

KINDERPLACE CHILD CARE CENTRE
BOARD OF DIRECTORS HANDBOOK

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CONCEPT OF KINDERPLACE CHILD CARE CENTRE

The concept of Kinderplace began as a result of the concerns expressed by members of the Lakehead Psychiatric Hospital Employment Equity Committee regarding the provision of excellent Childcare for the children of women in the work force. Following the discussions held at that time a request was sent out for all interested parents of both Lakehead Psychiatric Hospital and Northwestern Regional Centre to meet and work on the concept of the establishment of a Child Care centre located at this facility. This plan of action had the full support of the administration of both Ministries and a lot of help was received from them to get the centre established.

A committee was formed, and a proposal was developed with the help of Ministry of Community and Social Services, and in consultation with Confederation College Early Childhood Development experts. A lot of research was done by many volunteers to ensure that the establishment of the centre met all the standards and was of the best quality that could be achieved. The major stumbling block was funding as there was not a lot of funds available for the establishment of new Child Care Centre's. It was necessary to submit the proposal twice to get funding for capital costs and start-up costs. Foster Loucks, Administrator of Lakehead Psychiatric Hospital at the time, was instrumental in ensuring that the funding was available.

Several renovations were required as well as assistance in putting together toys and equipment. A lot of this was done by the Maintenance department of Lakehead Psychiatric Hospital. They worked hard to ensure that we would open on our target date.

The name Kinderplace and its logo were created by members of the staff of both Ministries of the facility who submitted suggestions in a contest format. A group of judges then selected what they considered the most appropriate and prizes were awarded. The contests were enjoyed by staff and judges alike.

Kinderplace Child Care Centre officially opened on October 2, 1989. At that time our enrolment was one and a half children. Although this was discouraging everyone involved worked that much harder to ensure the success of the centre. An advertising blitz was undertaken and because of this and the hard work of many dedicated people, the license for the centre has been expanded twice since its opening.

In 1994 there was an expansion of the program to include Before and After school programs for children 5 - 10 years of age. The Centre is presently licensed for 83 spaces and now serves school-aged children up to their 12th birthday.

GOAL STATEMENT

Kinderplace Child Care Centre is a non-profit corporation, operated by a volunteer Board of Directors. The purpose of the corporation is to provide accessible, affordable, and excellent Child Care for the children of the employees of Lakehead Psychiatric Hospital and the Community.

Quality is the cornerstone of the Child Care system

High-quality Child-Care services are:

- Tailored to the age and development level of each child and promote health and development.
- Provided by trained, experienced Educators.
- Provided in ways which allow parents to participate in decisions about their children's care.
- Provided in ways that consider people's differences in values, religions, languages, race and customs.

Childcare services must be affordable.

Affordable childcare services are:

- Paid for through a combination of public funding and parent contributions based on parental ability to pay, so that financial situation is not a barrier to access.

Childcare must be accessible.

Accessible public services are:

- Available to those who require and wish to use them.
- Flexible and responsive to the changing needs of children and their families sensitive to the unique needs of individual families and geographically diverse areas of the province.

The childcare system must be soundly managed.

A soundly managed system:

- Clearly defines the responsibilities of each level of government and makes sure they're well- coordinated.
- Distributes service levels fairly across the province.
- Is accountable to children, parents, and taxpayers.

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¹ Reference Material

Child Care Reform in Ontario; Setting the Stage: A Public Consultation Paper
Ministry of Community and Social Services, 1992

A PARTNER IN CHILD CARE

THUNDER BAY DISTRICT SOCIAL SERVICES ADMINISTRATION BOARD
AND THE MINISTRY OF EDUCATION EARLY LEARNING DIVISION
DISTRICT OF THUNDER BAY
A PARTNER IN CHILD CARE

Kinderplace Childcare Centre is a partner with the Thunder Bay District Administrative Board to provide:

- Subsidized spaces for families who need assistance with fees.
- Provides wage subsidy to offset the cost of staff salaries.
- Provides other funding support such as: per diem funds, Health and Safety funding etc.

SERVICE COORDINATION AT KINDERPLACE

- The Thunder Bay District Social Administration Board (TBDSSAB) as Service System Manager is responsible for the delivery of special needs services within the childcare programs through effective and efficient use of resources in conjunction with Children's Centre Thunder Bay.
- The TBDSSAB provides supports and resources to families and their children through agreements and protocols with a number of agencies to provide enhanced services and supports to Kinderplace Child Care Centre. The scope of the agreements includes service coordination, program observations, consultation regarding child development, parenting supports, intervention services, case management, and other global services.
- The agencies include (but are not limited to):
 - Thunder Bay District Health Unit
 - Children's Centre Thunder Bay
 - Dilico Anishinabek Family Centre
 - Children's Aid Society
 - George Jeffrey's Children's Treatment Centre
- At registration time at Kinderplace, parents will be asked to sign the general application form indicating that they understand that Childcare centres work collaboratively with agencies and services as listed above. However, any specific individualized services for their child will only be allowed with the parent's signed authorization.

THE MINISTRY OF EDUCATION – EARLY LEARNING DIVISION

- The agency that completes licensing for all Childcare programs in Thunder Bay and the District.
- The primary Ministry Contacts are Program Advisors each with responsibilities for specific Child Care programs in our District.

Commented [KC1]: This was changed from the Ministry of Community and social Services to Ministry of Education

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- Child- care is provided, based on demonstrated community need, by a variety of management structures; Municipalities, Indigenous Bands, Community/Parent Boards, Agency/Organizational Boards and Commercial Operation
- All child- care programs which supply care for more than five children, who are not of common parentage, must be licensed under the Child and Early Years act of Ontario.
- This licensing process ensures that all Child-care programs meet provincial standards.

Commented [KC2]: Indian bands was changed to Indigenous Bands

PRIMARY DISTRICT OFFICE CONTACTS

Program Advisor- Ministry of Education

Is the Ministry's field representative who has responsibility for childcare programs under the Child and Early Years Act.

Role

- Visits, inspects, and evaluates Childcare programs to ensure compliance with Child and Early Years Act. Act.
- Assists and advises operators regarding licensing and recommendations.
- Consults and advises programs regarding achieving their goals, liaising with government agencies, interpreting legislation and Ministry policies.

Commented [KC3]: Ministry of Community and Social Services was changed to Ministry of Education

Commented [KC4R3]:

Quality Assurance Analyst - T.B.D.S.S.A.B

Has been hired by the District Social Services Administrative Board to oversee Quality Assurance in Licensed Childcare Centre's.

Role

- Works collaboratively with Childcare Centre's to ensure that each centre is following the guiding principles of "How does Learning Happen" recognizing that children are competent, Capable, Curious, and rich in potential.

Commented [KC5]: Changed the role of the Quality Assurance Analyst to following principles of How does Learning Happen"

LEARNING ABOUT BOARDS

What is a Board?

- A group of people who, through a defined structure, work together toward a specific purpose.
- The size and function vary depending on the needs, structure, and traditions of the organization.

What is a Non-Profit Board?

- Must look beyond profit-making for their purpose.
- Measure of success is judged against the organization's mission statement.
- Mission - the reason an organization exists, the goals that people are working towards, the clearly defined values and beliefs.

Kinderplace is a Governing Board Which Means

- Legal entity that exists through Articles of Incorporation.
- Has the authority to govern itself and to create its own roles. Its function is to control and assist.
- Has the legal responsibility and authority for the organization.

BOARD RESPONSIBILITIES

PLANNING:

Ensures the Centre's programs are delivered to the children and their families that fulfill the purposes and the philosophy by establishing the boards' goals and objectives for each area of responsibility.

LEGAL:

Ensures that the Centre meets all legal requirements by updating incorporation, following the Collective Agreement, and reviewing program license reports, leases, insurance, and purchase of service agreements. Kinderplace carries Board liability insurance.

ORGANIZATIONAL:

Along with the Executive Director, Supervisor/Designate, provides a governing structure that can develop policies and make informed, democratic decisions that support the policies written through effective board leadership, orientation, and open communication.

PROGRAM:

Ensures a high-quality early childhood program is carried out by establishing program policies in conjunction with the Centre's Executive Director/Supervisor/Designate, that reflect the Centre's democratic, nonsexist, anti-racist values, compliment parents' child rearing responsibilities, by establishing equitable enrolment policies, promote health and safety and encourage parent participation in the ongoing life of the Centre.

PERSONNEL:

Ensures responsible functioning of the Centre by hiring and monitoring the Executive Director/Supervisor/Designate, establishing fair personnel policies that are reviewed regularly, and delegating program and hiring of support staff as well as assistance to the Executive Director/Supervisor/Designate

FINANCIAL:

Ensures the financial viability of the Centre by developing and approving financial plans, monitoring financial records, and reports, establishing fee collection, and spending policies, and securing adequate financial resources in conjunction with the Bookkeeper, Executive Director/Supervisor.

COMMUNITY OUTREACH/ADVOCACY:

Ensures favorable external relations for the Centre and advocating for universally accessible Childcare in Ontario, by carrying out a public relation program in the community, monitoring government policies, by participating in and/or being a member of the Ontario Coalition for better Child Care and any other relevant memberships.

EVALUATION:

Ensures the Centre's services are evaluated regularly, by conducting a Board of Director's review, monitoring staff performance reviews, carrying out the Executive Director and Supervisor's annual performance review, and considering program reviews and reports.

Commented [KC6]: Added reference to Executive Director

PURPOSES OF BOARD MEETINGS

1. To hear about progress in the achievement of the various objectives of the organization.
2. To hear reports of board committees and to make policy decisions where required, based on committee reports.
3. To make policy decisions.
4. To inspire board members towards greater service.
5. To provide a vehicle for board members to meet other board members, and for board members to meet staff.
6. To maintain control over the organization and to give guidance to committees.
7. To legitimize.
8. To communicate.
9. To coordinate.
10. To organize
11. To plan.
12. To meet legal requirements.

RIGHTS OF VOLUNTEER BOARD MEMBERS

1. To be fully informed about the responsibilities, time commitment, organization, etc. before accepting the position of board member.
2. To have opportunities for orientation and continuing board training, which will assist the board member to function effectively.
3. To be kept fully informed through accurate financial reports, management reports, regular and thorough briefings by staff, etc. about the operation of the organization.
4. To expect that volunteer time will not be wasted by lack of planning, coordination, and cooperation within the organization or within the board.
5. To be assigned jobs that are worthwhile and challenging with freedom to use existing skills or develop new ones.
6. To be able to decline an assignment if it is felt that the match of skills and interests is not appropriate.
7. To have successful job experiences that provides opportunities for personal growth.
8. To be trusted with confidential information that will help the board members carry out assignments and responsibilities.
9. To know whether the volunteer work is effective and what results have been obtained; access to an evaluation process which will measure that performance based upon measurable, impartial standards.
10. To be recognized at appropriate times for one's work and involvement as a board member.

OFFICERS

The officers of the Corporation shall consist of a Chairperson, a Vice-Chairperson, a Secretary and a Treasurer and other such officers as the Board of Directors may by bylaw determine. The officers shall be elected by the Board of Directors from among their number at the first meeting of the Board after the annual election of such Board of Directors provided that in default of such election, the incumbent shall hold such office until her/his successor is elected.

Chairperson and Vice-Chairperson:

when present, preside as Chairperson of all meetings of the Board and of the members. She/he shall sign all bylaws, membership certificates, board minutes and special resolutions with the Vice-Chairperson. During the absence or inability of the Chairperson, his/ her duties and powers may be exercised by the Vice-Chairperson or such other director as the Board may from time to time appoint for the purpose.

Secretary:

The Secretary and/or Supervisor/Designate shall give or cause to be given notices of all meetings of the Board of Directors and of the members, and may have charge of the seal, minute books, registers, and other corporate documents, except as otherwise determined by the board.

Treasurer:

The Treasurer shall monitor the books of account and accounting records in conjunction with the Supervisor/Designate and/or Bookkeeper and shall be responsible for the care and custody of the funds and investments of the corporation. The Treasurer will be responsible to ensure that regular financial reports are presented to the Board of Directors. The Treasurer and Supervisor/Designate shall review the bank reconciliation monthly.

Delegating Duties of the Officers:

In case of the absence or inability to act of the Vice-Chairperson, Secretary or Treasurer, the Directors may delegate any or all of the powers of such officer to any other office or to another Director for the time being.

**A BOARD AND EXECUTIVE EXPECT THEIR
CHAIRPERSON/DESIGNATE WILL:**

1. Provide leadership to the board in expediting the goals of the organization.
2. Guide the Board in fulfilling its stated roles.
3. Chair board meetings effectively, assuring adequate discussion of all issues, but keeping the meeting moving.
4. Utilize the board's time effectively.
5. Supervise the Executive Director/Supervisor/Designate in conjunction with the Executive.
6. Supervise standing committee Chairpersons.
7. Represent the organization in important matters that affect it.
8. Develop selected board members to assume future leadership roles in the organization.
9. Enhance the organization's image in the community.
10. Be a role model for other volunteers as demonstrated by the way he or she represents the organization.

COMMITTEES

Why Have Committees?

- A Committee is a work unit of the Board.
- A Committee represents one way to take the work of a Board and break it into manageable pieces.
- Can multiply both the effectiveness and the amount of work the Board can accomplish.
- An effective committee removes time-consuming detail from board meetings. Boards can make decisions based on full information submitted by committees.
- Committees allow more people to become involved in the Board's work. (Individuals, including corporate members with special skills can be invited to serve temporarily on a committee, resulting in the organization gaining access to expertise).
- Committees provide an excellent vehicle for involving members in the work of the organization by building broader commitment via productive, rewarding meaningful work.
- Committees can be a training ground for future Board members as they learn about the organization.

All committees should connect/meet at least once in between board meetings and be prepared to report to the Board at the board meetings.

When forming a committee, make sure that the committee is needed and that the roles and responsibilities of the committee are clearly outlined.

STANDING COMMITTEES

Board members are expected to be members of at least one standing committee.

Policy and Procedure Committee

There shall be the following standing committees made up of not less than two people. Some committees will be open to members of the Corporation who are not members of the Board. In this case, the committee shall be chaired by a board member. Unless otherwise specified by the Board of Directors, each committee shall have the power to fix its quorum and to fix its procedure. The Policy and Procedure Committee shall review and revise, as necessary, the Policy and Procedure Manual and the Parent Handbook.

Fundraising Committee

There shall be a fund-raising committee whose function shall be to hold fund-raising events and activities to assist in the ongoing operation of the Corporation and to provide funds for special projects. A member of the Board will chair this committee and the committee will be responsible for its own recruitment and policies. A budget shall be submitted to the Board for approval annually. Expenditure over \$500 shall require board approval. Currently, the fundraising account is held at the Superior Credit Union on Algoma St.

Board Development Committee

The Board Development Committee shall be responsible for establishing and review by-laws prior to the annual general meeting and Board Handbook at least every second year. The committee shall also be responsible for the recruitment of new Board members in conjunction with established policies.

Finance Committee

The Treasurer and Chairperson/Vice-Chairperson of the Board of Directors are required to sit on the Finance Committee. The committee will monitor the financial situation of the Corporation on an ongoing basis. And to develop annual budgets to present to the board of directors.

Definition:

1. Two signatures are required on all accounts payable cheques. These two signatures can consist of the Executive Director/Supervisor and any authorized Board member.
2. It is recommended by the Auditor that blank cheques are not accessible at the centre.
3. Two signatures are required on the Fundraising Account to withdrawal any funds. These two signatures will consist of the Executive Director/ Supervisor and Chairperson or any authorized Board member. This account is held at TD Canada Trust on Aurther St. Thunder Bay ON

Commented [K7]: Added reference to Executive Director

4. Our current Money Market fund and business account, including the business Venture Card is held at the TD Canada Trust on Arthur St. Thunder Bay ON.
5. A three-quote system is required for all major projects.
6. Board Members who have signing authority with the bank and are resigning from their position must provide a letter to inform T.D. Canada Trust to have their name removed.

Commented [KC8]: Took out reference to an amount of 500.00 and over would require a 3 quote system.

Ad Hoc Working Groups

The Board of Directors may elect or appoint ad hoc working groups to perform such duties as it may prescribe from time to time. Unless otherwise specified by the Board of Directors, each such working group shall have the power to fix its own quorum, to elect its Chairperson from the board members and to regulate its procedures. The group shall terminate upon completion of the assigned task.

INCORPORATION

Definition

A corporation is an artificial being. It exists only in the contemplation of law. It is a collective, constituted and arranged according to the needs of its members. It provides:

- Limited liability to individual members of the corporation.
- Legal status (it is held responsible for its action).
- A structure which implies that a rational collective sense prevails.

All this is implied to the outsider when government grants a charter to a cooperating association because certain conditions must be met, and standards maintained.

Points to Consider.

Individuals who intend to establish a Childcare Centre may be incorporated under various pieces of legislation depending on the day nursery's method of funding and operation.

- A corporation is a body in law that intends to be committed to a long-term goal and be stable and enduring over time.
- Incorporation enables a group to continue functioning despite changes in its executive or membership.
- Individual members of the group are exempt from personal liability for the debts and obligations of the corporation. However, under certain circumstances, the Board of Directors may be personally liable for certain debts and obligations of the corporation, although liability insurance should cover any of these debts.
- A Corporation may hold real estate, may borrow money, and may contract in its own name.
- Under the Child and Early Years Act, only charitable corporations may apply for approval for funding from the Ministry of Education – Early Learning Division.

- If a Childcare Centre is incorporated, the license to operate a Childcare Centre is issued to the Corporation and renewed annually for a nominal fee.
- Individuals may be incorporated under any of the following pieces of legislation: The Cooperative Corporations Act, the Corporations Act, or the Business Corporation Act 1982

Co-operative Corporation Act

This includes a Childcare Centre which is financed by share or non-share capital and administered by a board made up totally of coop members.

The name of the Childcare Centre must also include the term "co-operative" or "co-op".

Corporations Act

This includes a non-profit Childcare Centre which does not use "co-operative" in its title and is subject to the provisions of the Corporations Act.

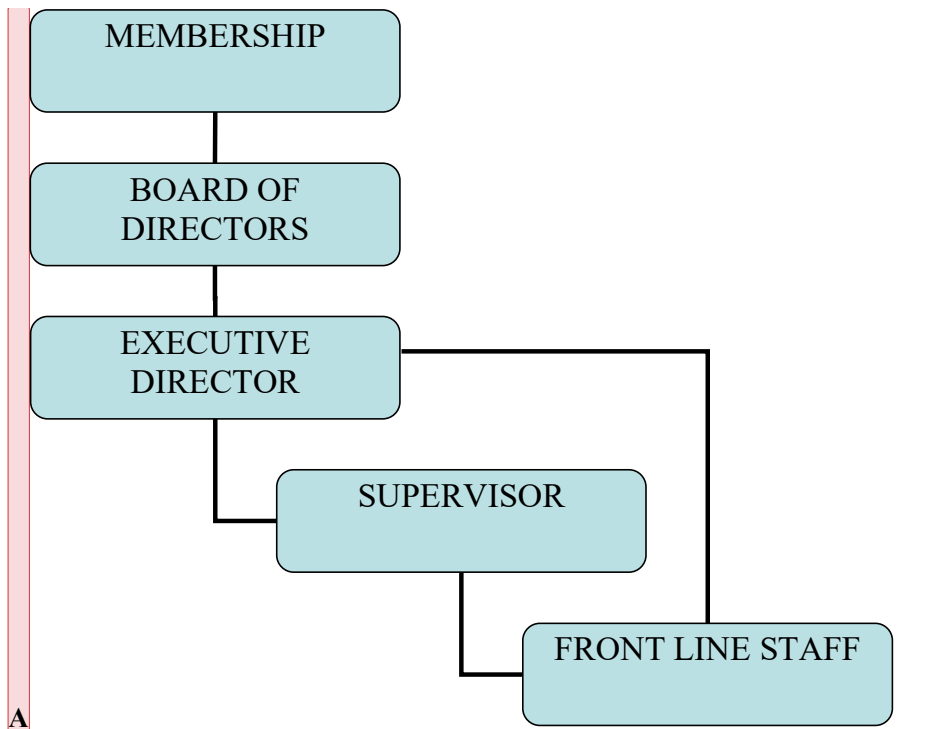
Business Corporations Act

This includes a Childcare Centre, with share capital as a business enterprise which is expected to make a profit for its shareholders.

Copies of legislation are available from

Publications Ontario
880 Bay Street
Toronto, Ontario
M7A 1E9
416.965-2054

ORGANIZATIONAL CHART



Commented [KC9]: Added Executive Director in the flow chart

A

WHAT IS EXPECTED OF ME?

This list is really a generalized job description for all board members. Job descriptions for specific board positions such as president, vice president, etc. define additional responsibilities.

KNOWLEDGE AND PREPARATION

- Educate myself on the organization, its history, goals, clients/constituency, staff, current situation, problems and needs.
- Keep abreast of national, state and local trends that affect the organization and its clients/constituency.
- Educate myself on the role and responsibility of the board as a whole as well as individual board members.

PARTICIPATION

- Participate in the tasks of the board.
- Be an enthusiastic and knowledgeable voice for the organization.
- Serve actively on at least one committee; understand how committees relate to the board.
- Act as an advocate for the organization, if agreed upon by the board
- Contribute financially to the organization, if agreed upon by the board
- Participate in discussions at meetings; ask probing questions and seek relevant answers before voting.
- Report to the board, in written or verbal form, as appropriate
- Recognize my role as a member of a team.

TIME COMMITMENT

- Attend board orientation and training.
- Attend board meetings, committee meetings and general membership meetings.
- Do assigned work between meetings, including preparing for meetings by reading reports and background material.

CONSTRAINTS

- Support board decisions once they are made, (even if I voted against the decision) or resign if I can't.
- Avoid any possibility of conflict of interest.
- Understand the difference between the roles of the board and the staff; do not attempt to do a staff's job, or let them do yours

LEGAL RESPONSIBILITIES

Historically, Board members were appreciated for their time and dedication, and commitment to voluntary activity. However, more recently, members of the community are setting expectations of competence and accountability on those who seek to serve them.

In general, board members of nonprofit organizations are legally responsible for the management, control, and accountability of the organization.

We are guided in Canada by a system of law which is based on decision or precedents from previous cases (known as common law). These decisions form a basis upon which we draw conclusions for future behaviors. There are a few Court decisions in Canada defining a "reasonably prudent director" of a nonprofit organization. As well, few jurisdictions in Canada spell out the standard of care, diligence, and skill against which an ordinarily prudent director would be expected to pattern themselves.

Breach of fiduciary duties and the reasonably prudent person:

Fiduciary - a fiduciary possessor is legally responsible for what belongs to another held in trust.

Fiduciary duties often entail the proper utilization, management, or investment of property and other assets placed in the fiduciary's trust.

Three common violations of fiduciary duties are **mismanagement, non-management and self-dealing.**

Mismanagement

Mismanagement is a failure to follow fundamental management principles.

It occurs when a person or board:

- Fails to ensure that planning occurs.
- Does not set up adequate controls with reasonable reporting systems. Fails to review reports for problems.
- Draws clearly improper conclusions from available information and/or acts clearly in contrast with such information.
- Fails to properly supervise, evaluate, or instruct management or other employees. Fails to seek professional or expert advice on technical issues affecting the organization.

Non-Management

It is not always easy to differentiate between mismanagement and non-management. The lines are unclear and subject to interpretation by the courts. Non-management is failure to use existing opportunities for good management, such as: failing to consider data when making decisions.

- Failing to use available control systems.

- Failing to attend board and committee meetings.
- Failing to supervise, evaluate or instruct employees.
- Failing to set obvious necessary policies.

Sometimes Board Members perceive themselves in an advisory capacity relying totally on Executive Directors/Supervisors/Designates to manage the affairs of the organization. This total delegation of decision-making (leaving themselves to rubber stamp the actions of an Executive Director/Supervisor/Designate) could also be construed as non-management.

Self-Dealing or Conflict of Interest

Self-dealing concerns Board Members voting on decisions in which they face possible gain.

It is worth emphasizing that Board Policy should require any member having a separate interest in a transaction, to disclose that interest to the Board and refrain from further discussion on the matter.

Some organizations have wisely included in their bylaws or policies statements enunciating prohibitions against contracting with or otherwise profiting from the organization.

The principle of good faith

The following actions can be used as examples of good faith by board members:

- Attending all board and committee meetings. If unable to attend, be able to show valid reason for absence.
- Have a thorough knowledge of duties and provisions within the bylaws and charter.
- Heed corporate affairs and keep informed of the general activities and operation of programs.
- Ensure minimum statutory and technical requirements are met, filing annual reports, withholding employees' taxes, etc.
- Record personal conduct and register dissents in the minutes or by letter.
- Avoid any semblance of self-dealing or enrichment. Discourage any business transactions between directors and the corporation, unless conducted entirely openly and with stringent safeguards.
- Make no unusual profit except that expressly provided in compensation or reimbursement within the by-laws.
- Ensure management, staff and other employees are qualified and re-evaluated on a regular basis and that delegated duties are clearly spelt out.
- Record policies and practices of the organization in writing.
- Engage an external review of the organization on a regular basis.

In other words, Board Members, conscientious in their work, and who act in the best interest of the organization, are unlikely to be held liable for human judgment errors.

Know the corporation's charter and bylaws.

Charters and by-laws describe the duties and responsibilities of board members, and the board members must know these for effective service.

Attend meetings regularly.

Board meetings are held to conduct the official business of the organization. Irregular attendance can be construed as non-management. Each Board Member needs to attend both formal meetings of the entire board and committee meetings, not only to minimize their liability, but to give their best efforts to the organization.

To properly carry out the duties and responsibilities of the position, Board Members must be aware of the business discussed at meetings. Especially important for all board members is to understand the financial status of the organization.

Board members are also responsible for asking discerning questions at board meetings to completely understand the issues being considered.

Disclose financial interests and dealings.

Because of potential hazards of self-dealing, Board Members need to inform the entire board of any possible conflicts of interests. They would be wise to remain on the outside of any discussions, negotiations, and votes on issues in which they are "interested".

Appoint an independent audit committee.

The staff may take greater care in preparing figures and reports when they are aware of the independent audit committee's activities or in response to the committee's suggestions. Also, committees demonstrate the board's concern for fulfilling responsibilities in properly guiding the management of organization assets.

Obtain external accreditation and review.

To ensure that practices and procedures are acceptable in today's terms, an independent review can point out weaknesses in an organization before they are a crisis. In this way preventative measures can be taken. External opinions could also be used to support contentions of good faith and prudent dealings if actions arise.

Retain professional council for Board Members.

It is certainly perfectly legitimate for boards to retain independent counsel who prepares guidelines clarifying legal and personal responsibilities of board members.

Insure Board Members

Insurance for board members is highly recommended. Because organizations are financially limited, insurance is an obvious way for providing protective coverage.

In cases where an agency has an indemnification clause (compensating for damage, loss, or hardship) for Board Members in its by-laws, Board Members should be aware that such, a clause protects them only if the agency has adequate assets for the protection of the individual. If protected only by an indemnity provision, Board Members in most organizations should obtain personal "umbrella" type liability insurance.

Board Members should contact knowledgeable insurance companies seeking coverage to obtain policies that give maximum protection. Issues such as:

- What types of suits are covered?
- What costs and expenses are covered and to what amounts?
- What "persons" are covered, i.e., officers and directors, past directors, heirs, estates, etc?
- What standard of care is required and who determines the standards?
- What reviews are made to ensure coverage is adequate?

EIGHTEEN NOTEWORTHY RULES FOR BOARD MEMBERS

1. Attend board meetings regularly.
2. Make sure the organization keeps a written permanent record of all board minutes and official actions.
3. Exercise general supervision over the organization's affairs.
4. Investigate and audit the organization's major or controversial decisions.
5. Inform yourself before participating in decision-making use both concrete information and a great deal of common sense.
6. Pursue any warning signs that come to your attention that something is wrong.
7. Insist on meaningful board meetings with full disclosure of operating results.
8. Require the organization to engage a professional auditing service, preferably, a C.A.
9. Require the organization to consult with legal counsel as indicated by prudent management in its founding, at crisis points, or in complicated transactions.
10. Require reports at the directors' meetings of all committees.
11. Authorize only appropriate indebtedness.
12. Know all the directors and officers.
13. Adopt and follow sound business policies and practices.
14. Avoid self-serving policies.
15. Avoid conflict of interest.
16. See that the organization maintains a good credit and financial standing.
17. Review the adequacy of the organization's insurance programs.
18. Full knowledge of the organization is needed to assume proper responsibility in its effective management.

COMMUNICATION

Communication between the Board and other agencies shall be as a unified front. If a problem is serious enough that a member feels they would like to communicate with an outside agency regarding it, they must bring it to the board where a decision will be made by the whole board on how to and who will investigate and report back to the board.

Communication between Board and Executive Director/Supervisor/Designate

What needs to be communicated to the Board?

Executive Director/Supervisor/Designate communication with the board shall be through the chairperson. The following things must be reported to the board:

1. Any dispute of inappropriate behavioural management techniques whether reported by a staff or a parent is to be brought to the Chairperson/Vice-Chairperson of the board immediately. Who will then notify the rest of the board immediately via the telephone list or e-mail? A written memo will follow.
2. Any concern of parents or staff that relates to policy or quality of care is to be brought to the board at the next monthly meeting.
3. Any changes in Ministry or other facility relationships that effect the running of Kinderplace shall be brought to the Chairperson immediately, who will use their judgment as to whether to put the information on the agenda or notify other members immediately depending on the seriousness of the situation.
4. Staffing difficulties, excessive absenteeism etc. will be brought to the Chairperson/Vice-Chairperson to be added to the agenda of the next meeting if the Supervisor/Designate it was concerned.

Staff and Executive Director/Supervisor Communication

1. Staff are required to report any allegations of inappropriate behavioural techniques to the Executive Director/Supervisor/Designate immediately. They will then be reported to the Board by the Executive Director/Supervisor/Designate.
2. If a staff is not satisfied, they must follow the Grievance procedure in the Collective Agreement.

A fan-out list will be kept up to date to facilitate these policies.

Commented [KC10]: Added Executive Director to this sentence

Commented [KC11]: Added Executive Director and reference to staff following collective agreement for any grievances

ANNUAL CALENDAR

STEP ONE: IDENTIFY YOUR KEY EXTERNAL AND INTERNAL EVENTS

STEP TWO: ASSIGN RESPONSIBILITY AREAS

EVENT	COMPLETION DATE	RESPONSIBILITY AREA
ANNUAL GENERAL MEETING		
ELECTION OF EXECUTIVE		
BOARD ORIENTATION		
COMMITTEE STRUCTURING		
MCSS LICENSING		
BOARD OF DIRECTORS MEETING SCHEDULE WITH KEY AREAS FOR AGENDA		
UPDATE OF BOARD MANUAL		
COMMITTEE MEETING SCHEDULE		
BUDGET PREPARATION		
BUDGET APPROVAL		
PERSONNEL PERFORMANCE APPRAISAL		
STRATEGIC PLANNING; GOALS AND OBJECTIVES		
ORGANIZATIONAL EVALUATION; BOARD PROGRAM		
STRATEGIC PLAN REVIEW & REVISION		
BOARD RECRUITMENT		
FISCAL YEAR END		
REVIEW OF PARENT HANDBOOK		
AUDIT		
SALARY NEGOTIATIONS		

**KINDERPLACE CHILD CARE CENTRE INC.
BOARD MEMBERSHIP**

I _____ accept the responsibilities as a Board Member at Kinderplace Childcare Centre Inc and have reviewed the Mission statement and the goals and objectives of the corporation.

I am committed to serving as a member of the Board of Directors and will keep these ideals in mind. I will attempt to serve the organization to the best of my ability, until the next Annual General Meeting, when I can be dually elected / reelected by the membership.

DATE: _____ *SIGNATURE:* _____

DEFINITIONS

Licensed Child Care Programs	Childcare programs which offer care for more than five unrelated children. Must be licensed under the Province of Ontario's Day Nurseries Act
Unlicensed Child Care Programs	Unlicensed childcare programs care for five or less children or provide structured programs in which the parent or care giver remains on the premise.
Childcare programs strive to accommodate the needs of the families which use their familiar with our:	
Infant Program	Program designed to meet the developmental needs of children ranging in age from birth to eighteen months to thirty months of age.
Toddler Program	Program designed to meet the developmental needs of children ranging in age from 18 months to 30 months of age.
Preschool Program	Program designed to meet the developmental needs of children ranging in age from thirty months to five years of age
Integrated Program	Program designed to meet the developmental needs of children with or without developmental and/or physical challenges.
School Aged Program	Program designed to meet the needs of children who attend and elementary academic program for part of their day.
Latch Key or Before/After School Care Program	Program designed to provide a supportive and positive environment for children who attend an elementary academic program during the day. May include lunch time care as well.
Toy Libraries / Family Resources Centers	Provide community based, accessible family resources and services which reflect the needs of community families, children and providers of informal unlicensed Childcare. Each centre will vary depending on community needs but can include a combination of the following: toy libraries,

hotlines/warm lines, community directories, Childcare registries, newsletters, parent education, family counseling services, outreach services, family respite programs babysitting cooperatives, programs for children and exchanges.

Intentional Program

Program designed to provide interactions and cooperation between two or more generations.

**BOARD OF DIRECTORS
2021**

Chairperson
Carly Torkelli

Vice-Chairperson
Erin Modin

Treasurer
Amy Restoule

Secretary
Brandy Oldale

General Members

Nancy Elliott