

# **THE ELLIOT LAKE WOMEN'S GROUP INC.**

## **Board Policies**

## **TABLE OF CONTENTS**

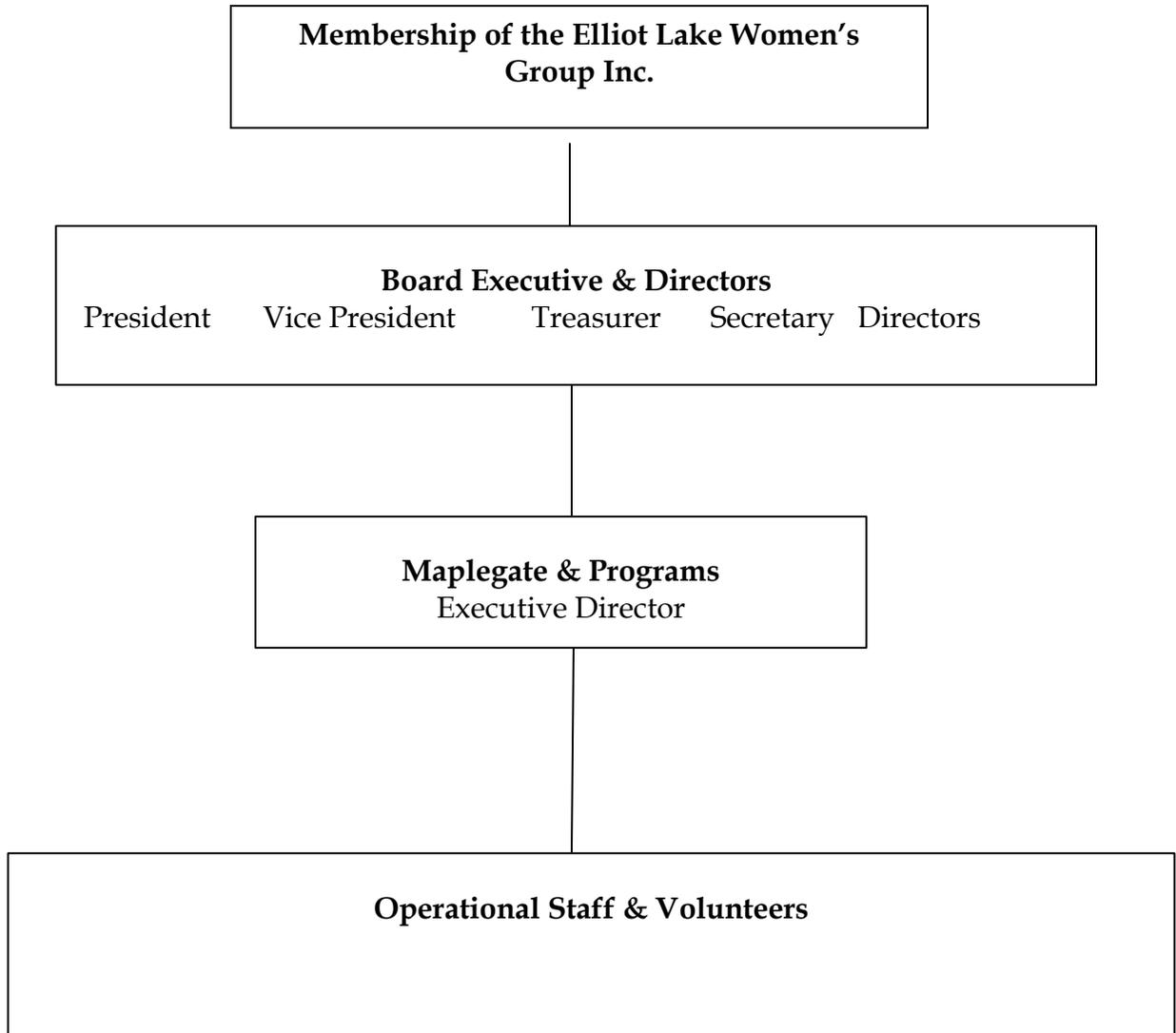
0.01	Organizational Chart
0.02	Conflict of Interest Board Member
0.03	Governance Structure and Definitions
0.04	Governing Style
0.05	Executive Limitations
0.06	Submissions to the Board
0.07	Board Member Code of Conduct
0.08	Delegation to the Executive Director
0.09	Communication to the Board
0.10	Policy Statements for Membership
0.11	Open Board Meetings
0.12	Human Rights
0.13	Financial Management
0.14	Public Communications
Appendix A	Incorporation Documents
Appendix B	Membership Application
Appendix C	Membership Card
Appendix D	By-Laws

## **POLICY 0.01 ORGANIZATIONAL CHART**

### **Statement**

The attached Organizational Chart illustrates how the Board of Directors is structured to carry out the business of the Corporation. All Staff are accountable (through the staffing structure) to the Executive Director. The Executive Director, in turn is accountable to the Board of Directors. While a variety of collaborative and informal working relationships are bound to be established among Board members and employees, it is important to remember that the below official reporting relationship exists.

# CORPORATION ORGANIZATIONAL CHART



## **POLICY 0.02 CONFLICT OF INTEREST**

### **Statement**

Elliot Lake Women's Group Inc. requires that all decisions and dealings by its Directors and employees adhere to any and all legal and practical considerations with respect to a perceived or actual conflict of interest. The Directors of the Corporation have a fiduciary duty to act in the best interest of the Elliot Lake Women's Group Inc. at all times. No special interest of any individual party can prevail. Notwithstanding the above, the personal interest of a Director may be consistent with the interests of the Corporation due to the nature of the Elliot Lake Women's Group Inc. and its activities. Contractual matters are clear and responsibilities of Directors are founded in law. Other conflict of interest issues that are more service or personal interest oriented should be considered in relation to the general principles of conflict of interest. As a general rule, any real or potential conflict of interest should be declared openly and then dealt with in accordance with procedures set forth in this policy.

### **Definition of a Conflict of Interest**

Conflict of interest shall include, but not be limited by, the following:

- Any contract or proposed contract between a Director or Director's family and the Corporation
- Any special interest of a Director (or his or her family member) or an employee (or family member) where the interest is advanced beyond the interest of the Corporation
- The receipt, by a Director (his or her family member) or employee (or family), of any personal gift, or personal gift in kind, from a client or business associate either negotiated or received as a result of an individual status within the Elliot Lake Women's Group Inc.
- The employment of a member of the Board of Directors or his or her family
- In addition to the above, the Board of Directors, will review and determine from time to time, any individual matter which could be considered in conflict with the best interest of the Elliot Lake Women's Group Inc.

### **Guidelines**

The President of the Board/Committee Chairperson shall:

- Call for any declaration of conflict of interest on the agenda at the beginning of each meeting of the Board and its standing Committees

- At any time a conflict of interest is declared by a Director, review the circumstances, discuss with the Board of Directors, and determine whether a conflict of interest exists. Ensure that the declaration of interest and/or findings of any conflict of interest are recorded in the minutes of the meeting, along with any specific actions taken
- If a Director fails to make a declaration of conflict of interest in a contract of transaction in compliance with this clause, the Director shall account to and reimburse Maplegate for all profits realized, directly or indirectly from such a contract

The Executive Director shall:

- Immediately discuss and determine the appropriate action to be taken with respect to any situation of conflict of interest by an employee (or family) where either an employee has declared a conflict of interest or the Executive Director has any information with respect to a potential conflict of interest
- Monitor activities on behalf of the Corporation to ensure any conflict of interest or potential conflict of interest is brought to the attention of the President, Board of Directors.

## **POLICY 0.03 GOVERNANCE STRUCTURE, DEFINITIONS**

### **Statement**

Not for profit corporations like the Elliot Lake Women's Group Inc., require a clear logical process and understanding of the hierarchy of decision making and authorities which impact its operations. The following definitions, in descending order spell out the levels to be utilized in the governance and operation of the Elliot Lake Women's Group Inc.

### **Definitions**

#### **Legislation**

The laws and regulations, established by the Federal and Provincial Parliaments, supersede all policies of the Elliot Lake Women's Group Inc. The Corporation will adhere to all applicable legislation and regulations.

#### **Incorporation**

The Letters of Patent and included objects create the purpose and the legal entity for the Elliot Lake Women's Group Inc. These are included in Appendix A.

## **By-Laws**

By-laws are governing principles and directions by which the Elliot Lake Women's Group Inc. will manage its internal affairs. The approved members of Elliot Lake Women's Group Inc. establish these. Refer to Appendix D for a copy of current By-Laws.

## **Policies**

Policies consist of brief written statements, approved by the Board of Directors, at the broadest level, which (i) deal with desired objectives, ends and outcomes Elliot Lake Women's Group Inc. must achieve (ii) establish boundaries within which the Executive Director runs Elliot Lake Women's Group Inc.

## **Procedures**

Procedures consist of written statements that reflect Elliot Lake Women's Group Inc. policies, in terms of organizational and operational methods to be utilized on a day-to-day basis. They are approved by the Executive Director.

## **Guidelines**

- Guidelines include written statements that are meant to be the most efficient/effective approach to carry out Elliot Lake Women's Group Inc. procedures. These are established by Staff of Elliot Lake Women's Group Inc. and are approved by the Executive Director.
- From time to time, the Elliot Lake Women's Group Inc. will require written statements prior to their development and approval as a policy. They will be deemed to be guidelines.

## **POLICY 0.04 GOVERNING STYLE**

### **Statement**

The Board will approach its task with a style which emphasizes outward vision rather than an internal preoccupation, encouragement of diversity in view points, strategic leadership more than administrative detail, clear distinction of Board and Staff roles, future rather than past or present, and pro-activity rather than re-activity.

### **Guidelines**

In this spirit, the Board will:

- Focus chiefly on intended long term impacts on the world outside of Elliot Lake Women’s Group Inc., not on the administrative or programmatic means of attaining those effects
- Direct, control and inspire Elliot Lake Women’s Group Inc. through the careful establishment of broad organizational values and perspectives (policies)
- Enforce upon itself and its members whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, policy making principles, respect of clarified roles, speaking with one voice and self-policing of any tendency to stray from governance adopted by Board policies
- Be accountable to the matters for competent, conscientious and effective accomplishment of its obligations as a Board. It will allow no officer, individual or committee of the Board to usurp this role or hinder this commitment
- Monitor and regularly discuss the Board’s own process and performance. Insure the continuity of this governance capability by retraining and redevelopment
- Be an initiator of policy, not merely a reactor to Staff initiatives. The Board, not the Staff, will be responsible for Board performance

## **POLICY 0.05 EXECUTIVE LIMITATIONS**

### **Statement**

The Executive Director is accountable for performance, to the Board of the Elliot Lake Women’s Group Inc. performance. Further, the Executive Director shall exercise all authority delegated by the Board and by law.

### **Guidelines**

- The Board will assess and document the performance of the Executive Director on an annual basis. This performance evaluation will be conducted at the end of the annual Board term in May and the results will be compiled and reviewed by the Human Resource Committee. All Board members shall contribute to the process to enable fresh perceptions. The HR Committee will make an overall evaluation that the Board can assess and motion on at the final term Board meeting in June before the summer hiatus. The Board President or Vice President in the absence of shall provide a copy of and review the performance appraisal with the Executive Director within a two week period of the final term Board meeting.
- With respect to operating the Corporation in a sound and prudent fiscal manner, the Executive Director may not jeopardize the long term financial position of Elliot Lake Women’s Group Inc. Accordingly the Executive Director may not:

- Cause the Corporation to incur indebtedness other than payables incurred in the ordinary course of business
- Use restricted contributions for any purpose other than that required by the contribution
- Settle payroll and debts in other than a timely manner
- Allow expenditures to deviate materially from Board stated priorities
- With respect to planning fiscal events (budgeting for all or any part of a fiscal period), the Executive Director may not jeopardize either programmatic or fiscal integrity of the Corporation. Accordingly, he or she may not cause or allow budgeting which:
  - Contains too little detail to enable a reasonably accurate projection of revenues and expenses, separation of capital and operational items, cash flow and subsequent audit trails
  - Plans the expenditure in any fiscal year of more funds than are conservatively projected to be received in that period
  - Deviates materially from Board stated priorities in its allocation among competing budgetary needs.
- The Executive Director's authority, with respect to the treatment of paid and volunteer Staff, is limited so as to assure that the rights of employee's to fair, and humane treatment are not impeded. Accordingly:
  - The dignity, safety and right to ethical job-related dissent of employees shall not be impaired. Grievances by employees shall receive fair internal hearing through procedural safeguards as contained in the personnel policies and collective agreement
  - Employees and candidates for employment may not be judged on other than their own job-relevant qualifications and/or job performance
  - Operations policies and procedures shall be made known and available to employees.
- With respect to providing information and counsel to the Board, the Executive Director may not cause or allow the Board to be uniformed or misinformed. Accordingly, he or she must:
  - Cause the Board to be aware of relevant trends, public events of the organization, material external and internal changes, particularly changes in

the assumptions upon which any Board policy has previously been established

- Submit required data and reports in a timely, accurate and understandable fashion
- Provide as many Staff and external points of view, issues and options as needed for fully informed Board choices
- To prevent disrepair, excessive risks, untraceable transactions or conflict of interest in the management of the Corporation's resources, the Executive Director:
  - Will not allow any one individual to have complete authority over a financial transaction
  - Will not deposit the Corporation's funds in institutions where there are not fully protected by deposit insurance
  - Will ensure that returns are maximized and costs reasonably minimized
  - Will not allow abuse or misuse of the Corporation's assets

## **POLICY 0.06 SUBMISSIONS TO THE BOARD**

### **Statement**

Elliot Lake Women's Group Inc. welcomes all signed submissions, addressed to the Board for inclusion in the Agenda, provided they are submitted in writing. Correspondents who request that they be allowed to present their written submission to the Board will have that right. Direct communication is part of our continuing path toward community access, participation and direction.

### **Guideline**

- Written submissions, addressed to the President, must be received by 12:00 noon at Elliot Lake Women's Group Inc. business office, at least seven days prior to the next Board meeting.
- The date and time of the Board meetings may be obtained from the business office, during business hours.
- Correspondents will be informed of the time and date of the Board meeting that will have their submission included in the Agenda.

## **POLICY 0.07 BOARD MEMBER CODE OF CONDUCT AND ETHICS**

### **Statement**

Elliot Lake Women's Group Inc. is committed to conducting business in an open and ethical manner. This is accomplished by creating and maintaining a workplace built on the strength of trust, accountability, and integrity in all our business practices. As members of the Board of Directors, each board member acts as a representative of Elliot Lake Women's Group Inc. and is therefore expected to adhere to the Code of Conduct and Ethics and is required to conduct him/herself in an ethical and professional manner.

### **Definitions**

Discrimination – The unjust or prejudicial treatment of different categories of people, especially on the grounds of race, age, or sex (Oxford Universities Press, 2011).

Ethics – Moral principles that govern a person's behaviour or the conducting of an activity (Oxford Universities Press, 2011).

Harassment – Aggressive pressure or intimidation (Oxford Universities Press, 2011).

Illegal – Contrary to or forbidden by law, especially criminal law (Oxford Universities Press, 2011).

Legal – Permitted by law (Oxford Universities Press, 2011).

Moral – Concerned with the principles of right and wrong behaviour (Oxford Universities Press, 2011).

Unethical – Not morally correct (Oxford Universities Press, 2011).

### **Guidelines**

#### **Unacceptable/Unethical Behaviour**

Unacceptable/unethical behaviours include, but are not limited to, the following:

- Causing physical harm to another person;
- Violence, threats, harassing, or bullying behaviour;
  
- Discriminatory actions;
- Dishonest, illegal, or improper business activities;
- Failure to meet and/or abide by the boards terms of reference;
- Performing unethical or compromising practices in business relationships;
- Improper use of company trade secrets;
- Use of Elliot Lake Women's Group Inc. assets and/or business relationships for personal use or gain;
- Falsifying, misrepresenting; or illegally reporting financial information;
- Competing with Elliot Lake Women's Group Inc. for personal or business gain;

- Accepting or giving gifts, monetary or otherwise, to influence a business decision(s);
- Willful damage or destruction to property;
- Possession of a weapon while on Elliot Lake Women's Group Inc. premises or at another location while acting on behalf of Elliot Lake Women's Group Inc.;
  
- Disorderly, immoral, or indecent conduct;
- Theft, including physical and intellectual properties; and
- Actions or behaviours which contravene the Canadian *Criminal Code*.

## **Violations**

Directors are expected to set and lead by example. In all business dealings, honesty and integrity are not only expected, but required.

Members of the Board of Directors are required to act in an ethical manner at all times.

In recognition that people may not recognize that they are offending another person or that a behaviour or statement is not in the true spirit of mutual respect, the following practice is suggested to immediately rectify a situation that may become conflictual:

- Any person at the meeting who feels that a statement/question/behaviour is not or would not be welcome, may signify this by holding up their hand in the form of sign language for respect. This will initiate the following options available to the person who just spoke/posed a question/or initiated a behaviour:
  1. Rephrase the statement or question without inflammatory language or change the behaviour approach.
  2. Choose to stay silent or remove behaviour.
  3. Choose to leave a meeting to for a break to take care of their emotional needs. When this person returns they are requested to return to step 1 or 2 for clarification.

Behaviours board members engage in which may be considered unethical, and/or are in contradiction with Elliot Lake Women's Group Inc.'s mission, vision or values, may result in being asked to step down from the board.

## **Mutual Respect**

Elliot Lake Women's Group Inc. recognizes that to achieve its vision, the atmosphere and environment it provides must be such that it demonstrates respect, dignity, equity and safety for all. Elliot Lake Women's Group Inc. also promotes responsibility, respect, civility, and professional excellence in a safe work-environment.

As such, board members are expected to treat each other as well as the staff and clients of Elliot Lake Women's Group Inc. with respect. Disrespectful behaviour during, or outside of board meetings, towards other members of the board, or Elliot Lake Women's Group Inc. staff or clients is strictly prohibited.

## **Discrimination**

Every person with the right to equal treatment with respect to services, goods and facilities, without discrimination based on any protected ground.

## **Harassment**

Harassment, as with discrimination, is prohibited under the *Canadian Human Rights Act* and may be physical, verbal, written, or visual and includes the use of the Internet. Harassment does not necessarily need to target a specific individual. A single act or expression can constitute harassment.

Examples of harassment include, but are not limited to:

- Jokes or hostile comments relating to physical characteristics, ancestry, or age;
- Physical or verbal teasing;
- Displaying or passing around sexist, racist or derogatory pictures, materials or graffiti;
- Intimidation, offensive remarks, belittling and threatening behaviour;
- Obscene and/or offensive gestures;
- Inquiries or comments about a person's sexual activities or sexual preferences;
- Practical jokes which cause awkwardness, embarrassment, endanger safety, or otherwise affect others negatively;
- Derogatory nicknames; and/or
- Physical or sexual unwelcome contact.

## **Reporting Discrimination and/or Harassment**

Any members of the Board of Directors who feel that they have been victims of, or witness to harassment or discrimination should report to the Chairperson of the Board or the Executive Director immediately.

Board members are also within their rights to make formal reports to the police as they see fit.

## **Confidential Information**

To ensure the safe-keeping of Elliot Lake Women's Group Inc.'s trade-secrets and confidential information, directors are required to sign a Confidentiality Agreement prior to their participation on the Board and on an annual basis.

## **Conflicts of Interest**

Board members are prohibited from continuing their participation on the board if, in doing so, their actions could constitute a conflict of interest.

- There must be no self-dealing or any conduct of private business or personal services between any Board member, their families or close associates and Elliot Lake Women's Group Inc. except as a procedurally controlled to assure openness, competitive opportunity and equal access to "inside" information.

- Board members must not use their positions to obtain for themselves, family members or close associates employment within Elliot Lake Women’s Group Inc.
- Should a Board member be considered for employment, she/he must temporarily withdraw from Board deliberation, voting and access to applicable Board information.

In the event that a change in circumstance could create a conflict of interest, the board member is required to report it immediately. Failure to report a conflict of interest of any kind may result in expulsion from the board.

### **Authority**

Board members may not attempt to exercise individual authority over Elliot Lake Women’s Group Inc. except as explicitly set forth in Board policies.

- Board members interaction with the Executive Director or with Staff must recognize the lack of authority in any individual Board member or group of Board members.
- Board members’ interaction with the public, press or other entities must recognize the same limitation and the similar inability of any Board member or Board members to speak for the Board.
- Board members will make no judgement calls of the Executive Director or Staff performance except as that performance is assessed explicit as to Board policies.
- Should an individual Board member miss 3 consecutive Board meetings, without an acceptable reason given to the Board Executive, it shall be considered that the Board member in question is no longer on the Board of Directors.

## **POLICY 0.08 DELEGATION TO THE EXECUTIVE DIRECTOR**

### **Statement**

While the Board’s job is generally confined to establishing broad policies, implementation and subsidiary policy development is delegated to the Executive Director.

### **Guidelines**

- All Board authority to Staff, including volunteers is delegated through the Executive Director, so that all authority and accountability of Staff – as far as the Board is concerned – is considered to be the authority and accountability of the Executive Director.
- The Executive Director is authorized to establish all further procedures, make all decisions, take all actions and develop all activities as long as they are consistent with any reasonable interpretation of the Board’s policies.

- The Board may change its policies, thereby shifting the boundary between the Board and Executive Director's domains. Consequently, the Board may change the latitude of choice given to the Executive Director's choice. This does not prevent the Board from obtaining information in the delegated areas, except individual client-identified data.
- No individual Board member, officer or committee has authority over the Executive Director or other members of Staff, including volunteers. Information may be requested by these individuals or groups. However, if such request – in the Executive Director's judgement – requires a material amount of Staff time or funds or is disruptive, it may be refused.

## **POLICY 0.09 COMMUNICATION TO THE BOARD**

### **Statement**

The Board of Directors of Elliot Lake Women's Group Inc. requires information in a timely fashion to ensure Board members are well informed about the Corporation's operation and the social forces that are affecting service delivery. The Board and its members are responsible for setting and cultivating the goals and objectives of the organization. The Board is responsible for monitoring the organization's progress and is ultimately responsible for everything that happens within the organization. The information base upon which its decisions are made are critical to the well-being of the corporation.

### **Guidelines**

- It is therefore necessary that the Board receives information that is:
  - Addressed to the Chair of Board
  - Related to relevant trends
  - Anticipated adverse media coverage
  - Changed material matters
  - Changed assumptions affecting approved policies
  - Anticipated serious occurrences
- All information presented should be understandable and not be unnecessarily complex or lengthy.

- It is the responsibility of the President (Chair of the Board), Executive Committee of the Board and the Executive Director to ensure compliance with this policy.

## **POLICY 0.10 POLICY STATEMENT FOR MEMBERSHIP**

### **Statement**

The Board of Directors believes that it is important to encourage communities at large to participate in the affairs of Elliot Lake Women's Group Inc.

### **Guidelines**

- Membership is available to all adult persons residing in the Elliot Lake Women's Group Inc. service area who are interested in furthering the objectives reflected in the vision and mission statement and whose application for admission as a member has been approved by the Board of Directors.
- Application for membership shall be made in writing on the form attached as Appendix B.
- The fee for membership is \$5.00 annually. This fee can be waived, on request of the applicant, by the Board of Directors in cases of economic hardship.
- Completed applications for membership shall be presented at the next regular meeting of the Board of Directors after receipt. The Board shall only refuse an application for membership if the application does not meet the criteria listed on the form.
- The applicant shall be notified as soon as practicable after consideration of the application by the Board of Directors of her or his acceptance or rejection by the Board of Directors. If the applicant is accepted as a member of Elliot Lake Women's Group Inc., a membership card, in the form attached as Appendix C, shall be issued to the member upon payment of the membership fee, if required. If the applicant is rejected, she/he shall be notified in writing and any fee paid shall be refunded to the applicant.
- Membership must be renewed annually. Members of the Elliot Lake Women's Group Inc. in any given year shall be notified of their membership renewal date and if a new application for membership is not received within 30 days of the renewal date, the member in default will cease to be a member of Elliot Lake Women's Group Inc.
- Only members who are registered in the membership register of the Elliot Lake Women's Group Inc. as of the date of the last regular meeting of the Board of

Directors prior to the date of Annual General meeting, shall be entitled to vote at the Annual General meeting in any particular year.

- Women who access the supports provided through Elliot Lake Women's Group Inc. shall be encouraged to become members of the corporation. A membership application form should be given to women on file opening together with a brief description of the benefits of membership. Where appropriate Staff may assist interested women in completing the application of membership.
- A membership application form should be available to the general public at the Elliot Lake Women's Group Inc. main office and those persons interested in furthering the objectives reflected in the mission statement should be encouraged by Staff to become members.

## **POLICY 0.11 OPEN BOARD MEETINGS**

### **Statement**

Regular Board meetings are open to the membership of Elliot Lake Women's Group Inc. The purpose is to improve knowledge and communication between general membership and the Board of Directors.

### **Guidelines**

- To ensure confidentiality and respect for issues of a sensitive nature, the Board may, from time to time, conduct closed meetings.
- All personnel matters, including membership approvals and Board appointments, as well as all matters of a sensitive or confidential nature, including financial reports, will be discussed and decided by the Board in a closed In Camera meeting.
- Confidential minutes will be kept of all In Camera meetings.
- Members of Elliot Lake Women's Group Inc. shall be permitted to attend regular meetings of the Board of Directors. Any member wishing to make a presentation or submission to the Board of Directors shall make such submission in writing. The written submission shall be given to the Secretary or Executive Director at least (7) seven working days prior to the meeting of Directors at which time it will be considered so that the matter can be included in the agenda.
- A member making a submission may make an oral presentation at the regular Board of Directors meeting. Such submissions shall be the first item on the agenda of the Board meeting, after the meeting is called to order. Oral submissions should not be longer than (15) minutes in length.
- Minutes of regular meetings of the Board of Directors shall be available for review by

members of Elliot Lake Women's Group Inc. A request to review minutes of regular meetings of the Board of Directors shall be made to the Secretary or the Executive Director. Minutes of the regular meetings of the Board shall only contain motions properly made and voted upon and will not include a record of discussion by the Board.

- The agenda of regular meetings of the Board of Directors will be available to members attending such meeting.
- The Chairperson of a meeting of the Board shall designate In-Camera meetings.
- To ensure regular meetings of the Board of Directors proceed efficiently and effectively, the following procedure will be adopted where possible:
  - Motions will be in writing and where applicable shall include specific time frames for concluding a specific task, and if of a financial nature, will include specific information as to the amount of any proposed expenditure
  - Committee reports will include specific motions for consideration by the Board of Directors
  - Correspondence will be tabled: If any particular correspondence requires discussion, the item will be discussed when it appears on the agenda
  - The Executive Director's report will not be presented orally
  - A standardized agenda will be adopted which includes the following items:
    - Welcome Guests
    - Call to Order
    - Adoption of Agenda
    - Presentation from Guests
    - Declaration of Conflict of Interest
    - Minutes of Previous Meeting
    - Correspondence
    - Membership Approvals
    - Executive Director's Report
    - Committee Reports
    - Policy Development
    - New or Other Business
    - In Camera meeting

- End of Meeting –date for next meeting

## **POLICY 0.12 HUMAN RIGHTS**

### **Statement**

Elliot Lake Women's Group Inc. acknowledges the rights of all people as provided by the Canadian Charter of Rights and Freedom and the Ontario Human Rights Code. The Corporation will maintain these rights by incorporating its policies, procedures, guidelines and practices.

## **POLICY 0.13 FINANCIAL MANAGEMENT**

### **Statement**

The Elliot Lake Women's Group recognizes that as a not-for-profit organization it has an inherent responsibility to take special care with financial management. As beneficiaries of public donations and public support through government funding, the Elliot Lake Women's Group recognizes its moral obligation as stewards of that money and to manage funds wisely through financial risk management.

### **Guidelines**

- In order to reduce financial risk, the Elliot Lake Women's Group will engage in the following activities:
  - A portfolio approach to revenues; that is, not relying on too narrow a source of funding
  - Conservative budgeting
  - Regularly comparing actual results to the budget
  - Cash management to both monitor and plan cash levels
  - Prudent asset planning and management, to protect assets and systematically plan for the cost of their replacement
  - Appropriate and adequate insurance coverage
- The Elliot Lake Women's Group utilizes a dedicated Remote Business Advisor who serves as your single point of contact for all business' banking needs other than deposits and petty cash needs. In addition to banking and borrowing solutions, the Remote Business Advisor provides Elliot Lake Women's Group with knowledgeable financial advice exclusively by phone or email. Transactions directed through this service require two authorizations by signing officers provided verbally or by secure

email.

- **Revenues:**

- It is the responsibility of the Board of Directors to approve the fund development plan for the coming year and to assure itself that revenues are being booked, banked and receipted effectively.
- It is the responsibility of the Executive Director to ensure that revenues are being booked, banked and receipted effectively, that appropriate internal controls are established for cash donations, and that both charitable receipts and information related to donors and members are subjected to the strictest security practices.
- It is the responsibility of the Bookkeeper to reconcile charitable receipts to donations booked and to investigate any discrepancies and disclose to the Executive Director and the Board of Directors.
- Donations shall be recognized according to the following donor recognition guidelines:
  - Donations under \$500 shall be recognized with a charitable receipt and a thank you card from the Executive Director
  - Donations between \$500 and \$1000 will be recognized with a charitable receipt, a personal note from the President and with permission, recognition on the Maplegate House for Women Facebook page as a major donor
  - Donations between \$1000 and \$5000 will be recognized with a charitable receipt, a personal note from the President, and with permission, recognition on the Maplegate House for Women Facebook page, the website and an invitation to a special donor recognition event.
  - Donations of \$5000 or more will be recognized with a personal note from the president, and with permission, recognition on the Maplegate House for Women Facebook page, the website and an invitation to a special donor recognition event, a report on the use of the funds and permanent recognition in the form of a brass plaque or other such recognition as is authorized by the Board of Directors
- All special fundraising events shall be separately budgeted and tracked and reported to the Board of Directors as supplemental information to the financial reports.
- All proposals for grants and contribution agreements must be signed by the Executive Director.

- Grant or contribution agreement proposals for amounts greater than 20 percent of the organization's revenue budget must be authorized by the Board of Directors
- Grants and contribution agreement activities greater than \$5000 will be budgeted and tracked separately from other operations in a manner consistent with the reporting requirements of the grantor.
- **Expenses:**
  - All purchases of goods or services or agreements to purchase goods or services shall be subject to appropriate authorization.
  - All contracts or agreements that materially affect the direction or finances of the organization shall be reviewed and authorized by the Board of Directors. In particular, and without restricting the generality of the foregoing, any contract with a total value over \$10,000 shall be reviewed and authorized by the Board of Directors.
  - Purchases of goods or services greater than \$5,000 to \$25,000 require two competitive quotes where available.
  - Purchases of goods or services greater than \$25,000 to \$50,000 require three competitive quotes where available.
  - Purchases of goods and services greater than \$50,000 shall be subject to public tender.
  - Authorization for any purchase must be made in advance, unless specified otherwise.
  - Purchases with a gross value greater than \$5,000 which have been approved in the budget must be authorized in advance by the Board of Directors.
  - Purchases with a gross value greater than \$2,500 which have not been approved in the budget must be authorized in advance by Treasurer or two signing officers.
- **Payment and Authorization Procedures:**
  - The Executive Director approves all invoices within the above mentioned guidelines to be entered into the accounting system.
  - The Executive Director approves that the information entered into Telpay matches the invoices entered into the accounting system.

- The Bookkeeper shall scan all approved invoices to a folder on the “Box” cloud. If the invoices do not have authorization, the Executive Director is notified and digitally certifies the invoices and reloads them to the “Box” cloud. A link is emailed to the signing officers for the authorized invoices on the “Box” cloud, for review.
- The Bookkeeper enters all authorized invoices into Quick Books and processes payables through Telpay every Tuesday. Payroll is processed on Quick Books and paid through Telpay every other Tuesday. When Quick Books processes payables and payroll, a detailed authorization request is emailed to all signing officers. The signing officers may reply with and “accept” or “reject”. The payable and payroll batches that are accepted are emailed to the Executive Director with authorization codes.
- Two signing officers are required to authorize ALL payments to be paid by Telpay. In the event that only one Board Member authorizes by 2 pm on the required day, the second authorization is acceptable from the Executive Director who is also a designated signing officer. The Executive Director provides the two authorization codes to the Bookkeeper or Administrative Assistant who then enters them into the final Telpay process that alerts Telpay that the payables/payroll has been properly authorized and payment is sent to the vendors or employees. Payment is generally electronically deposited into the appropriate bank accounts on Fridays of the same week.
- The Executive Director transfers funds to Telpay through an on-line banking payment process.
- If Telpay does not receive payment for the payables/payroll submitted, the Bookkeeper receives a text notifying that payment has not been received and payment to vendors and employees are suspended until received.
- Audit statements of ALL transactions are provided by Telpay. Reversed items show transactions going in and out for transparency purposes. No transactions can be cancelled without a record of processes completed.
- The Bookkeeper completes all bank reconciliations on a monthly basis.
- All invoices and receipts up to \$2,500 that are paid by debit must be authorized and signed by the Executive Director.
- All invoices and receipts totalling over \$2,500 in a 24-hour period must be authorized and signed by two signing officers.

- **Travel Guidelines**

- Every Employee and Director travelling on organizational business is responsible for following procedures and guidelines for expenses, retaining all receipts and behaving as a representative of the organization at all times.
- The daily meal per diem is \$60. If less than three meals are required to be expensed, the per diem will be allotted at \$15 for breakfast, \$15 for lunch, and \$30 for dinner.
- In general, the organization does not reimburse employees for:
  - Entertainment in the city of destination
  - Alcoholic purchases other than a drink with dinner
  - Upgrades to high classes of service for air or train service
  - Fines for traffic violations
  - Personal items and duty or sales tax charges on personal items
  - Additional expenses related to travelling with a spouse or other guest
  - Fees for excess baggage or baggage handling
- When an Employee or Director travelling on organizational business has an opportunity to lodge with a friend or relative and in doing so will reduce the overall cost to the organization, a gift in lieu may be purchased at company expense. Gifts are expected to be symbolic in nature and in cost, not to exceed \$50.
- Employees and Directors may participate to personal advantage in frequent flier and/or points for purchases or services programs so long as all decisions regarding carriers, purchases or services are made first with due regard to the best available price and/or times.
- An Employee or Director has the option of using their personal car for business travel so long as the following conditions are met:
  - The vehicle must have insurance coverage of at least \$1,000,000 for both personal injury and third-party liability
  - The individual has a three-year safe-driving record
  - The cost of the trip will not exceed the costs of using other forms of transportation

- The kilometre reimbursement rate is \$.45 per kilometre
- The organization expects all receipts to be retained and submitted with an expense report. All receipts should indicate the nature of the expense, the date, the location and the purpose of the trip. Receipts must be reviewed and approved by the Executive Director. Expenses for which a receipt has been lost or misplaced will be reimbursed only at the discretion of the Executive Director.

## **POLICY 0.14 PUBLIC COMMUNICATIONS**

### **Statement**

The Elliot Lake Women's Group is committed to ensuring effective communication among the Elliot Lake Women's Group, its members, stakeholders and the public. The Elliot Lake Women's Group strives to provide clear, consistent guidelines for all Board of Directors to prevent any damage to stakeholders' confidence and to provide uninformed information being released to the public. This policy provides the Board with a system to ensure that the Board speaks publicly with one voice on Board decisions.

### **Guidelines**

- **Maintaining Board Confidences**
  - The aspect of confidentiality permeates any interaction a Board member may have with others, exclusive of fellow Board members. This includes other individuals, colleagues, governments and organizations.
  - All information about the Board of Directors and its activities should be presumed to be confidential. The business of the Board should not be discussed outside the boardroom.
  - Should an instance arise which prompts a Board member to have concern, it should be discussed with the Chair, at the earliest opportunity.
- **Formal Communications**
  - In terms of formal communications the following principles apply:
    - The Executive Director communicates on behalf of, and represents the corporation;
    - The Chair communicates on behalf of, and represents the Board of Directors of the Elliot Lake Women's Group and
    - Individual Board members refer all enquiries to the designated Elliot Lake Women's Group spokesperson, typically the Executive Director; when in doubt, enquiries are referred to the Chair for Board matters, and to the Executive Director for all others. This applies to event invitations, media, public, management, staff and other stakeholder requests and communications.
- **Informal Communications**
  - As regards informal communications, individual Board Members will inevitably and legitimately have informal communications with stakeholders of the Elliot Lake Women's Group. In all these instances it is incumbent upon Board

Members to be explicitly clear that they are communicating in a personal capacity.

- **Attendance at Events**

- The Elliot Lake Women's Group may host events which Board Members are invited to attend. As with all communications with stakeholders, Board Members are expected to exercise vigilance and tact, referring any sensitive matters to the designated Elliot Lake Women's Group spokesperson(s).
- There may be instances when Board Members are requested to participate in various other events by virtue of their association with the Elliot Lake Women's Group, for example a speaking engagement to a professional organization. In these instances:
  - The Board Member should advise the Executive Director of the request;
  - The request will be considered and vetted by the Chair of the Board;
  - The Board Member may be provided with generic speaking notes for the occasion;
  - The Board Member will make it clear that he/she is not speaking on behalf of the Elliot Lake Women's Group, rather in a personal capacity; and,
  - The Board Member will provide the Executive Director with a verbal debrief of the event.

- **Media Relations**

- The primary media spokesperson for the Elliot Lake Women's Group is the Executive Director. In certain circumstances the Chair of the Board of Directors may also speak.
- In the interest of keeping Board members abreast of issues involving the Elliot Lake Women's Group, the Executive Director will ensure that they receive media clips on the Elliot Lake Women's Group's activities and business which may be of interest to them.
- In instances where the issues are high profile or contentious, the Executive Director will ensure that Board Members receive appropriate questions and answers which provide the corporate position and key messages on an issue.
- Board members will refer any requests for media interviews to the Executive Director or designated media spokesperson. In referring a media enquiry, Board Members should be mindful that:

- Media requests for information usually require a speedy response and should be handled on a priority basis;
  - By referring the call to the Executive Director or designated spokesperson, Board Members provide a signal as to the limit of their authority; and,
  - Be careful not to talk “off the record”.
- **Requests from the Public**
    - Occasions may arise from time to time whereby a Board Member is approached, either in writing or otherwise, by an individual or organization requesting the assistance of a Board Member in resolving an issue with the Elliot Lake Women’s Group.
    - Under these circumstances the request should be directed to the Board Chair who will route the enquiry or request for appropriate action within the Elliot Lake Women’s Group.
- **Process**
    - Failure to meet these requirements has serious implications for the organization as well as its Directors and Officers and as a result violations of this policy will have severe consequences.

Policy Date: December 10, 2015

**THE ELLIOT LAKE WOMEN’S GROUP  
INC.**

# **Appendix A**

## **Incorporation Documents**

# **THE ELLIOT LAKE WOMEN'S GROUP INC.**

## **Appendix B Membership Application**

# **THE ELLIOT LAKE WOMEN'S GROUP INC.**

## **Appendix C Membership Card**

# **THE ELLIOT LAKE WOMEN'S GROUP INC.**

## **Appendix D By-Laws**