work of the Board.

**Orientation:**

- An orientation session will held as soon as possible after the Annual General Meeting
- The whole Board has responsibilities that include welcoming new Board members, showing up at an orientation session, and most importantly, mentoring new Board members.
- Board orientation is not just about the transfer of information. As a result of their orientation new Directors should:
  - understand the role of the Board, and its mission, vision and values.
  - understand their roles, responsibilities and time commitment to governance work.
  - understand their roles and responsibilities and collaboration with the Executive Director.
  - be aware of the programs and services offered by the Association.
  - be aware of the current goals, opportunities and challenges facing the Association.
  - be aware of who the Association’s main stakeholders are including members, funders, clients, partners, the public, as well as staff.
  - be aware of the legislations that regulate the Association.
  - have some sense of how their own background, knowledge, experience and skills will contribute to the current work of the board and the goals of the Association.
  - appreciate the background, knowledge, experience and skills of each of the other directors.
  - know how board meetings are run, decisions are made and what formal governing bylaws, policies and practices exist.
  - be aware of the benefits to Board members, particularly if they have never previously served on a Board:
    - The satisfaction of making a difference in the community.
    - The opportunity to work with individuals of diverse backgrounds.
    - The development of effective decision-making skills.
    - An increased understanding of group dynamics and relationships.
- An overview will be presented of the relevant governance documents contained in the Board Information Manual that is provided to all Directors.

## **Training and Development:**

Additional Board training may be offered during the year.

Directors may attend development programs such as courses and conferences as recommended by the Board or by individual choice. A prior written request must be submitted and Board approval obtained to cover anticipated costs. A written report of what was learned and how it might improve the functioning of the Board should be submitted to the Executive Committee for inclusion on the next Board agenda.

<b>G-9 BOARD EVALUATION</b>		
<b>Initial Policy Effective Date</b>	<b>Last Approved Amendment or Review:</b>	<b>Next Review Date:</b>
<b>September 13, 2011</b>	<b>February 2026</b>	<b>2029</b>

As a tool to improve governance practices, the Board undertakes a formal Board self-evaluation process annually prior to the AGM.

1. The Board develops and adopts indicators of effective governance performance. These indicators include:
  - a) How well the Board has done its job.
  - b) How well the Board has conducted itself.
  - c) The Board’s relationship with the Executive Director.
  - d) Performance self-evaluation of individual Board members.
  - e) Feedback to the Chair of the Board.
  
2. The Board designs and implements the Board evaluation process.
  
3. The Board develops specific objectives and action plans for improvement, based on the recommendations from the Board evaluation process.

<b>G-10 BOARD STANDING AND AD HOC COMMITTEES</b>		
<b>Initial Policy Effective Date</b>	<b>Last Approved Amendment or Review:</b>	<b>Next Review Date:</b>
<b>September 13, 2011</b>	<b>February 2026</b>	<b>2029</b>

To carry out its responsibilities, the Board may establish both standing and ad hoc committees. In order to preserve the integrity of the Board as a whole, Board committees abide by the following principles.

Board committees may not speak or act on behalf of the Board, except when formally given the authority to do so for specific and/or time-limited purposes.

All Standing committees have terms of reference that are approved by the Board. All terms of reference include:

- a) The committee’s purpose.
- b) The key duties and responsibilities of the committee.
- c) The committee’s level of authority, and relationship with the executive director.
- d) Appointment of the chair of the committee, including length of term.
- e) Membership of the committee, including appointment and length of term.
- f) Meetings, including quorum and voting.
- g) Specific resources for the committee.
- h) Reporting requirements of the committee.

**Standing Committees**

a) The Board may establish standing committees as required. Standing committees are committees with ongoing purposes and specified deliverables. The Standing Committees for the St. Albert Seniors Association are as follows:

- i) Executive Committee
- ii) Finance Committee
- iii) Governance Committee
- iv) Fund Development Committee
- v) Human Resource Committee

b) The Board appoints the members of all standing committees at the first regular meeting following the Annual General Meeting (AGM). On or prior to each AGM, the Board asks members to

identify their interest in serving on any standing committee. Standing committees have a minimum of three (3) Board members. The Board member shall be the Chair of the Committee.

- c) No Committee shall consist of numbers which would carry a majority of the Board.
- d) Standing committees may form sub-committees to assist with their assigned purpose. The Chair of the standing committee must inform the Board of any subcommittee and its related duties. All recommendations from the subcommittee must come to the standing committee and then to the Board.

### **Committees or Task Forces**

- a) Ad hoc committees, or task forces, are time-limited, and deal with specific items that do not fall within the assigned purpose, activities, and/or deliverables of an existing standing committee.

## G-10.1 TERMS OF REFERENCE – EXECUTIVE COMMITTEE

<b>Initial Policy Effective Date</b>	<b>Last Approved Amendment or Review:</b>	<b>Next Review Date:</b>
September 13, 2011	February 2026	<b>2029</b>

### 1. Purpose

- The purpose of the Executive Committee is to prioritize and coordinate the work of the Board, and to respond to emerging situations between Board meetings.

### 2. Key Duties and Responsibilities

#### Committee Responsibilities

- Develop agenda for each Board Meeting
- Initiate and conduct the annual review of Executive Director’s performance, ensuring input from the Board, and when appropriate from staff and/or other parties.
- Ensure a succession plan is in place for the Executive Director
- In collaboration with the Executive Director, recommend to the Board the strategic direction for the Association.
- Assume the responsibility for the oversight of Human Resources for the Association.
- Prepare, update and maintain the Board Governance calendar.
- Provide for Board development and orientation of new Board members.
- Coordinate work and membership of Standing Committees.
  - Ensure committees are active and meeting their Terms of Reference.
  - Establish Recruitment Committee and oversee the recruitment of Directors as carried out by the Recruitment Committee, a sub-committee of Governance Committee.
- Perform other functions as determined from time to time by the Board.

### 3. Membership

This committee consists of the President, Vice President, Secretary and Treasurer. The Executive Director is required to attend, as a non-voting member.

<b>4. Term of Appointment</b>	From immediately after the AGM until the following AGM.
<b>5. Meetings</b>	As scheduled or at the call of the President.
<b>6. Resources</b>	The committee may have project-related expenses as approved by the Board.
<b>7. Annual Deliverables</b>	Coordinate and prepare documentation to meet key duties and responsibilities.
<b>8. Reports</b>	<p>The committee prepares:</p> <ul style="list-style-type: none"> <li>• A written report for the Board at each regular Board meeting following a meeting of the committee.</li> <li>• Recommended changes to the committee terms of reference for Board approval.</li> </ul>

<b>G-10.2: TERMS OF REFERENCE – FINANCE COMMITTEE</b>		
<b>Initial Policy Effective Date</b> July 17, 2012	<b>Last Approved Amendment or Review:</b> February 2026	<b>Next Review Date:</b> 2029

**1. Purpose** This is a standing committee, accountable to the Board, whose purpose is to ensure appropriate financial procedures and controls are in place and adhered to in order to mitigate risk.

**2. Key Duties and Responsibilities** **Committee Responsibilities**

- The committee shall:
- monitor monthly expenditures and revenues in relation to the budget.
  - make recommendation concerning finance and proposed budget, as presented by the Executive Director, or designate.
  - ensure budget is prepared for each fiscal year and presented to the Board for consideration, adjustments, resubmission and final approval.
  - interact with the Board, other Committees and the Executive Director to ensure awareness of matters affecting finance for the development of short and long term financial plans.
  - make recommendations on the investment and disposition of funds, monitoring of invested funds and reporting to the Board on a regular basis the status of the Association’s investments.
  - make a recommendation regarding the appointment of the auditor at the Annual General Meeting.
  - provide the general membership, at the AGM, with the financial status of the Association.
  - be responsible for recommending suitable avenues to invest surplus funds. Such investments must protect the principal and be approved by the Board.

**3. Membership** This committee consists of three (3) - five (5) members, one being the elected Treasurer. Each Board member on the committee will be a voting member on the committee. The Executive Director shall also sit on the committee, as a non-voting member along with the President of the Association.

**4. Term of Appointment** From immediately following the AGM until the next AGM.

**5. Meetings** The Finance Committee meeting will normally be held at least five (5) days prior to a scheduled regular Board meeting.

The Committee shall meet at least six times a year. The Treasurer shall be the Chairperson and if Treasurer is absent of a meeting, members who are present shall elect a Chairperson for that meeting.

Decisions and motions shall be by consensus. Each voting member shall have one vote. In the case of a tie, the motion is considered lost.

**6. Resources**

The Executive Director shall provide administrative support to the Committee.

**7. Annual Deliverables and Work Plan**

The committee shall review the annual proposed budget, provided by the Executive Director, before presentation to the Board.

In addition, the Committee shall review annual audited financial statements and may research and recommend establishment of Reserve Funds.

Budget is approved by the Board.

Recommendations of expenditures in excess of the budget in accordance with Financial Policy FN-1 must be firstly presented to this Committee and then for final approval of the Board.

Association's fiscal year is January to December.

**8. Reports and Financial Statements**

The committee reviews monthly financial statements and brings the statements forward for Board approval at regular Board meetings.

Discussion on any variance over 10% shall take place and explanation of same shall be presented to the Board.

<b>G-10.3: TERMS OF REFERENCE – GOVERNANCE COMMITTEE</b>		
<b>Initial Policy Effective Date</b>	<b>Last Approved Amendment or Review:</b>	<b>Next Review Date:</b>
September 13, 2012	February 2026	<b>2029</b>

- 1. Purpose** This is a Standing Committee, accountable to the Board, whose purpose is to advise the Board on governance structure and processes, to evaluate the Board’s effectiveness, to develop Board succession planning, and to recruit, overseen by Executive Committee, new Directors as required for approval by the Board.
- 2. Key Duties and Responsibilities** **Committee Responsibilities**
- review bylaws and policies, and recommend revisions, as required.
  - establish a process for succession, interviewing and recommending candidates for election to the Board.
  - evaluate effectiveness of Board governance structure, processes and recommend changes as required.
- 3. Membership** This committee consists of a minimum of three (3) Board members, chaired by a Board member.
- 4. Term of Appointment** Immediately following the AGM until the next AGM.
- 5. Meetings** As required.
- 6. Resources** The committee may have project-related expenses as approved by the Board.
- 7. Annual Deliverables and Work Plan**
- Present any amendments to bylaws by the January regular Board meeting for Board approval, in readiness for the AGM. Amendments to policies can be presented to the Board for approval at any time throughout the year
  - Under the oversight of and with approval of Executive Committee and the Board:
    - ⊖ develop an annual Board succession plan
    - ⊖ recruit, overseen by Executive Committee, new Directors as required for approval by the Board; and meet with individual

candidates, in keeping with previously-established recruitment guidelines as prepared by Governance Committee and approved by the Board

- provide a slate of candidates to the March regular Board meeting for approval by the Board
- at the beginning of each calendar year, distribute and review the Board matrix of skills, distribute and review Board Self-Assessment, provide recommendations.

## **8. Reports**

Prior to the AGM, prepare a report that provides information on the work done by the committee and makes recommendations for the next year.

<b>G-10.4: TERMS OF REFERENCE – FUND DEVELOPMENT</b>		
<b>Initial Policy Effective Date</b>	<b>Last Approved Amendment or Review:</b>	<b>Next Review Date:</b>
October 23, 2019	February 2026	<b>2029</b>

**1. Purpose**

This is a standing committee of the Board, whose purpose is to work with the Executive Director to support fund development initiatives including planning, coordination, implementation and evaluation of fund development strategies.

**2. Key Duties and Responsibilities**

**Committee Responsibilities**

The committee:

- works in collaboration with the Executive Director or designate to develop a revenue diversification strategy and target revenue numbers to be included in the annual budget that is based on the Association’s strategic priorities
- in collaboration with the Executive Director, establishes a strategic fund development plan that includes
  - a comprehensive approach to fundraising (e.g. annual giving, sponsorships, special events, legacy and planned giving)
  - donor cultivation, solicitation, recognition and stewardship (including reporting on gift impact)
  - assessing and maximizing current earned revenue opportunities while meeting the goals and objectives of the Association, its members and the community
  - establishing the annual fund development calendar
- assists in the cultivation and recruitment of external members to the committee
- fosters Board involvement in fund development activities
- adopts and follows the fund development standards of the Association of Fundraising Professionals:
  - Donor Bill of Rights
  - Code of Ethical Standard
  - International Statement of Ethical Principles in Fundraising

- 3. Membership** This committee consists of a minimum of four (4) members, that may include at least two (2) Board members and Executive Director (or designate) and external members.
- 4. Term of Appointment** Ongoing.
- 5. Meetings** As required and called by the chair of the committee.
- 6. Resources** The committee may have project-related expenses as approved by the Executive Director.
- 7. Annual Deliverables and Work Plan** The revenue target is to be determined during the budgeting process.  
Establish the annual fund development calendar.
- 8. Reports** The committee prepares a written report for the Board at each regular Board meeting following a meeting of the committee.  
  
Prior to the AGM, prepare a report that provides information on the work done by the committee and makes recommendations for the next year.

## G-10.5: TERMS OF REFERENCE – FUNDRAISING

<b>Initial Policy Effective Date</b>	<b>Last Approved Amendment or Review:</b>	<b>Next Review Date:</b>
October 23, 2019	February 2026	<b>2029</b>

- 1. Purpose** This is an ad-hoc committee housed under Fund Development of the Board whose purpose is to work with the Executive Director to develop annual fundraising strategies.
- 2. Key Duties and Responsibilities**
- Committee Responsibilities**
- The committee:
- works in collaboration with Fund Development Committee to develop a revenue diversification strategy and target revenue numbers to be included in the annual budget that is based on the Association’s strategic priorities
  - in collaboration with the Fund Development Committee, establishes a strategic annual fundraising plan and calendar:
    - to include all fundraising opportunities and all projected and realized revenue generated by special and transactional events (e.g., raffles, silent auctions, 50/50s, markets).
    - to include separately designated revenue received from donors and donations during the fundraising opportunities/events.
  - ensures fundraising activities are conducted within approved guidelines
  - assists in the cultivation and recruitment of external members to the committee
  - fosters Board involvement in fundraising activities
- 3. Membership** This committee consists of a minimum of four (4) members that may include at least two (2) Board members and Executive Director (or designate) and external members.
- 4. Term of Appointment** Ongoing.
- 5. Meetings** As required and called by the chair of the committee.
- 6. Resources** The committee may have project-related expenses as approved by the Executive Director.
- 7. Annual** The revenue target is to be determined during the budgeting process. Establish the annual fundraising calendar.

## **Deliverables and Work Plan**

### **8. Reports**

The committee prepares:

A written report for the Board at each regular Board meeting following a meeting of the committee.

Prior to the AGM, the committee chair will prepare a report that provides information on the work done by the committee and makes recommendations for the next year's committee.

# **SECTION 3**

## **BOARD POLICIES RELATIONSHIP WITH EXECUTIVE DIRECTOR**

<b>ED-1 – RELATIONSHIP BETWEEN THE BOARD AND EXECUTIVE DIRECTOR</b>		
<b>Initial Policy Effective Date</b>	<b>Last Approved Amendment or Review:</b>	<b>Next Review Date:</b>
<b>2025</b>	<b>February 2026</b>	<b>2029</b>

**As the Executive Director is the only employee of the Board, the Executive Director directly reports to the President.** The relationship between the President and the Executive Director will generally set the tone for all other Board and Executive Director interactions. Developing an effective working partnership will require the following characteristics:

#### **TRUST AND RESPECT**

The President and the Executive Director work to develop and maintain the trust and respect for each other that builds the mutual confidence that each is committed to the success of the other.

#### **REGULAR COMMUNICATIONS**

It is important that there be regular communication between the President and the Executive Director, and that early in the term of the President a preferred style of communication (frequency, in-person, e-mail or phone) is established. The President and the Executive Director will maintain ongoing open communications.

#### **WILLINGNESS TO LEARN**

The President and the Executive Director will share a willingness to learn, so that the President gains a better understanding of the Association and the Executive Director draws upon the expertise and experience of the President.

#### **ABILITY TO DISAGREE CONSTRUCTIVELY**

It is important that the President and the Executive Director communicate different points of view and then discuss these differences in a respectful manner. In some situations, the President and the Executive Director may choose to discuss issues in confidence and arrive at a shared understanding.

<b>ED-2 – EXECUTIVE DIRECTOR COMMUNICATION WITH THE BOARD</b>		
<b>Initial Policy Effective Date</b> <b>October 23, 2019</b>	<b>Last Approved Amendment or Review:</b> <b>February 2026</b>	<b>Next Review Date:</b> <b>2029</b>

With respect to providing information and counsel to the Board, it is expected that the Executive Director will, at all times:

- ensure that the information provided to the Board is related to the mission and strategic objectives of the Association.
- ensure that the Board is aware of relevant trends in the community that affect the assumptions upon which the mission or strategic objectives have been founded.
- advise the Board if, in the Executive Director’s opinion, it is not in compliance with its own roles and responsibilities or any other policies and principles it has adopted for its own work.
- advise the Board if, in the Executive Director’s opinion, its discussion is too focused on operational matters.
- marshal a diversity of points of view and options needed when important Board decisions need to be made.
- inform the Board of any external complaints or adverse media coverage which may affect the reputation of the Association.
- inform the Board of any internal conflicts or tensions which may impact on the Association as a healthy workplace. The intent of such communication may be to solicit Board advice or assistance.
- deal with the Board as a whole except when responding to officers or Board committees with specific responsibilities.
- propose, when needed, new and improved operational policies.
- report in a timely manner any actual or anticipated noncompliance with any policy approved by the Board.

<b>ED-3 – EXECUTIVE DIRECTOR EVALUATION AND COMPENSATION</b>		
<b>Initial Policy Effective Date</b> <b>October 23, 2019</b>	<b>Last Approved Amendment or Review:</b> <b>February 2026</b>	<b>Next Review Date:</b> <b>2029</b>

**Performance Evaluation**

The executive director is entitled to a regular review of his/her performance. The review process, areas reviewed, criteria and evidence used will be determined in collaboration with the ED.

The review may be initiated by the board or by executive director. A formal review by the Executive Committee must take place at least every two years. A shorter narrative evaluation may be undertaken in between.

The ED’s performance will be based on, but not exclusive to:

- leadership in the achievement of the Association’s mission and goals for the period under review
- implementation of, or compliance with, board policies outlining the Association’s financial, human resource management and fundraising principles
- effectiveness in supporting the work of the Board /communications with the Board
- effectiveness in working with members, volunteers and external stakeholders

This evaluation does not take the place of regular feedback to the ED from the board. Neither does it prevent the ED from formally requesting and receiving more timely feedback on particular matters.

The ED’s reports to the board may be organized such that they document the Association’s and his/her own performance on the above responsibilities and therefore can be used in the evaluation.

**Compensation**

The Board is responsible for determining and adjusting the Executive Director’s compensation package.

The Board will review the ED’s compensation (salary and benefits) upon completion of each formal performance review. The review will involve a comparison of the ED’s salary and benefits with others in comparable positions and comparable Associations.

<b>ED-4 – EMERGENCY EXECUTIVE DIRECTOR SUCCESSION</b>		
<b>Initial Policy Effective Date</b>	<b>Last Approved Amendment or Review:</b>	<b>Next Review Date:</b>
<b>October 23, 2019</b>	<b>February 2026</b>	<b>2029</b>

**Executive Director Responsibilities**

Given the importance to clients and staff of continuity of operations of the Association, the Executive Director will have the following measures in place in the event that an emergency, such as illness, injury or death, unexpectedly makes it impossible for her to effectively provide executive leadership for a period of five or more working days.

1. An up-to-date file whose location is known to and immediately accessible by a designated staff person or board member containing passwords and other security codes required for the Executive Director’s computer files. This should include e-mail, telephone message systems, and social media accounts. The location of keys to the building, desks, cabinets and work-related security storage will also be included in the file.
2. A list of critical functions that rely on the Executive Director including those that could affect client safety, payment of staff salaries, submission of payroll and other government remittances, and other time sensitive tasks on which the Association’s functioning depends. The items on the list shall be in order of importance.
3. The designation one person who would be able to serve as “Acting Executive Director” for a period of at least 10 as many as 20 working days and who, with help if necessary, can take over, or direct, the accomplishment of the critical functions.
4. A set of protocols or rules with respect to whom, including board members, needs to and will have, access to confidential employee and client records in place of the current Executive Director.
5. A written set of steps to affect the immediate transfer of signing authority for financial operations where the Executive Director’s signature is required.

**Board Responsibilities**

It is important to clients and staff that there be continuity in the operation of the Association. In the event that an emergency, such as illness, injury or death, or other sudden departure, makes it impossible for the Executive Director to effectively provide executive leadership, the Board, with the help of a special meeting, will take the following measures.

Where absence of the existing executive director is **temporary** but likely to negatively impact on the continuity of operations, the board will:

1. Appoint an acting executive director or executive team
2. Communicate with those most affected by the situation

Where the sudden departure of the executive director is a **permanent one**, the board will:

1. Appoint an acting executive director or executive team
2. Initiate a process for recruiting and hiring a new or interim executive director
3. Communicate with those most affected by the situation

For the purposes of this policy an **acting executive director** will be someone familiar with the Association, likely a senior staff member or a person recently retired from it.

An **executive team** will be one made up of two or three senior staff members. Such a team would be expected to divide up and prioritize the leadership responsibilities involved.

An **interim executive director** will be an external person with executive leadership experience, likely a retired ED or consultant. The usual term of an interim executive director is one year and in most cases the person hired for the post is not eligible for the permanent ED position.

The board will review the remuneration and work responsibilities of staff members who take on an executive role or roles in the situation with the intent of being fair and supportive.

The board may also consider:

- Assigning to the executive committee of the board, the role of supporting the acting executive staff leadership. If there is no existing executive committee the board may wish to establish one to respond to the situation.
- Where there is no management staff to take on an executive role, or even part of an executive role, and board members have some capacity to step into such a role on a part-time basis, a volunteer management committee of the board may be established with the support and participation of staff.

**SECTION 4**

**BOARD POLICIES**

**FINANCIAL**

<b>FN-1; FINANCIAL REPORTING</b>		
<b>Initial Policy Effective Date</b> <b>October 23, 2019</b>	<b>Last Approved Amendment or Review:</b> <b>February 2026</b>	<b>Next Review Date:</b> <b>2029</b>

On behalf of the Board, the Executive Director and the Finance Committee ensure financial internal controls are in place and provide quality assurance to all Members that revenues and expenses are handled in a responsible manner. The Association’s fiscal year shall be the calendar year. Budgets shall be prepared for each fiscal year. Annual Financial Statements are prepared by the Association and audited by a Chartered Professional Accountant (CPA) or a CPA firm that can attest to the correctness of the financial data.

**Financial Statements to Every Regular Board Meeting**

A Financial Report is to be submitted by the Treasurer or in the Treasurer’s absence by the Executive Director at each regular Board meeting. The Treasurer is responsible for reviewing all monthly financial statements and is required to provide, with the assistance of a staff member when necessary, an account of revenue and expenditures to the Board. Monthly statements shall be distributed to the Board in a timely manner and be available for the monthly Board meeting.

The Executive Director will provide a plan to the Board to address variances of more than 10 percent in budget categories beyond a period of 60 days, in order to rectify the variance by the end of the fiscal year.

**Annual Budget**

To ensure the financial stability and long-term sustainability of the Association, the Executive Director, in consultation with the Finance Committee, develops an annual budget based on the Association’s mission, strategic goals and priorities and policies. Budgets must:

- Be based on informed, evidence-based forecasting.
- Consider the outcomes of past budgets.
- Ensure that the Association avoids financial jeopardy.
- Meet the requirements of all relevant legislation and contracts.

The Treasurer, working with the Executive Director, will submit the annual budget to the Board of Directors for approval by the December Board meeting of the current fiscal year to which it applies.

The annual budget will reflect the Board’s strategic and financial priorities and will address both capital and operating expenditures.

The budget will be presented with a comparison to the previous year’s budget and the previous year’s actual revenues and expenditures.

The budget will provide appropriate details to facilitate the monitoring of the actual revenues and expenditures in comparison to the revenues and expenditures forecasted in the budget and will facilitate the annual audit of the Association's accounts for the fiscal year.

The budget will propose the expenditures of only those funds that are conservatively expected to be received unless the Association's financial situation clearly warrants a deficit budget.

## **Annual Audit**

The audited annual Financial Statements for the previous year are to be reviewed and approved by the membership at the Annual General Meeting.

Each year an audit of the Association's annual Financial Statements shall be conducted by the Chartered Professional Accountant (CPA) or by the CPA firm who was or which was appointed by the Association's Members at the previous Annual General Meeting (AGM). This audit is to provide the Association and its Members with reasonable assurance that, as a whole, the Financial Statements are free from material misstatement, whether due to fraud or error, and to issue an independent auditor's report which includes the auditor's opinion.

The Treasurer is responsible for ensuring that the audited annual Financial Statements are prepared for and submitted to the Members at the AGM following the end of our fiscal year for their approval. This responsibility includes ensuring that the auditor is provided with all of the required information on a timely basis.

Working with the Executive Director, the Treasurer is responsible for obtaining reports or correspondence from the auditor disclosing audit findings of importance to the Board of Directors (such as deficiencies in internal controls, in bookkeeping and accounting, or in financial reporting procedures) and recommending improvements. The topics selected for such reports or correspondence are chosen by the auditor.

The Treasurer works closely with the Executive Director and the auditor in the direction of all aspects of the auditor's work so as not to put the Executive Director, who is responsible for managing all of the Association's property, operations, and programs, in a conflict-of-interest situation.

The audited financial statement shall be distributed on request to members and funders.

<b>FN-2; FINANCIAL ACTIVITIES</b>		
<b>Initial Policy Effective Date</b> <b>October 23, 2019</b>	<b>Last Approved Amendment or Review:</b> <b>February 2026</b>	<b>Next Review Date:</b> <b>2029</b>

### **Banking**

The Board shall approve the financial institution for banking service. The Executive Director shall monitor and manage both chequing and investment accounts. Daily bank deposits shall occur.

The Board shall ensure that the Association holds all of its funds in accounts that are fully insured by the Canada Deposit Insurance Corporation (CDIC), the Province of Alberta or the Credit Union Deposit Guarantee Corporation (CUDGC).

### **Association Credit Cards**

The Association may have credit cards with a combined maximum limit to be recommended by the Finance Committee and approved by the Board. Administration shall reconcile credit card statement monthly.

### **Available Cash**

Available cash must not drop below the amount needed to settle payroll, contractual operating expenses and one month's worth of operating expenses.

### **Signing Authority**

The Board determines signing authority for Board members:

- at the first Board meeting immediately following the Annual General Meeting, or
- when a signing authority leaves the Board for any reason.
- a minimum of three (3) directors of the Board and the Executive Director may be authorized to sign cheques, contracts and other documents.
- cheques require two (2) signatures.
- upon making the Finance Committee aware, the Executive Director signs all funding contracts except where the funder requires a duly designated Board member to also sign the contract.
- the Board will grant signing authority to any individual it appoints to the position of Acting Executive Director. This signing authority lasts for the term of the Acting Executive Director position.

### **Capital Assets**

Capital assets must be tagged and inventoried.

The Association values its capital assets at cost, and follows the straight-line method of amortization, with amounts of depreciation allocated in equal amounts to the capital asset over each successive year until the asset is fully amortized.

## **Disposal of Capital Assets**

Before disposal, the Executive Director creates a record of all capital assets that are no longer of use to the Association. This record includes the date purchased and the reason for disposal.

- 1) The Executive Director sells capital assets that are no longer of use to the Association and with a greater value less than \$300.00 in a manner that maximizes revenue.
- 2) The Board approves all disposals of capital assets, with a value over \$300.00, that are no longer of use to the Association prior to sale.
- 3) The Executive Director must develop a fair and open process for disposal and select the highest offer to purchase capital assets that are no longer of use to the Association.
- 4) The Executive Director maintains a record of:
  - all sales of capital assets, including a list of offers, and the successful purchaser.

## **Reserve Funds**

The Board establishes designated funds and reserves to create funds to:

- help ensure the stability of the Association
- plan for long-term financial needs of the Association

There are three types of reserves:

- Unrestricted
- Restricted and designated
- Endowment

### **Unrestricted Reserves**

- Unrestricted reserves have no external restrictions on the use of the funds but must be aligned with the strategic plan.
- The Board must give prior approval for the use of all unrestricted reserves in excess of the amount set by the Board from time to time.

### **Restricted and Designated Reserves**

- Restricted reserves are funds that are restricted by outside agencies, persons or Association policies.

## **Capital Reserve**

The Board annually allocates an amount to this reserve that takes into consideration the Association's finances and priorities, the availability of grant dollars and the current state of equipment.

## **Endowment Fund**

Property and other cash or investments acquired by gifts or bequests are placed in this fund. The property, gift or bequest may come in the name of individuals or from charitable, religious, educational or other non-profit institutions.

Income generated from endowments must be used for the purposes and meet the conditions of the gift.

The principal of the gift must be maintained or applied to the purpose of the gift.

The Executive Director forwards requests for proposed capital, operational or project expenditures from this fund to the Board.

### **Donations**

- All receipts for donations must be pre-numbered and be kept secure in the administration offices.
- Only the Executive Director or his or her designate shall sign the tax receipts.
- Tax receipts are issued only when a donation of at least \$20 is received.
- We do not provide charitable receipts for in-kind donations.

### **Investing**

The Finance Committee in consultation with the Executive Director is responsible for recommending suitable avenues to invest surplus funds. Such investments must protect the principal and be approved by the Board.

### **Storage of Financial Information**

- Most financial information is highly confidential, and whether in printed or electronic form, all financial information must be securely stored at all times, locked up, or else kept in some other generally accepted secure storage facility.
- Financial information must be securely stored for 7 years, after which it must be examined and any information that may or will still be needed must be retained and any information that has no future value may be shredded and disposed of.

<b>FN-3; FINANCIAL PURCHASING AND CONTRACTS</b>		
<b>Initial Policy Effective Date</b>	<b>Last Approved Amendment or Review:</b>	<b>Next Review Date:</b>
<b>October 23, 2019</b>	<b>February 2026</b>	<b>2029</b>

*Procurement is the process of finding and agreeing to the terms of a purchase. It includes identifying potential suppliers, negotiating contracts, and selecting the supplier that offers the best value for money. Purchasing is the actual act of buying goods and services.*

### **PURCHASING POLICY**

The Executive Director and Finance Committee work collaboratively:

- to ensure the Association does not commit to expend more funds than have been budgeted and/or received from grants or fundraising.
- to cover any non-budgeted expenses from another budget category as required.

### **PROCUREMENT POLICY--CONTRACTS**

Contracts are a part of doing business for the Association and no contracts will be negotiated that will place the Association in financial jeopardy. Except as noted below, all contracts will be awarded with openness, equal access to information and fair competitive opportunity.

#### **Guidelines**

1. The Finance Committee reviews all contracts and prepares a recommendation to the Board for approval as deemed appropriate.
2. Contracts must be consistent with the mission of the Association and within the approved budget.
3. The Association enters into contracts with due diligence, including ensuring that the contractor is reliable, that conditions such as holdbacks are addressed, and that proper documentation regarding such important factors as WCB coverage is provided.
4. In the event that particular goods or services are available on a timely basis from only one or two suitable suppliers, some of the requirements of this Policy may be waived, with documentation recorded on file.

#### **Code of Conduct**

1. Code of Conduct and Conflict of Interest policies shall govern the performance, behavior and actions of the Association, including Board members, employees, directors, volunteers, or agents who are engaged in any aspect of procurement, including – but not

limited to – purchasing goods and services; awarding contracts and grants; or the administration and supervision of contracts.

2. No employee, officer, director, volunteer or agent of the Association shall participate in the selection, award or administration of a bid or contract if a conflict of interest is real or apparent to a reasonable person.
3. Conflicts of interest may arise when any employee, officer, director, volunteer or agent of the Association has a financial, family or any other beneficial interest in the vendor firm selected or considered for an award.
4. The Association's employees, officers, directors, volunteers or agents shall neither solicit nor accept gratuities, gifts, consulting fees, trips, favors or anything having a monetary value in excess of dollars (\$50) from a vendor, potential vendor, or from the family or employees of a vendor, potential vendor or bidder; or from any party to a sub-agreement or ancillary contract.
5. As permitted by law or policy, the Association shall pursue appropriate legal, administrative or disciplinary action against an employee, officer, director, volunteer, vendor or vendor's agent who is alleged to have committed, has been convicted of or pled no contest to a procurement related infraction. If said person has been convicted, disciplined or pled no contest to a procurement violation, said person shall be removed from any further responsibility or involvement with grants management, procurement actions or bids.

### **Solicitation and Competition**

1. The Association must begin with a documented analysis of the need for the procurement action, identify and clearly specify standards for the goods or services desired, and seek competitive offers where possible to obtain the best possible quality at the best possible price.
2. Some form of cost or price analysis shall be made and documented in the procurement files in connection with every procurement action (e.g., the comparison of price quotations submitted, market prices, together with discounts).

### **Selection**

1. There should be an objective method for selection, and any factors for evaluation and selection should be listed in the procurement documents.
2. The Executive Director, upon approval of the Finance Committee, may choose to request proposals from one or more parties to provide professional services to the Association.
3. Awards shall be made to the bidder whose bid is responsive to the solicitation and is most advantageous to the Association (price, quality and to her factors considered). All contracts must have coverage under WCB and Liability Insurance.
3. A bid may be rejected when it is in the Association's interest to do so.

4. The lowest quote will not necessarily be taken; however, reasons for accepting a higher quote or for not obtaining more than one quote must be documented and kept on file.
5. The Treasurer and the contractor will sign and date two (2) original contracts.
6. The Executive Director will ensure that the contractor knows, understands, and agrees to abide by the Association's work site health and safety management system.

### **Documentation**

At a minimum, procurement records must clearly show how the Association:

- Executed price sampling for small purchases
- Selected the method of procurement and the type of contract to be used
- Determined which bids or proposals to accept and which to reject
- Determined the basis for the contract cost or price

### **Contract Administration**

1. The Executive Director, in consultation with the Finance Committee, will approve all changes to contracts, including changes to completion dates.
2. The Executive Director monitors the delivery of the service. All activities are carried out and costs are incurred in compliance with applicable requirements.
3. Before final payment is made, services performed are adequate and consistent with the contract scope of services.
4. Records are maintained for seven years after final payment is made.

**SECTION 5**

**BOARD POLICIES**

**RISK MANAGEMENT**

<b>RM.1: RISK MANAGEMENT</b>		
<b>Initial Policy Effective Date</b> <b>November 2022</b>	<b>Last Approved Amendment or Review:</b> <b>February 2026</b>	<b>Next Review Date:</b> <b>2029</b>

St. Albert Seniors Association (SASA) has many risk management responsibilities, such as protecting its property from damage and loss and ensuring the security of its Members’ personal information and the security of its own data and records. However, our most important risk management responsibility is protecting the health and safety of our Members, volunteers, staff, contractors, and others while they are on our property.

Risk management is an ongoing process which involves SASA periodically identifying and assessing hazards and property risks as well as assessing the hazards and property risks identified by others and reported to the Association. How SASA deals with the possibility of an undesirable event affecting us depends on the potential consequences which are identified during the assessment process. Where the consequences are confined to loss of or damage to property without any realistic chance of this event causing or involving illness or injury to workers or others, SASA is free to act in any legal and non-negligent way and to prioritize its actions. It could even choose not to take action (for example if the Association decided that the costs of eliminating or controlling a property risk exceeded the expected benefits of doing so).

However, if anything is assessed as potentially dangerous to the health or safety of our Members, volunteers, staff, contractors, or others while they are on our property then SASA is required to eliminate it if this is reasonably practicable or control it if not. The processes to be used in identifying and assessing, then eliminating or controlling hazards (situations, conditions, or things which could cause illness or injury) are governed by the Occupational Health and Safety (OHS) Act and the Occupational Health and Safety (OHS) Code.

A key requirement of the OHS Act, under Section 26 appoint a Director to be responsible for administration of the Act. This representative will address complaints regarding worker health and safety, develop and promote work site health and safety measures, to participate in the investigation of serious injuries, and to carry out related duties.

The Board’s roles in risk management are limited but critical. Firstly it has to ensure that all the required elements of an appropriate health and safety management system required by the Occupational Health and Safety Act and the OHS Code are in place and are functioning properly. Secondly it has to be committed to maintaining a risk management culture where our staff, volunteers, members, and all others who regularly use our facility note and report hazards and where the reported hazards are responded to in a timely and appropriate manner. And thirdly the Board has to ensure that the policy measures which address any types of risk - including property risks as well as health and safety risks – are reviewed on a regular basis and revised whenever appropriate.

**EXECUTIVE DIRECTOR RESPONSIBILITIES**

The Executive Director is responsible to the Board for the establishment and effective operation of our health and safety program, including compliance with all applicable Occupational Health and Safety Act and Occupational Health and Safety Code requirements.

The Executive Director is also responsible for the development, implementation, review, and where warranted the updating of appropriate risk management measures related to each of the following:

- a. alcohol, cannabis, tobacco and illicit drugs,
- b. building access,
- c. surveillance camera protocols,
- d. financial management, and
- e. document and data management and security.

The Executive Director will report to the Board on the above matters as required.

<b>RM.1.1: DATA COLLECTION, STORAGE, SECURITY AND ACCESS</b>		
<b>Initial Policy Effective Date</b> November 2022	<b>Last Approved Amendment or Review:</b> February 2026	<b>Next Review Date:</b> <b>2029</b>

**Data Storage, Security, Retention and Access Policy**

*(Societies Act – Alberta Compliant)*

**1. Purpose**

The purpose of this Policy is to establish standards for the collection, storage, protection, retention, access, and disposal of information held by the Association in accordance with:

- The **Societies Act (Alberta)**
- The **Personal Information and Privacy Act (Alberta) (PIPA)**
- Any other applicable federal or provincial legislation

The Association recognizes its legal obligations to maintain certain corporate records and to protect personal information in its custody or control.

**2. Scope**

This Policy applies to:

- All Directors, Officers, employees, contractors, and volunteers
- All corporate, governance, financial, operational, and personal records
- All formats, including paper, electronic, email, cloud-based, and backup systems

**3. Governance Records Under the Societies Act**

In accordance with the **Societies Act (Alberta)**, the Association shall maintain at its registered office (or another location within Alberta as permitted):

- The Certificate of Incorporation
- Bylaws and amendments
- Special resolutions

- Register of Members
- Register of Directors
- Minutes of meetings of Members
- Minutes of meetings of Directors

These records shall be:

- Kept up to date
- Stored securely
- Maintained in either physical or electronic format, provided they are accessible and reproducible

Corporate records required under the Act shall be retained permanently.

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#### **4. Personal Information and Privacy Act (PIPA Compliance)**

The Association collects personal information only for purposes that are reasonable and necessary to:

- Administer membership
- Deliver programs and services
- Conduct governance and board activities
- Meet legal and regulatory requirements
- Process donations and financial transactions

##### **4.1 Consent**

Personal information shall be collected, used, and disclosed with consent unless otherwise permitted or required by law.

##### **4.2 Limiting Collection**

Only information necessary for the identified purpose shall be collected.

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### **5. Data Storage**

#### **5.1 Electronic Records**

- Stored on secure, password-protected systems
- Cloud platforms must provide appropriate security safeguards
- Multi-factor authentication used where available
- Encryption used for sensitive personal or financial data
- Regular backups maintained securely

- Access limited through role-based permissions

## **5.2 Physical Records**

- Stored in locked cabinets or secure offices
  - Access limited to authorized personnel
  - Premises secured when unattended
- 

## **6. Security Safeguards**

The Association shall implement safeguards appropriate to the sensitivity of the information, including:

### **Administrative Safeguards**

- Confidentiality agreements for Directors, staff, and volunteers
- Privacy training and awareness
- Designated Privacy Officer

### **Technical Safeguards**

- Password policies
- Antivirus and firewall protection
- Secure remote access protocols

### **Physical Safeguards**

- Locked storage
  - Controlled office access
- 

## **7. Retention of Records**

Records shall be retained in accordance with legal requirements and operational necessity.

### **7.1 Permanent Retention**

- Certificate of Incorporation
- Bylaws and amendments
- Special resolutions
- Member meeting minutes
- Board meeting minutes
- Registers of Members and Directors (including historical records)

## 7.2 Minimum 7-Year Retention

- Financial records
- Payroll records
- Contracts and agreements
- Grant documentation
- Incident reports
- Insurance documentation

## 7.3 Membership Records

- Maintained while membership is active
- Retained up to 7 years after termination unless otherwise required

## 7.4 Employee and Volunteer Records

- Retained for 7 years after termination of employment or service

Retention periods may be extended if litigation, audit, or investigation is pending.

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## **8. Member Access to Records (Societies Act Compliance)**

Under the Societies Act:

- Members are entitled to inspect the Register of Members.
- Members may inspect meeting minutes and other records as permitted by the Act and the Association's Bylaws.

Access shall:

- Occur at a reasonable time
- Be supervised
- Protect personal information of other members in accordance with PIPA

The Association may restrict copying or distribution of personal information where disclosure would contravene privacy legislation.

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## **9. Personal Information and Privacy Act (PIPA) and Access to Information Act (ATIA)**

Individuals may request access to their own personal information held by the Association.

Requests must:

- Be made in writing
- Provide sufficient detail

The Association will respond within the time limits set by PIPA (generally 45 days).

Access may be refused where permitted under PIPA, including where disclosure would reveal personal information about another individual or legal privilege applies.

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## **10. Data Breach Response**

Any suspected loss, unauthorized access, or disclosure of personal information must be immediately reported to the Privacy Officer or Executive Director.

The Association shall:

1. Assess the breach
2. Contain and mitigate risk
3. Determine whether notification is required under PIPA
4. Notify the Alberta Information and Privacy Commissioner where there is a real risk of significant harm

All breaches shall be documented.

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## **11. Secure Destruction**

When records reach the end of their retention period:

- Paper records shall be cross-cut shredded or destroyed by secure service
- Electronic records shall be permanently deleted or securely wiped
- Hardware shall be wiped before disposal

Destruction of corporate records required under the Societies Act is prohibited.

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## **12. Roles and Responsibilities**

### Board of Directors

- Ensure statutory compliance
- Oversee corporate record maintenance
- Appoint a Privacy Officer

### Privacy Officer

- Oversee privacy compliance
- Manage access requests
- Handle data breaches
- Conduct periodic policy reviews

### Staff and Volunteers

- Comply with this Policy
- Protect confidential information
- Report security concerns

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## **13. Policy Review**

This Policy shall be reviewed every two (2) years or earlier if legislative changes occur

<b>RM.2: HARASSMENT</b>		
<b>Initial Policy Effective Date</b> November 2022	<b>Last Approved Amendment or Review:</b> February 2026	<b>Next Review Date:</b> 2029

The St. Albert Seniors Association wants to provide a harassment free environment for its staff, volunteers, members, Board Members and general public.

St. Albert Seniors Association will neither tolerate nor condone behaviour that is likely to undermine the dignity or self-esteem of an individual or create an intimidating, hostile or offensive environment.

The Board Policy is aligned with the Employee’s Handbook Policy under Harassment.

# **SECTION 6**

## **BOARD POLICIES HUMAN RESOURCES**

<b>HR.1: HUMAN RESOURCES MANAGEMENT</b>		
<b>Initial Policy Effective Date</b>	<b>Last Approved Amendment or Review:</b> <b>February 2026</b>	<b>Next Review Date:</b> <b>2029</b>

Our Association is committed to being an exemplary employer. Towards this end the Executive Director will ensure that the human resource practices of the Association adhere to the principles of fairness and respect, and that we abide by all relevant laws and government regulations.

More specifically, the Executive Director will be accountable for the development of a detailed policies and procedures that ensure the following:

1. Recruitment, hiring and promotion practices are transparent, thorough, fair and based on merit.
2. That the legal distinction between employees and contractors will be respected.
3. That, at a minimum, we adhere to the requirements of the Alberta Labour Standards Code, Human Rights Act, and Occupational Health and Safety Act.
4. All employees have position descriptions and that these are regularly reviewed.
5. Personnel records are treated as confidential and that appropriate restrictions are in place regarding their use and who has access to them.
6. Human resource policies and procedures are provided to all staff.
7. Every staff member is formally evaluated on a regular basis, that the evaluation criteria are in line with best practices in other Associations, and all employees know that evaluation criteria and meeting schedule.
8. Every employee is entitled to a specified amount of time off with pay in the event of sickness, a death in their immediate family, medical appointment and unexpected family obligations.
9. There is a formal grievance or conflict resolution procedure in place for staff that involves the Board as the final arbitrator. The Executive Director and staff member should employ all manners of resolution prior to movement of grievance to the Board.
10. That sexual harassment, either by direct physical or verbal contact, or via computer messaging, will not be tolerated, is to be reported by the alleged victim or by their co-workers and will be immediately investigated.

11. The Association will strive for diversity in its employment practices with respect to race, gender, sexual orientation, culture and disability.
12. Staff has professional development opportunities available to them and that a training plan is prepared and implemented on an as need basis.
13. Wages and salaries paid are competitive with other Associations, that there is a documented scale tying compensation minimally to qualifications, experience and level of responsibility, and that wages and salaries are regularly adjusted for inflation. The board may review wage and salary scales annually or as part of its regular review of this policy.

<b>HR.2: STAFF REMUNERATION</b>		
<b>Initial Policy Effective Date</b> <b>November 2022</b>	<b>Last Approved Amendment or Review:</b> <b>February 2026</b>	<b>Next Review Date:</b> <b>2029</b>

The Board of Directors governs the Association, while the Executive Director is charged with managing the Association. The Board’s role in compensation of the staff is limited to approving the compensation package for its only employee, the Executive Director. However, in fulfilling its Duty of Care responsibility to the Association, the Board must ensure prudent use of all assets. Because the major operational expenditure of the Association is employee salaries, the Board’s oversight role in this regard must be clearly defined, as well as that of the Executive Director.

**The Board’s oversight role:**

While it is not appropriate for the board to review line-item details of individual employee salaries or to become involved in salary negotiation, the Board’s committee charged with oversight of human resources should review salaries on a macro level with the Executive Director on a periodic basis to ensure that salaries remain within an acceptable range to meet the Mission requirements of the Association, while remaining within approved budgetary targets.

**The Executive Director’s management role:**

The Executive Director manages the finances of the Association within the annual budget approved by the Board. The Executive Director (or a designate approved by the Board as required) is the only authority to set and manage staff salaries, wages and benefits, in collaboration with the Board’s human resources committee, and with Board approval as required to ensure compliance with budgetary requirements and the goals of the Association.

# **SECTION 7**

## **BOARD POLICIES**

## **BOARD PROCEDURES**

<b>BP.1: BOARD MINUTES</b>		
<b>Initial Policy Effective Date</b>	<b>Last Approved Amendment or Review:</b>  <b>February 2026</b>	<b>Next Review Date:</b>  <b>2029</b>

The keeping of Board meeting minutes is one of the responsibilities of our being a legally incorporated Association. They provide information to Board members not present at meetings, background information on the conduct of meetings to new directors and on action items between meetings. Board minutes also serve as a legal record should a Board-level decision be challenged.

The secretary, acting secretary or recording secretary will, upon taking up the post, be instructed on the Board’s minute practices.

The format and content of the minutes of Board meetings will strive to be consistent from meeting-to-meeting minutes.

Minutes will be IN “Draft” format and considered unapproved until any corrections or additions, if needed, shall be noted and recorded. Minutes will be approved at the next monthly meeting.

In making and keeping a record of its meetings the Board will strive to follow the following practices:

Meeting minutes will indicate on the first page:

- The date and time of the meeting
- Who, by name, was in attendance, including the executive director, other staff and invited guests
- Board members unable to attend but who sent their regrets
- Board members not present
- Where the meeting is held if not in the usual place of business
- Whether all or some participants participated virtually or by conference call

The minutes of regular and special Board meetings shall:

- Record the discussion and deliberation following the order established by the agenda
- Treat the approval of the agenda, the minutes of the previous meeting or the acceptance of any reports simply as “approved” or “accepted”. No record of a motion is necessary.
- Accurately report the wording of a motion when made, and the fact that it was seconded. When voted on, the minutes shall indicate that the motion was passed or defeated and if passed, if it was passed unanimously.

- Meeting minutes will not indicate how specific individuals voted unless a one or more of the directors present wish to go on record.
- No report of confidential information (such as matters that would normally be included in personnel records) but will report that such discussions took place and the nature of the subject matter addressed. Where what is to be recorded is unclear, the chair or the secretary shall seek direction from the Board.
- On important decision items (the adoption of a new policy, approval of the budget or bank loan, etc.) care will be taken to record the name or text of the policy approved (“the following policy was approved...”) or, if not a policy, the wording of the decision (“the Board agreed to the following action :”). The secretary may ask the Board for direction. Documents approved may be appended to the minutes.
- The minutes shall, in a consistent fashion, highlight action items. Policy decisions should be copied to the policy manual or file along with the date of the decision.

<b>BP.2 – IN CAMERA BOARD SESSIONS</b>		
<b>Initial Policy Effective Date</b> <b>November 2022</b>	<b>Last Approved Amendment or Review:</b> <b>February 2026</b>	<b>Next Review Date:</b> <b>2029</b>

The Board may, at times, wish to go “in camera,” that is, to meet in confidence. Such a session may result in one or more persons who normally attend, from being at this portion of the meeting.

In camera sessions have a legitimate purpose but their use should be limited because they may restrict the range and quality of information available to the board.

The Board may, by motion and vote of the directors, add an in camera session to any meeting agenda where the item to be discussed concerns:

- Confidential personnel matters about an identifiable individual, including employees, directors, or members
- Contractual matters, including matters subject to confidentiality agreements with third parties
- Litigation or potential litigation
- The receiving of advice that is subject to privilege, including communications necessary for that purpose.

**Minutes of In Camera Sessions**

The minutes of any board meeting that has involved an in camera session must reflect that the session took place.

The subject of the in camera session, the decision made, and where possible, the reason(s) for the decision, should be recorded in the meeting minutes. The board will provide clear direction to the Secretary on what should be minutes and what should not be minutes with respect to this session. In the absence of the Secretary, the Chair is responsible for ensuring that some record of the discussion is kept.

In the event that the Board feels that the in camera session concerns a matter with important future implications for the Association, the session may be recorded separately. The Board will then instruct the Secretary to take separate minutes of the deliberations and provide direction on what is to be minuted. The in camera session minutes will be distributed to those who participated in the session and after their approval, minutes shall be returned to the Secretary to be kept confidential and separately along with any materials considered as part of the in camera meeting.

Any requests for access to in camera minutes by any individual should be directed to Board who will, as a group, decide whether to grant access.

### **BP.3 – PRESENTATIONS AT THE BOARD**

<b>Initial Policy Effective Date</b> <b>November 2022</b>	<b>Last Approved Amendment or Review:</b> <b>February 2026</b>	<b>Next Review Date:</b> <b>2029</b>
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In order to provide effective governance, Board members spend a major portion of each Board meeting focusing on long-term perspectives, strategic issues, and policy decisions.

1. The Executive Committee SHALL finalize the agenda.
2. The Board encourages a diversity of perspectives from both within the Board and membership. When deciding on matters that have a significant impact on different groups and/or programs, the Board may seek input from external sources.
3. Individuals and/or delegations may make presentations to the Board. To ensure that the Board has adequate opportunity to deal with the affairs of the Association, any individual or delegation wishing to make a presentation must submit a request to the Board chair with ten (10) days' advance notice, in writing, stating the subject matter.

**SECTION 8**

**BOARD EXTERNAL  
LINKAGES**

<b>EL.1 – COMMUNICATION WITH THE COMMUNITY AND STAKEHOLDERS</b>		
<b>Initial Policy Effective Date</b>	<b>Last Approved Amendment or Review:</b>  <b>February 2026</b>	<b>Next Review Date:</b>  <b>2029</b>

**POLICY**

To fulfill its mission, the Association must develop and maintain positive relationships with the community and key stakeholders. To do this, the Association builds linkages to ensure that:

- The community and key stakeholders are informed of relevant issues, activities, accomplishments and needs of the Association.
- The Association proactively seeks the opinions, concerns and needs of the community and key stakeholders that may be affected by decisions and activities of the Association.

**PARAMETERS**

1. The Board President, or the Executive Director when directed are the only individuals who may speak officially to the community as a representative of the Association without Board authorization.
2. The Association spokesperson must represent Board policies and directions in a positive manner to the community and key stakeholders.
3. The executive director works with the Board to create communication strategy tied to the strategic plan for the Association, with mechanisms for identifying and addressing community and key stakeholder concerns.
4. The executive director ensures an understanding of the opinions, concerns, needs, and demands of the community and/or key stakeholders.
5. The Association will actively seek to work with other organizations to further its mission and vision.

<b>EL.2 – PUBLIC IMAGE AND MEDIA RELATIONS</b>		
<b>Initial Policy Effective Date</b>	<b>Last Approved Amendment or Review:</b> <b>February 2026</b>	<b>Next Review Date:</b> <b>2029</b>

**POLICY**

The Association is committed to maintaining a positive public image in order to achieve the high credibility that is necessary for the Association to carry out and achieve its vision. Board members and employees of the Association must work together to enhance and protect the image of the Association.

**PARAMETERS**

1. The executive director ensures that the Association’s communications and public relations strategy that is tied to the strategic plan to address community and stakeholder concerns.
2. Only the Board President, or Executive Director when directed, may make presentations to the media, or the public, regarding Board policies and/or positions.
3. Any spokesperson for the Association must represent the Association, including Board policies and directions, in a positive manner to the media, the public and staff.
4. Any presentations to the media must accurately portray the Association, its plans, policies and positions.
5. The Board President, or their designate(s), approve all press releases prior to release.
6. All requests for information or speakers are referred to the executive director ~~or~~ and the Board President.

<b>EL.3 – PARTNERSHIPS AND COLLABORATIONS</b>		
<b>Initial Policy Effective Date</b>	<b>Last Approved Amendment or Review:</b> <b>February 2026</b>	<b>Next Review Date:</b> <b>2029</b>

**POLICY**

The Association will actively seek to work with other organizations to further its mission and vision and coordinate resources in order to:

- Work more effectively towards its vision, mission, and goals.
- Meet the needs of the clients that it serves.

**PARAMETERS**

1. The Board is proactive in developing appropriate partnerships or collaborations for the Association that enhance service delivery, use of resources, shared decision-making, and evaluation.
2. The Association does not enter into a partnership or collaboration with any organization whose principles, services, and/or products are incompatible with the Association’s vision, mission, values, or goals.
3. The Executive Director obtains input from Association partners and collaborators when necessary.
4. The Executive Director, upon of the approval of the Board, may endorse or write letters of support for projects, initiatives and funding proposals for projects in which the Association is involved or that are compatible with the Association’s principles, services, vision, mission, values or goals.

<b>EL.4 – POSITION STATEMENTS</b>		
<b>Initial Policy Effective Date</b>	<b>Last Approved Amendment or Review:</b>  <b>February 2026</b>	<b>Next Review Date:</b>  <b>2029</b>

**POLICY**

Clear and relevant position statements are effective mechanisms for furthering the vision, mission, and values of the Association. Position statements may be developed on issues of interest to the Association, and that the Association will take actions as required in order to further its viewpoints.

**PARAMETERS**

1. All position statements developed by the Board must:
  - a) Support the vision, mission, and values of the Association.
  - b) Be assessed for the value and potential impact on the Association.
  - c) Be timely.
  - d) Be endorsed by the Board and/or the membership.
  
2. The Board reviews approved position statements on an annual basis to ensure their:
  - a) Continued relevance to the vision, mission and goals of the Association.
  - b) Relevance to the current situation.
  
3. The Board must approve all changes to position statements.
  
4. The executive director archives all position statements that the Board considers no longer relevant. The executive director files and retains each position according to the Association’s policy on record retention.

<b>EL.5 – GOVERNMENT RELATIONS</b>		
<b>Initial Policy Effective Date</b>	<b>Last Approved Amendment or Review:</b>  <b>February 2026</b>	<b>Next Review Date:</b>  <b>2029</b>

**POLICY**

Effective government relationships assist the Association in achieving its vision, mission and goals, and enhancing its profile by:

- Providing information to the government about issues relevant to the Association.
- Responding to requests from the government about issues relevant to the Association.
- Seeking recognition of the Association as a key stakeholder.

**PARAMETERS**

1. The Board and Executive Director evaluate the Association’s position to determine if further action is required.
2. The Board and the Executive Director develop an issue management plan for each relevant issue. Each plan:
  - a) Identifies issues, the Association’s position and key contacts.
  - b) Develops success factors, outcomes and strategies.
  - c) Ensures the implementation of the strategies by the appropriate person(s).
  - d) Monitors the actual outcomes.
3. The Executive Director, with the Board’s approval, communicates the outcomes to other key stakeholders affected by the issue.
4. The Board and Executive Director evaluate the success factors and the effectiveness of each issue management plan. Based on this evaluation, the Board develops objectives in order to improve future issue management efforts.

<b>EL.6 – ENDORSEMENTS AND LETTERS OF SUPPORT</b>		
<b>Initial Policy Effective Date</b>	<b>Last Approved Amendment or Review:</b>  <b>February 2026</b>	<b>Next Review Date:</b>  <b>2029</b>

**POLICY**

Other organizations may approach the Association for endorsements, letters of support and/or official positions on issues. If the Board chooses to provide an endorsement, that endorsement is considered to be Association approval for the requesting agency and its project or position. Letters of support are used to speak in favour or encourage another agency and/or its position.

The Board assesses each request individually for its value and impact.

**PARAMETERS**

1. Requests for endorsement and/or letters of support must align with the Association’s vision, mission, values, and goals.
  
2. Only the Board can endorse projects, initiatives, funding proposals, and positions that are outside of current Association partnerships and collaborations. Refer to *EL-3: Partnerships and Collaborations*.
  
3. The executive director must consult with the Board prior to issuing letters of support for issues that:
  - a) Are politically sensitive.
  - b) Can be perceived as the Association taking a position on the issue, unless the Board has approved a supporting position statement.
  - c) Could negatively affect the Association’s image.
  - d) Are outside of current Association partnerships and collaborations.