



JASPER PLACE CHILD AND FAMILY RESOURCE SOCIETY
BOARD GOVERNANCE
ORIENTATION AND POLICY MANUAL

Because Children are Citizens

TABLE OF CONTENTS

1	ORIENTATION	4
1.1	Introduction	4
1.2	History	4
1.3	Program Overview	5
1.4	Funding Sources	5
1.5	Core Businesses.....	6
1.6	Target Recipients	6
2	FRAMEWORK POLICIES.....	7
2.1	Purpose Statement	7
2.2	Belief Statement	7
2.3	Vision.....	7
2.4	Mission Statement	7
2.5	Values Statements	7
2.6	Program Outcomes	8
2.6.1	Child Development and Well-Being	8
2.6.2	Caregiver Capacity Building.....	8
2.6.3	System Outcomes	8
2.7	Society Organizational Structure	8
3	SELF-GOVERNANCE POLICIES	9
3.1	Governing Style	9
3.2	Procedure:.....	10
3.3	Board Member Roles and Responsibilities	11
	Requirements.....	11
3.3.1	Chairperson.....	12
3.3.2	Vice chair.....	13
3.3.3	Secretary	13
3.3.4	Treasurer	13
3.3.5	Director At Large	13
3.3.6	Past-Chairperson.....	14
3.4	Board Member Recruitment, Orientation and Evaluation Policy and Processes	14
3.4.1	Recruitment	14

3.4.2	Application	14
3.4.3	Orientation.....	14
3.4.4	Evaluation.....	14
3.5	Committee Terms of Reference.....	15
3.5.1	Governance Committee.....	15
3.5.2	Fundraising Committee.....	15
3.5.3	Human Resource Committee.....	15
3.5.4	Finance Committee.....	15
3.6	Committee Evaluations.....	15
4	OPERATIONAL POLICIES.....	16
4.1	Membership.....	16
4.1.1	Categories of Membership.....	16
4.1.2	Approval Process.....	16
4.1.3	Communication Policy	16
4.1.4	Renewal Policy	16
4.2	Finance	17
4.2.1	Authority	17
4.2.2	Banking.....	17
4.2.3	Signing Officers	17
4.2.4	Credit Cards.....	17
4.2.5	Budgeting	18
4.2.6	Accounting and Reporting	18
4.2.7	Maintenance of Records	18
4.2.8	Segregation of Duties.....	18
4.2.9	Borrowing.....	18
4.2.10	Fundraising.....	19
4.2.11	Review of Policy	19
4.3	Reserve Fund Policy	19
4.3.1	Definitions and Goals.....	19
4.3.2	Borrowing from Reserves.....	20
4.3.3	Repayment of Reserve Funds	21
4.3.4	Shortfalls	21

4.3.5	Review of Policy	22
4.4	Capital Assets	22
4.5	Personnel Policies	22
4.5.1	Delegation to the Executive Director	22
4.5.2	Executive Director Job Description	22
	Strategy & Sustainability	23
	Lead and Manage People	23
4.5.3	Executive Director Employment Agreement	24
4.5.4	Monitoring Executive Director Performance	24
4.5.5	Employee Human Resource Policy Handbook	25
4.5.6	Volunteer Policy Handbook	25
5	COMMUNICATIONS	26
5.1	Spokesperson	26
5.2	Advocacy Policy	26
5.3	Non-Partisan	26
5.4	Crisis Management	26
5.4.1	First Response	26
5.4.2	Utilizing a Crisis Management Firm	26
5.5	Social Media Policy	26
5.5.1	Privacy Setting	26
5.5.2	Bylaws	27
5.5.3	Confidentiality / Negative comments	27
5.5.4	Conduct	27
5.5.5	Appropriate Posting on Personal Social Media	27
5.5.6	Use of Society's brand and logo	27
5.5.7	Systems Used for Illegal Activity	27
5.5.8	Consequence of Breach	27
5.5.9	No Intent to Infringe Freedom of Speech	27

1 ORIENTATION

1.1 Introduction

This Manual is created to support orientation and productive functioning of the Board of Directors. It is designed on the following principles.

- a. The board projects a vision for the organization
- b. The board endorses the mission statement and core values as the central organizational focus
- c. The board demonstrates strategic leadership

The Board develops governance policy that focuses on:

- a. Organizational vision, mission and values
- b. Governing the outcomes of the society
- c. Future planning and development of long-term strategies

1.2 History

The Jasper Place Child and Family Resource Society has been providing coordinated support services and programs to children and families since 1972.

The Society is incorporated under the Societies Act as a non-profit, charitable organization. The Society operates day to day under the name Jasper Place Family Resource Centre.

A volunteer Board of Directors, consisting of persons accessing services and citizens from the community governs the Jasper Place Child and Family Resource Society.

1.3 Program Overview

- a. **Early Learning and Child Care Programs (ELCC)** – The Society operates two Early Learning and Child Care Programs, one in the Cabrini Centre on the Misericordia Hospital Campus and one in the City of Edmonton’s Orange Hub. The programs offer evidence based, high quality programming focused on the holistic growth and development of children. Both Programs accommodate family childcare needs for children, aged 1 to 6 years old.
- b. **Kindergarten Program** – The Society operates an Independent Alberta Education Kindergarten Program at Cabrini Centre for children of Kindergarten age as defined by Alberta Education.
- c. **Inclusive Program for Children with Special Needs** – Children with varying needs and abilities are fully integrated into the Societies Early Learning and Child Care Programs. When required, financial supports are accessed for the provision of specialized services and additional staffing. This supports equitable programming for all children.
- d. **Family Resource Network Hub (FRN)** – The society is the designated family resource network hub for West Edmonton. This service connects families to programs and services that support their growth and development and coordinates service delivery amongst community agencies.
- e. **Family Resource Network Spokes (FRN)** – Parent education and early childhood development – the society delivers a wide variety of services that support healthy child development and positive parenting. Services are offered at a variety of locations in partnership with community agencies.
- f. **Family Support Services (FCSS)** – The society provide a variety of services that support families with preventative services including basic needs and community connection.

1.4 Funding Sources

Sources of revenue include fee for service, municipal and provincial government grants, foundation grants and fundraising.

- a. **Childcare Fee for Service** – Families pay monthly fees to cover operational costs of the early learning and childcare program.
- b. **Family Support Fee for Service**-Community agencies/organization pay a fee for family support service provision.
- c. **Government of Alberta** – Child Care Grant Funding Program – Provides wage top up and professional development funding for ELCC staff based on level of certification.
- d. **Government of Alberta** – Affordability Grant – Provides funding based on the number of registered children to lower ELCC fees for families.
- e. **Government of Alberta** – Child Care Subsidy Grant – provides funding to offset childcare fees for families who qualify, based on an annual income sliding scale.
- f. **Government of Alberta** – Inclusive Child Care – Provides funding for additional staffing and resources to support children with varying needs and abilities in our ELCC programs.

- g. **Government of Alberta** – Alberta Education – Provides funding for the Kindergarten and Inclusive Program.
- h. **Government of Alberta** – Family Resource Network Hub and Spoke Services Grant – Provides funding to coordinate services to children and families in West Edmonton and to provide Parent Education and Early Childhood Development Programs and services.
- i. **City of Edmonton** – Community and Family Support Services (FCSS) - Provides funding for our Family Support Services Program. The funding assists us in the delivery of quality child and family support services.
- j. **Charitable Grants** – As a charitable organization, the society accesses various foundational grants as needed for capital expenditures.
- k. **Fundraising** – As a charitable organization, the society participates in various fundraising activities, one of which is the AGLC casino program.

1.5 Core Businesses

- a. Children and families
- b. Early learning and child care
- c. Family support

1.6 Target Recipients

- a. Working families
- b. Vulnerable families
- c. Families with children with disabilities
- d. Communities of socio-economic vulnerability

2 FRAMEWORK POLICIES

2.1 Purpose Statement

The Jasper Place Child and Family Resource Society (JPCFRS) is committed, through prevention and early intervention, to provide coordinated support, programs and services for children and families that foster the overall well-being of our community.

Because Children Are Citizens

2.2 Belief Statement

The Jasper Place Child & Family Resource Society believes that:

- a. Every family at one time or another is in need of support
- b. Families are healthier and more resilient with support
- c. The family is at the center of all programs and services
- d. The first five years of a child's life are the most significant for healthy development and growth
- e. Community collaboration and partnership enhance the society's programs and services

2.3 Vision

We are all leaders in an early learning and child care. We create stronger, healthier families and communities.

2.4 Mission Statement

To partners with parents in promoting children's healthy growth and development by providing high quality early learning and care, and coordinated family programs and services.

2.5 Values Statements

- a. **RELATIONSHIP** – We value the belief that a families well-being is profoundly influenced by the quality of the relationships that they experience, these are influenced by the responsive, respectful, reciprocal relationships we have with one another, with materials and with the environment
- b. **COMMUNITY** – We value belonging; a strong, active, accessible community that welcomes and invites participation of all, within the Centre and our greater community
- c. **INCLUSION** – We value welcoming processes and spaces for everyone to authentically share their perspectives and ideas; a culture that strives for equity and embraces, respects and values differences
- d. **LEARNING** – We value life-long learning through play, curiosity and open-mindedness. We value the belief that knowledge is co-constructed within a practice of relationships.

2.6 Program Outcomes

The following outcomes are linked directly to program activities. Most outcomes are derived directly from program funders. Outcomes are used to evaluate the success of the societies programs and systems.

2.6.1 Child Development and Well-Being

- a. Children experience holistic and healthy development
- b. Children experience increased social and emotional learning
- c. Children have enrichment opportunities
- d. Families experience strong, supportive and responsive relationships
- e. Parents and caregivers access relevant community support services and resources

2.6.2 Caregiver Capacity Building

Parents and caregivers have:

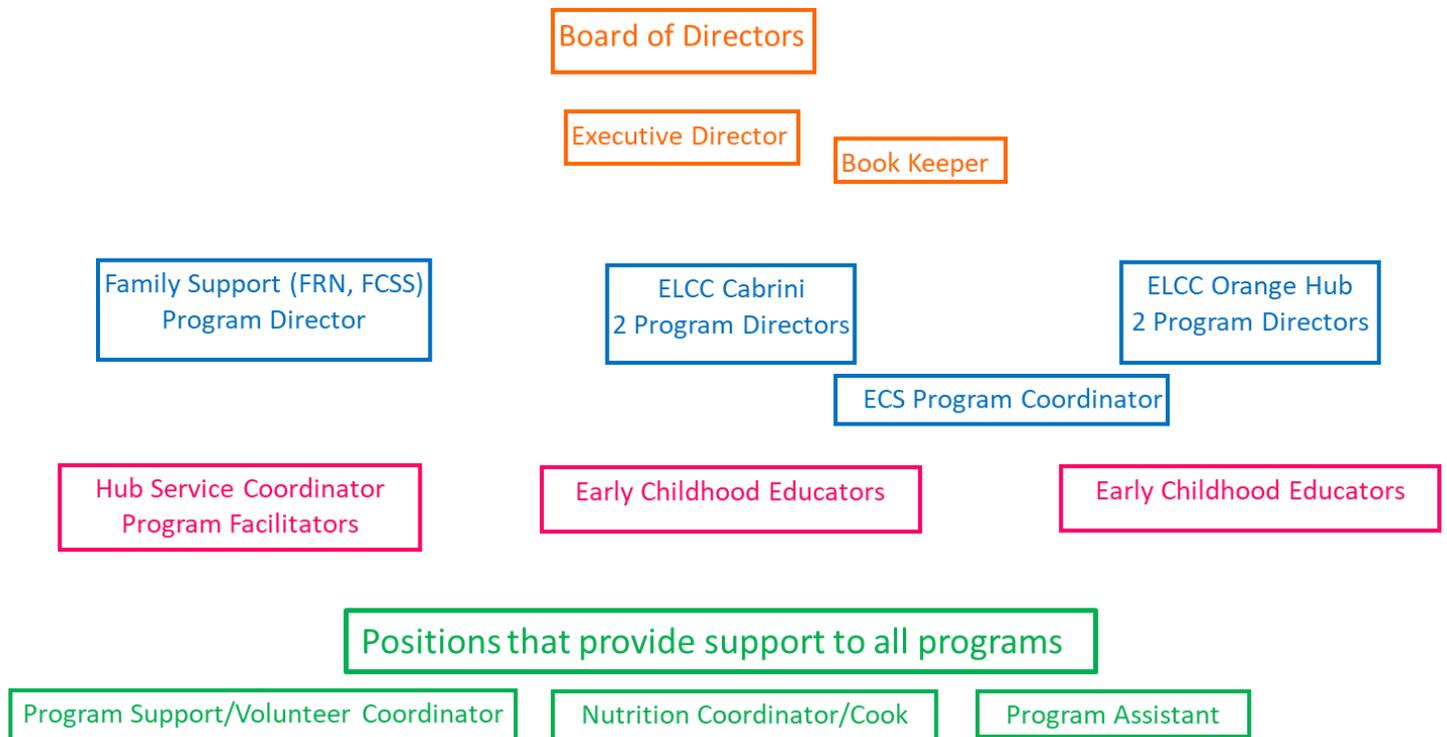
- a. The tools and skills to support healthy social emotional development in their children.
- b. Knowledge about positive parenting and child development
- c. Confidence and competence in their parenting role
- d. Good knowledge about the stages of child development, parenting skills and other relevant knowledge for a healthy family
- e. Improved networks of social support

2.6.3 System Outcomes

- a. Programs and services are:
 - Consistently available, aligned, effective and accountable
 - Safe and inclusive
 - Specific and intentionally engaging with diverse groups
 - Delivered by competent and knowledgeable staff
- b. Staff have support, training and resources to provide effective programs
- c. Staff possess the necessary knowledge, skills, abilities and resources to deliver services

2.7 Society Organizational Structure

The structural function of the Society influences the operation of the Society. Prudent, ethical, and respectful communication that follows the defined lines of authority is expected.



3 SELF-GOVERNANCE POLICIES

3.1 Governing Style

The Board of Jasper Place Child and Family Resource Society is respectful of the legislative authority granted as a not-for-profit organization and governs the Society through developing policies that reflect the Society’s purpose, vision, mission and values and in accordance to the Society’s bylaws.

The Board accepts responsibility for all aspects of the organization, including holding the Executive Director accountable for delivering on the mission of the organization. Further, the board recognizes its unwavering obligation to make decisions that are in the organization’s best interests.

Recognizing that good governance is the key to the success of Jasper Place Child and Family Resource Society, the Board consistently endeavors to govern through policy leadership, which includes not only governance policy development and approval but also the ongoing monitoring and evaluation of policy implementation, thus supporting the Board’s efforts in ensuring the sustainability and continuing growth of JPCFRS.

3.2 Procedure:

The Board's focus is on strategic planning and direction of the Society rather than on particular issues of interest to the board or individual board members. The Board focuses on future rather than past or present and proactively rather than reactively.

The Board establishes policies that address the broadest aspects/issues of the Society, meaning the Society's achievement and how it translates to the overall existence of the organization.

The Board examines policy implications and amends policies accordingly.

Policies are presented and debated at any duly called meeting of the Board and approved by a majority vote.

The Board initiates regular revision of policies.

- a. **Board Planning** - The Board initiates long range planning to address the needs of the Society and community at large.
- b. **Board Meetings** – Board meetings are held a minimum 6 times annually. For each meeting, the chairperson in conjunction with the Executive Director sets the agenda.
- c. **Performance Expectations for Board Members** – The Board members perform their duties in ethical and businesslike conduct.
- d. **By Laws:** The Board of Directors abide responsibly to the Bylaws and Society's policies.
- e. **Image:** The Board of Directors speak positively of the organization to the public.
- f. **Loyalty:** The Board of Directors are loyal to the interest of the Society. This commitment supersedes any conflicting loyalty such as that to membership on other boards, advocacy or interest groups.
- g. **Confidentiality:** The Board of Directors keep confidential board business and matters of a delicate nature.
- h. **Conflict of Interest:** The Board of Directors do not conduct private business or personal services with the other directors or the Society that causes conflict of interest unless it is procedurally controlled to assure openness, competitive opportunity, and equal access to "inside" information.
- i. **One Voice:** The Board of Directors speak as one voice rather than exercising individual authority over the Society. Once the board has approved an action through a motion, it becomes the organization's official policy. All members are bound by it, even if they disagree with it. If the decision is of majority importance, and a board member cannot accept the decision of the majority, the board member should resign.

3.3 Board Member Roles and Responsibilities

The Board of Directors is the legal authority of the Society. As a member of the board, a director acts in a position of trust for the organization and is responsible for the effective governance of the organization.

Accordingly, the outcomes of the board shall be:

- a. The assurance of sources of adequate funding to meet the society's intended results.
- b. Written policies which, at the broadest levels, address:
 - Framework of the society
 - Board governance
 - Executive director responsibilities and operations
- c. Linkage with the community through advocacy and promotion of quality child and family programs and services.
- d. Hiring, supervision, and release of only one employee - the executive director.

Requirements

Requirements of board membership

- a. Commitment to the work of the organization
- b. Knowledge and skills in one or more areas of board governance: policy, finance, programs, human resources, advocacy, community
- c. Attendance at board meetings
- d. Attendance at assigned committee meetings
- e. Attendance at annual general meetings
- f. Support of special events
- g. Support and participation in fundraising events

The term for a board position is two (2) years with a two (2) year term extension available, should the member and the board agree.

Members of the board will have staggered terms to ensure consistency and stability in leadership.

3.3.1 Chairperson

The role of the Chairperson is:

- a. To ensure that the Board's vision, mission and beliefs are adhered to
- b. To ensure by laws are adhered to
- c. To provide leadership to the Board of Directors
- d. To represent the Board and the Society to the community and outside parties
- e. To prepare board meeting agendas with input from the board and executive director
- f. To chair board meetings with all the commonly accepted power of that position (Robert's Rules are observed)
- g. To speak on behalf of the Board
- h. When a quick response is required to make decisions on behalf of the Board that fall within or are consistent with board policies
- i. To provide support and advice to Executive Director
- j. To take a leading role in fund raising efforts
- k. To orientate the new chairperson

3.3.2 Vice chair

The role of the vice chair is:

- a. To act in the absence of the chairperson
- b. To act as a chairperson of standing committees
- c. Prepares to serve a future term as chairperson
- d. Can act as a signing officer for cheques and other documents
- e. Orientates the new vice-chairperson

3.3.3 Secretary

The role of the secretary is:

- a. To take the minutes at the board meetings
- b. To type the minutes
- c. To maintain an up-to-date board member phone and address list
- d. Keeps records of board member meeting attendance
- e. Ensures quorum at meetings

3.3.4 Treasurer

The role of the treasurer is:

- a. To manage financial affairs of the society in with consultation with the executive director
- b. To plan the society's program budgets in conjunction with the executive director
- c. To review and present the society's statements of revenue and expenses
- d. To overlook casino financial reporting
- e. To act as a signing officer for cheques and other documents

3.3.5 Director At Large

The director role is:

- a. To participate in regular and special meetings of the board
- b. To be available to organize and/or be involved in special projects/functions

3.3.6 Past-Chairperson

The role of the past chairperson is:

- a. To support the current chairperson
- b. Assist in board recruitment on orientation to the board
- c. Provide historical continuity of board activities

3.4 Board Member Recruitment, Orientation and Evaluation Policy and Processes

Jasper Place Child and Family Resource Society recognizes that competent and committed Board Members are a key component in the healthy functioning of the Society in working towards its vision.

As such, the following cyclical process is in place to guide, recruiting, orientating and evaluating Board Members.

3.4.1 Recruitment

- a. An invitation to participate on the Centre's volunteer Board of Directors is posted on the Centre's website year round
- b. Volunteer Board Member opportunities are posted on the Centre's Social Media Sites in early spring specific to the needs of each year
- c. Volunteer Board Member opportunities are shared with current program participants (ELCC and Family Support Services) via email and program guides in early spring specific to the needs of each year
- d. Current Board Members recruit new members via their community contacts

3.4.2 Application

- a. Interested persons complete the board member application document and forward it to the Board Chair
- b. Where possible, applicants are briefly interviewed by a current Board Member
- c. Applications are reviewed by the Board of Directors for fit based on current needs
- d. New members are voted in at the Annual General Meeting in June

3.4.3 Orientation

- a. New members complete the **Agreement and Declaration of Conflict of Interest** as well as a volunteer Criminal Record Check (application process facilitated and covered by the Centre)
- b. New members are connected with a current board member with whom they can ask ongoing questions
- c. Orientation documents are shared with new members
- d. The link to the **Growing Great Boards online training modules** is shared with new members. New members are encouraged to work through modules over a year's time

3.4.4 Evaluation

The current slate of board members and the need for new members is evaluated annually. The process can consist of:

- a. A review of the current slate of board members, terms that are coming up, members not returning and positions available
- b. Board members complete the skills and representation matrix – data is evaluated by the board for areas of strength and need
- c. Board members complete the confidential evaluation survey – aggregate data is evaluated for areas of strength and need
- d. Data from all processes is used to create a recruitment strategy specific to each year

3.5 Committee Terms of Reference

Committee Structures

- a. Typically, two to a maximum of four persons compose a committee. The committee chair must be a board member. All committee members must be members of the society.
- b. Committees meet periodically and not less than twice annually.
- c. The chair of each committee will report to the board at regular meetings on all of its proceedings.
- d. A committee member will serve for a two-year term and may renew to a maximum of four two-year terms.

3.5.1 Governance Committee

Oversees and reviews Board processes, structures and roles and makes recommendations to the Board to ensure that best practices are maintained with respect to good governance.

3.5.2 Fundraising Committee

Oversees and reviews fundraising ventures for the society and recruits' volunteers to support these ventures. The committee seeks out makes recommendations to the Board for fundraising ventures.

3.5.3 Human Resource Committee

Oversees and reviews HR policy related to the Executive Director as well as makes recommendations to human resource policy for all staff.

3.5.4 Finance Committee

Oversees and reviews the financial health of the society and makes recommendations to the board to ensure best practices are maintained.

3.6 Committee Evaluations

Committee titles and mandates are reviewed annually and adjusted to align with strategic plans.

4 OPERATIONAL POLICIES

4.1 Membership

4.1.1 Categories of Membership

- a. **Community Membership** – Any person from the community who supports the vision, mission, philosophy and values of the Society can apply to be a member of the Society. Fees for community membership shall be \$5.00 annually.
- b. **Professional Membership** – Any Professional Organization that supports the vision, mission, philosophy and values of the Society can apply to be a member of the Society. Organizations holding a professional membership shall appoint one employee from the organization to represent the membership. Fees for professional membership
- c. **Parent/ Guardian Membership** – All parents and/or legal guardians of children enrolled in the Societies Early Learning and Care Programs are automatically members of the Society. There is no fee for this membership. Parents/guardians are informed of their membership rights and responsibilities at time of enrollment in writing via the admission agreement and are added to the Society's membership roster. Membership is terminated when the child's enrollment in the program is terminated.

4.1.2 Approval Process

Persons seeking community or professional membership to the society shall complete an electronic membership application located on the Society's website. The Board of Directors receives and approves all applications to membership and presents a Membership Report to the Board at its regularly scheduled meetings.

4.1.3 Communication Policy

Applicants to membership will be notified of the Board's decision (either yes or no) within 30 days of such decision. If rejected, an explanation will be provided with such notice.

4.1.4 Renewal Policy

Unless notified to the contrary, renewal of membership will occur automatically with the annual billing cycle. Members have 60 days to notify JPCFRS of their intent.

A member may be removed from JPCFRS for conduct which, in the sole discretion of JPCFRS Board, violates the spirit and values of collaboration and respect to fellow JPCFRS members or staff; principles on which the organization was established.

4.2 Finance

Purpose – The purpose of financial management in the operation of all JPCFRS activities is to fulfill the organization’s mission in the most effective and efficient manner and to remain accountable to stakeholders, including participants, partners, funders, employees, and the community. In order to accomplish this, JPCFRS commits to provide accurate and complete financial data for internal and external use by the Executive Director and the Board of Directors.

4.2.1 Authority

- a. The Board of Directors is ultimately responsible for the financial management of all activities.
- b. The Treasurer is authorized to act on the Board’s behalf on financial matters when action is required in advance of a meeting of the Board of Directors.
- c. The Executive Director is responsible for the day-to-day financial management of the organization.
- d. The Executive Director is authorized to manage expenses within the parameters of overall approved budgets, reporting to the Board of Directors on variances and the reason for these variances.
- e. The Board of Directors must approve any use of the Board designated cash reserve fund.

4.2.2 Banking

- a. Moneys provided to the JPCFRS shall be deposited to designated bank accounts with a branch of a financial institution located in and licensed to carry on business in Alberta.
- b. The JPCFRS will maintain an operating account from which payroll and accounts payable are paid.
- c. Bank statements are reconciled monthly.

4.2.3 Signing Officers

- a. All cheques require the signature of 2 persons designated by the Board as having signing authority.
- b. Expense claim cheques payable to the Executive Director over \$15,000.00 require the signature of two (2) persons other than the Executive Director designated by the Board as having signing authority.

4.2.4 Credit Cards

- a. JPCFRS holds a business Mastercard with Servus Credit Union.
- b. The Executive Director is authorized to make individual credit card purchases up to \$5,000.00.
- c. Credit card purchases over \$5,000.00 require approval from the Treasurer.
- d. A Board Member with signing authority reviews and signs monthly credit card statements.

4.2.5 Budgeting

- a. The Executive Director, in consultation with the Bookkeeper and Treasurer, will prepare annual program budgets for approval by the Board of Directors in accordance with the calendar year of a given program.
- b. The Executive Director will report any variances in approved budgets with explanations to the Board of Directors.

4.2.6 Accounting and Reporting

- a. The Executive Director provides quarterly financial statements to the Board of Directors.
- b. The Treasurer presents a summary of the year-end financial statement at the AGM.
- c. The Executive Director, in consultation with the Treasurer prepares financial statements for funders and other stakeholders as directed.
- d. The Board of Directors reviews and approves financial statements.

4.2.7 Maintenance of Records

- a. The Executive Director shall maintain and control the chequebook.
- b. JPCFRS shall retain financial records for at least eight (8) years.

4.2.8 Segregation of Duties

- a. A segregation of duties is in place to reduce risk of undetected error and limit opportunity to misappropriate assets or conceal intentional misstatements in financial transactions.
- b. The flow of transaction processing and related activities (authorization/approval, custody of assets, recording transactions, reconciliation/control activity) is designed so that the work of one individual is either independent of, or serves to check on, the work of another.
- c. When this is not possible, mitigating controls, such as a detailed supervisory review of activities, are in place to reduce risks.
- d. Transaction processing and related activities are segregated amongst the following parties: Board of Directors, Treasurer, Executive Director, Program Directors, Book keeper.

4.2.9 Borrowing

It is the aim of JPCFRS to operate substantially debt-free. However, at times, opportunities and circumstances arise where debt may be both necessary and attractive to business needs.

- a. For the purpose of carrying out its business, JPCFRS may secure an operating line of credit not to exceed \$100,000.00 (if secured by cash) and \$200,000.00 (if secured with less than \$100,000.00 cash or partially secured).
- b. For the purpose of carrying out its strategic plan, JPCFRS may borrow or raise or secure the payment of money in such manner as it thinks fit, subject to unanimous consent by the Board
- c. A standard bank loan, or similar instrument can be used to a maximum of \$100,000.00.

- d. To access debt financing, the Executive Director will initiate the request with the Treasurer, who will present the case to the Board.
- e. Financing beyond \$100,000.00 can be undertaken, provided that there is unanimous consent of the Board of Directors, and must be accompanied with a detailed analysis of uses-of-funds, repayment plans, and risk analysis without unreasonable delay.
- f. The Executive Director and the Treasurer will present complete statements of borrowings at all Board meetings.

4.2.10 Fundraising

The Executive Director is responsible for any fundraising or sponsorship activity in order to fund, on a sustainable level, the ongoing mandate of JPCFRS.

4.2.11 Review of Policy

This Policy will be reviewed every other year, at minimum, by the Board of Directors, or sooner if warranted by internal or external events or changes. Changes to the Policy will be recommended by the Executive Director to the Board of Directors.

4.3 Reserve Fund Policy

Purpose

The Reserve Fund policy is implemented in concert with other governance and financial policy and is intended to support the goals and strategies contained in these related policies and in strategic and operational plans.

The purpose of the Reserve Fund for JPCFRS is to ensure the long-term ability of the organization to meet its vision. JPCFRS maintains the reserve fund to achieve the following objectives:

- a. To enable sustainability of operations through unexpected, temporary loss of funding.
- b. To sustain operations through delays in payments of committed funding.
- c. To pay for one-time, nonrecurring expenses that build capacity of JPCFRS, such as staff development, research and development, or investment in infrastructure.
- d. To create an internal line of credit to manage cash flow and maintain financial flexibility.

The Reserve Fund is not intended to replace a permanent loss of funds or eliminate an ongoing budget gap. The Executive Director is responsible for ensuring that the Reserve Fund is maintained and used only as described in this Policy.

4.3.1 Definitions and Goals

The Reserve Fund is defined as funds set aside by action of the Board of Directors. Its ongoing operation and oversight are delegated to the Board of Directors.

4.3.1.1 Target Minimum Amount

- a. The minimum amount designated for the Reserve will be established as an amount sufficient to maintain ongoing operations and programs for a set period of time, measured in months. The Reserve serves a dynamic role and will be reviewed and adjusted in response to internal and external changes.

- b. The target minimum Reserve Fund is equal to two (2) months of operating expenses on average.
- c. The calculation of average monthly operating expenses includes all recurring, predictable expenses.
- d. The amount of the Reserve Fund target minimum will be calculated annually.

4.3.1.2 Funding Reserves

- a. The Reserve Fund will be funded with surplus unrestricted operating funds.
- b. The Board of Directors may also, from time to time direct that a specific source of revenue be set aside for its reserves. Examples may include onetime donations, gifts bequests, or special grants.
- c. The Executive Director will ensure that any donations designated for the Reserve Fund will not carry restrictions that conflict with the Board's oversight of the fund as outlined in the policy.

4.3.1.3 Investing Reserve Funds

Quarterly, after review of financial statements the Board of Directors may direct investment of reserve funds in accordance with the risk preferences, liquidity needs and conservative, fiscally prudent investment objectives of JPCFRS as follows:

- a. Reserve funds equivalent of one month's operating expense will reside in the Society's operational account but segregated in financial reporting. These funds are allocated to sustain operations through delays in payments of committed funding.
- b. Remaining Reserve Funds will be invested based on liquidity needs and investment objectives.
- c. On an annual basis, The Treasurer will review invested reserve funds with the financial institution account manager and will present re-investment recommendations to the Board of Directors.
- d. On a triennial basis, the Board of Directors will source a minimum of 3 investment providers to determine best options for maximizing funds.
- e. The following are examples of investments not considered fiscally prudent: crypto currency, unregistered products, investments that present a conflict of interest.

4.3.1.4 Accounting for Reserves

The Reserve Fund will be listed separately in the unrestricted net assets section of the organization's statement of financial position as "Designated Reserve" and the status of borrowings from the reserve will be reported in financial reports to the board.

4.3.2 Borrowing from Reserves

Borrowing from Reserves shall be permitted as follows:

A. Identification of Appropriate Use

The Executive Director will submit a request in writing to the Board of Directors for access of reserve funds. The written request will include the following:

- a. Analysis of the reason for the requested funds.
- b. Assessment of availability of any other sources of funds before using reserves.
- c. Summary of the time period that the funds will be required and the proposed repayment schedule.
- d. Confirmation that the use is consistent with the purpose of the reserves as described in this Policy.

B. Authorizing Use and Monitoring of Reserve Fund

The Board of Directors will approve in writing or modify the request and authorize transfer from the fund.

- a. Approved disbursements shall be reported at the next board meeting.
- b. At any time that a borrowing from the Reserve is outstanding, the status of the borrowing and payments made will be reviewed at Board meetings.
- c. Authority for use of up to \$10,000.00 of Operating Reserves is delegated to the Executive Director in consultation with the Treasurer.

4.3.3 Repayment of Reserve Funds

- a. It is the intention of JPCFRS for reserves to be used and replenished to the targeted minimum amount within a year through a prescribed repayment schedule.
- b. In cases where a draw-down from the fund cannot be replaced in the timeframe established above, a special motion may be put forward inclusive of a targeted minimum amount to be repaid in the first year and a detailed plan to repay the remaining amount in following years.
- c. The special motion must be approved by a majority of the Board, either by a majority of the votes of quorum present at a regular Board meeting, or by a two-thirds majority of the Board if such vote is conducted by other means.
- d. A record of such action will be maintained and be made a part of the Board meeting minutes.
- e. Upon approval for the use of Reserve funds, the Executive Director will maintain records of the use of funds and plan for replenishment.
- f. The Executive Director will provide regular reports to the Board of Directors of progress to restore the fund to the target minimum amount.

4.3.4 Shortfalls

If the Reserve is and has been less than 50% of the target reserve minimum for two consecutive years, the Board of Directors will adopt an operational budget with a projected surplus sufficient to rebuild the Reserve Fund to its targeted reserve level over a prescribed number of years.

4.3.5 Review of Policy

This policy will be reviewed every other year at minimum, by the Board of Directors, or sooner if warranted by internal or external events or changes.

Changes to the Policy will be recommended by the Executive Director to the Board of Directors.

4.4 Capital Assets

- a. Capital assets are assets of a tangible nature that are owned by JPCFRS and intended to be used on a continuing basis extending beyond an accounting period in the normal course of operations.
- b. Capital asset ownership rests with the Board of Directors.
- c. When applicable, the Board of Directors will approve annually, a detailed Capital budget for the upcoming year, or a Capital budget dollar amount recorded in board meeting minutes.
- d. All capital asset purchases must be appropriately approved by at least two authorized signing officers.
- e. Disposal of any capital assets require signed authorization by two authorized signing officers.
- f. All disposals of assets must be managed in a fair and equitable manner. The interests of the Society must take precedence when the method of disposal is chosen.
- g. All sales (or trade-in) of capital assets must be for fair value consideration, capital assets may not be gifted to employees.
- h. Annually, all capital assets will be inventoried and reconciled to records with a physical count.

4.5 Personnel Policies

4.5.1 Delegation to the Executive Director

The Executive Director implements the Board's policies. The end results guide the Executive Director to achieve the desired outcomes. The Executive limitations set boundaries for the Executive Director to act in a prudent and ethical manner.

- a. The Executive Director is authorized to manage every aspect of the Society so long as decisions and actions are consistent with the Board's policies.
- b. The Executive Director reports to the chair of the board
- c. Only the Board as a whole has authority over the Executive Director.
- d. The Executive Director may not perform, allow or cause to be performed any act which is contrary to explicit board restrictions on executive authority.

4.5.2 Executive Director Job Description

POSITION DESCRIPTION: EXECUTIVE DIRECTOR

RESPONSIBLE TO: BOARD OF DIRECTORS

The Executive Director is responsible for the successful leadership, overall management, and operation of the organization in alignment with the vision, mission, values, strategic direction, and policies set by the Board of Directors.

The Executive Director is responsible for policy implementation and effective management of Jasper Place Family Resource Centre and all its programs.

The Executive Director is responsible for the overall planning, development, and implementation of programs and services in alignment with each programs guiding documents, principles, philosophies and regulations.

The Executive Director represents the organization to the greater community to further partnerships, advocacy objectives, programing initiatives and community partnership goals.

The Executive Director Position is focused on 5 goals

1. JPFRC is financially sustainable
2. Leadership team members are competent and confident in their roles
3. The positive reputation of JPFRC is maintained and grown
4. The culture of JPFRC serves the long-term retention of team members
5. Programs and services make a positive difference in the lives of children and families

4.5.2.1 Expected Outcomes & Critical Success Measures

Strategy & Sustainability

- a. Operationalize the strategic plan by assisting the Board of Directors to develop clear priorities, clarify roles, responsibilities, and performance expectations.
- b. Grow and develop the culture of JPFRC and the people
- c. Apply knowledge in financial reporting, auditing, guidelines and regulations.
- d. Ensure programs operate within approved budgets
- e. Direct the long-term and annual planning of programs based on intended outcomes
- f. Oversee the quality and growth of programs as indicated by the needs of the community
- g. Operate JPFRC according to the legal and ethical standards set by the organization, Societies Act of Alberta, Alberta Early Learning and Child Care Act, and all other legislation governing non-profit associations, care of children and family support.

Lead and Manage People

- a. Manage the overall staffing of all programs, including recruitment and development of staff, management of policies and procedures
- b. Understand and enforce all internal human resource policy provincial employment regulation
- c. Implement and ensure completion of training and professional development for all team members.
- d. Build leadership capacity in team members through delegation of responsibility and regular performance feedback

- e. Demonstrate creative and collaborative leadership, innovation, and problem solving within and across all teams
- f. Coach and mentor team members at all levels to achieve results

Financial Responsibility/Accountability

The Executive Director is responsible for managing the Society's finances, within Board policies.

- a. Preparing annual budgets in consultation with the Treasurer
- b. Providing information that enables the Treasurer to make revenue/expense projections
- c. Ensuring that financial records are kept in accordance with generally accepted accounting practices
- d. Ensuring that financial records are audited and submitted to appropriate funders.

Advocacy and Community Awareness

- a. Serves as the public representative of JPFRC
- b. Develops and maintains collaborative relationships with program participants, parents, key stakeholders, and related professional associations.
- c. Engages with the larger community to develop partnerships, foster innovation, and create new opportunities for JPFRC.

Board – Executive Director Relationship

The Executive Director is responsible for implementing the Board's policies regarding the purpose and outcomes of the Society's programs.

- a. Assisting the Board in the review and formation of governance policies
- b. Working with committees of the Board as a consultant;
- c. Attending Board meetings as a non-voting member
- d. Providing regular written reports to the Board on day-to-day operations

4.5.3 Executive Director Employment Agreement

The Employment agreement is reviewed with the Board Chair and signed by the Executive Director annually.

4.5.4 Monitoring Executive Director Performance

4.5.5 Employee Human Resource Policy Handbook

- a. Contains all Human Resource related policy, is accessible to all employees in the Centre's common file
- b. Is provided to employees upon hiring
- c. is reviewed by all employees annually
- d. is reviewed and updated annually by the Human Resource Committee to ensure compliance with Provincial employment standards.

4.5.6 Volunteer Policy Handbook

- a. Contains all policy and procedure related to volunteers
- b. Is accessible to all employees in the Centre's common file
- c. Is overseen by the Centre's volunteer coordinator and reviewed annually by the coordinator and the Human Resource Committee to ensure compliance with Volunteer Alberta best practice.

5 COMMUNICATIONS

5.1 Spokesperson

The Chair will be the spokesperson for JPCFRS on all public relations matters, and in his/her absence, the Vice-chair will assume this responsibility.

5.2 Advocacy Policy

The Board of Directors will identify and act on advocacy goals.

- a. Advocacy goals are aimed at; defining the society's focus for advocacy, developing key messages, developing opportunities to engage with stakeholders, building relationships and expanding opportunities,
- b. Engaging in public communications about the Society, as appropriate, to promote a positive identity for the Society.

5.3 Non-Partisan

JPCFRS is a non-partisan organisation. The Society does not advocate nor promote any one individual politician at any level of government, specific policies or political stances made by any party.

5.4 Crisis Management

In the event of a crisis that may impact JPCFRS's legal and /or financial liabilities, the Executive Director and Board Chair will connect immediately to discuss the situation and determine next steps. A meeting of the JPCFRS Board will be called in a timely manner if necessary. The Chair of JPCFRS will be the sole spokesperson to the external media.

5.4.1 First Response

If such an event were to occur, an immediate first response (via social media) should indicate the situation is being investigated and a fuller response will be forthcoming.

5.4.2 Utilizing a Crisis Management Firm

In the event of a crisis management situation JPCFRS may make a decision to utilize the services of a crisis management firm to receive guidance and direction.

5.5 Social Media Policy

JPCFRS board members that maintain personal social media pages and interact with any JPCFRS social media accounts or other personal or public accounts are required to comply with the following guidelines as they relate to their society with JPCFRS.

5.5.1 Privacy Setting

JPCFRS board members using social media are advised to maintain strict privacy settings on their personal accounts to ensure that any materials contained therein are not accessible to the public at large. This measure is recommended to avoid potential misconceptions regarding behaviour, actions, comments or posts that occur outside of their Board or Committee role.

5.5.2 Bylaws

Use of personal social media as it pertains to JPCFRS may not conflict with (but is not limited to) other bylaws and policies.

5.5.3 Confidentiality / Negative comments

Board members that support JPCFRS in any and all online activity are prohibited from disseminating any private organizational information therein, or any negative comments regarding the organization, including but not limited to:

- a. Proprietary and confidential information;
- b. Defamatory statements regarding the Society, its employees, and clients

5.5.4 Conduct

Board members are expected to conduct themselves professionally, accurately and fairly where publicly associating themselves with JPCFRS, including full disclosure of their relationship with JPCFRS.

5.5.5 Appropriate Posting on Personal Social Media

All materials associated with board members social media may reflect on the Society. It is advised that inappropriate comments, photographs, links, etc. should be avoided.

5.5.6 Use of Society's brand and logo

Society policies governing the use of corporate logos and other branding and identity apply to electronic communications, and only individuals officially designated may "speak" (whether orally or in writing) on the Society's behalf.

5.5.7 Systems Used for Illegal Activity

The Society's systems may not be used for any illegal activity including downloading or distributing pirated software or data.

5.5.8 Consequence of Breach

Actions in breach of this agreement will result in a review by the Board of JPCFRS to determine the necessary outcome on a case-by-case basis.

5.5.9 No Intent to Infringe Freedom of Speech

This policy is not intended to interfere with the private lives of board members or impinge their right to freedom of speech. This policy is designed to ensure that the JPCFRS image and branding are maintained and remain un-impugned. JPCFRS members are encouraged to promote JPCFRS events, activities and to repost official JPCFRS communications.

Approved by the Board of Directors May, 2023

To be reviewed by the Board in _____, 20__