



WESTEND SENIORS ACTIVITY CENTRE

MASTER INDEX OF BOARD POLICIES

July 7, 2025

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**INTRODUCTION TO THE POLICIES
OF THE WESTEND SENIORS
ACTIVITY CENTRE**

GENERAL INTRODUCTION TO THESE POLICIES

The Policies of the Westend Seniors Activity Centre get their authority from the Bylaws of this Organization and they comply with these Bylaws. Article 6 of the Bylaws deals with Policies and policy making, and section 6.1 of these Bylaws lays out the requirements for approving, amending, and repealing Policies. These requirements include recording each new Policy and each change to an existing Policy in a master index before it takes effect in order to ensure proper tracking.

These policies are organized as follows:

- a. In each part of the basic policy comes first.
- b. Clarifications and additional materials come second.

GENERAL DEFINITIONS

Some words and terms used in these Policies have specific definitions which are presented in this Policy Manual to ensure that they are properly understood. Some definitions only apply to one Board Policy and these definitions are given in the Board Policy which uses them. Other definitions apply to two or more Board Policies and these definitions are presented below rather than being defined in each Board Policy which they apply to.

In these Policies the following words and terms are defined as follows:

- **“Administration”** means the Executive Director and the other employees of the Westend Seniors Activity Centre.
- **“Administrative guidelines”** means written directives established by the Executive Director in accordance with subsection 5.2.1 or subsection 5.3.2 of the Bylaws regarding staff responsibilities or setting out conditions and restrictions regarding participation in the Organization’s programs, services, and activities, regarding using the Organization’s facility, or regarding other matters as appropriate.
- **“Annual General Meeting”** means the regular annual meeting of the members of this Organization held in accordance with sections 3.1 and 3.2 of the Bylaws.
- **“Board”** means the Board of Directors of this Organization.
- **“Business day”** means any day other than Saturday or Sunday which is not a statutory holiday.
- **“Bullying”** means any physical, verbal, or other behavior intended to intimidate, offend, degrade, or humiliate an individual or individuals or a group or groups.

- **“Bylaws”** means the Bylaws of the Westend Seniors Activity Centre which have been approved by its Members and registered by the Registrar in accordance with section 15(2) of the Societies Act.
- **“Conflict of Interest”** means a situation where personal, occupational, or financial considerations may affect, or reasonably appear to affect, the objectivity, the judgment or the ability of a Board member or another person in authority to act in the best interests of the Organization. A conflict of interest may be real, potential, or perceived.
- **“Discrimination”** means any consequential unequal treatment of individuals or groups on the basis of race, religious beliefs, colour, gender, physical or mental disability, age, ancestry, place of origin, marital status, source of income, family status, or sexual orientation.
- **“Expulsion”** means terminating a Member’s membership in this Organization and permanently banning him or her from accessing or using the Facility. This shall only be carried out under the provisions of subsection 2.4.3 of the Bylaws.
- **“Facility”** means any real property owned, leased, or rented by the Westend Seniors Activity Centre for the purpose of serving the Organization and its Members.
- **“Harassment”** means repeated actions which disturb, pester, or trouble an individual or individuals or a group or groups.
- **“Lifetime Members”** means those Members of this Organization who currently meet all the requirements of subsection 2.1.3. of the Bylaws.
- **“Major Suspension”** means the exclusion of a Member from the Facility for a specified period of at least 15 days and no more than one year. The Executive Director has the authority to order such a suspension but the suspended Member may appeal this suspension to the Board. The return of a suspended Member shall be subject to the Member fulfilling the conditions specified by the Executive Director if return conditions are specified when the suspension is ordered.
- **“Members”** means those persons who are either Lifetime Members of this Organization or else Ordinary Members of this Organization.
- **“Minor Suspension”** means the removal or exclusion of a Member from a class, from other specified activities or events of the Organization, or from the Facility for a specified period of up to and including 14 days. The Executive Director has the authority to order such a suspension.
- **“Nomination Day”** means the last day on which the Returning Officer will accept nomination forms from candidates seeking election to the Board at the upcoming Annual General Meeting or else from their nominators.

- **“Officers of the Board”** means the President, Vice President, Treasurer and Immediate Past President of this Organization, plus such other Board members as may be designated as Officers by the Board in accordance with the Organization’s Governance Policies.
- **“Ordinary Members”** means those Members of this Organization who have met all the requirements of subsection 2.1.1 of these Bylaws and who currently meet all of the requirements of subsection 2.1.2 of these Bylaws.
- **“Organization”** means the senior governed, not-for-profit society called the Westend Seniors Activity Centre.
- **“Policy”** means a measure or a set of measures consistent with the Bylaws and approved in accordance with Article 6 of the Bylaws in order to give more specific direction regarding the programs, services, activities, or duties of this Organization.
- **“Public Document”** means any of the following documents of this Organization:
 - the Bylaws,
 - any of the Policies currently in effect,
 - the Organization’s current budget,
 - the Organization’s most recent audited and accepted financial statements,
 - the minutes of the most recent Annual General Meeting with approved minutes,
 - the minutes of the most recent Special General Meeting with approved minutes,
 - the minutes of any of its ten most recent Board meetings with approved minutes, or
 - any other document designated a Public Document in the Policies.
- **“Robert’s Rules of Order”** means the Second Edition of “Robert’s Rules of Order Newly Revised in Brief” by Henry M. Robert III, Daniel H. Honemann, and Thomas J. Balch (Philadelphia: Da Capo Press, 2011).
- **“Special General Meeting”** means a meeting of the members of this Organization which is called under special circumstances and held in accordance with sections 3.1 and 3.3 of the Bylaws.

- ***“Special Resolution”*** means a resolution passed by a three-quarters (3/4) majority of the Ordinary and Lifetime Members present and voting at an Annual General Meeting or at a Special General Meeting of this Organization after at least twenty-one (21) days notice of the meeting has been provided. This notice must include the specific wording of this resolution. Such a resolution is required to approve new Bylaws, to rescind or amend existing Bylaws, to borrow money by issuing a debenture, or to dissolve the Organization.
- ***“WSAC”*** means the senior governed, not-for-profit society called the Westend Seniors Activity Centre.

BOARD POLICIES PART A:

FRAMEWORK POLICIES

INTRODUCTION TO THE FRAMEWORK POLICIES

The purpose of these policies is to clarify what the Organization exists to do, who the Organization serves, and why. Beliefs about the Organization's place in the community are reflected through framework policies that guide the Board's actions. Framework policies foster stability and continuity for the Organization. They also address the Organization's mission, vision, values, goals and objectives, which assists the orientation of new Board members and staff.

In addition these policies help interested Members to better understand this Organization and how it is performing.

BOARD POLICY A 1 - OBJECTS

The name of our society is *Westend Seniors Activity Centre* (WSAC), and its Objects are:

- a. To give seniors and friends of all ages an opportunity to meet for discussions, recreation and activities which develop and enhance the lives of those seniors.
- b. To acquire lands, by purchase or otherwise erect or otherwise provide a building or buildings to serve as a Centre for seniors, particularly those who reside in the West End of the City.
- c. To encourage and promote amateur games and exercises.
- d. To carry on a literary and debating club for the discussion of topics of general interest and to encourage the practice of public speaking among its members.
- e. To facilitate discussion on social, educational, political, economic and other subjects, and arrange musical and dramatic entertainments.
- f. To establish and maintain a library and reading room.
- g. To provide all necessary equipment and furniture for carrying on its various objects.
- h. To sell, manage, lease, mortgage, dispose of, or otherwise deal with the property of the society.

The objects of the Westend Seniors Activity Centre can only be altered through a two part process:

1. approval of a Special Resolution by the Members, and
2. subsequent approval and publication of these alterations by the Province in accordance with the requirements of section 16 of the Societies Act.

BOARD POLICY A 1 - OBJECTS	
Effective Date:	Date of Last Amendment:
September 19, 2019	Next Scheduled Review: 2021-22

BOARD POLICY A 2 - MISSION, VISION AND VALUES

A 2.1 MISSION

To be a community based hub for seniors providing services, programs, information and activities that support the healthy and active aging of seniors in Edmonton.

A 2.2 VISION

- a. Serve the physical, social and mental well-being of seniors.
- b. Enhance the quality of life for seniors.
- c. Maintain a sense of community and inclusion for seniors.
- d. Provide a safe and secure environment for seniors.
- e. Become an integral component of the community.

A 2.3 VALUES

- a. Respect
- b. Trust
- c. Appreciation
- d. Inclusion
- e. Engagement
- f. Wellness

BOARD POLICY A 2 – MISSION, VISION AND VALUES	
Effective Date:	Date of Last Amendment:
September 19, 2019	Next Scheduled Review: 2021-22

BOARD POLICY A 3 - GOALS AND OBJECTIVES

A 3.1 GOALS

- a. The Westend Seniors Activity Centre (WSAC) is recognized by the community as a hub for seniors.
- b. WSAC provides programs and services that are responsive to the needs and interests of seniors.
- c. WSAC actively recruits new members.
- d. WSAC embraces the diversity of seniors.
- e. WSAC utilizes effective communication practices.
- f. WSAC is properly maintained and has sufficient space to meet its needs.
- g. WSAC uses current technology where appropriate in its operations and Programs.
- h. WSAC has a strong volunteer base and skilled staff to meet needs.
- i. WSAC is financially sustainable and secure.
- j. WSAC has a workplace health and safety management system (HSMS) in place which fully complies with all applicable provincial Occupational Health and Safety (OHS) requirements.

A 3.2 OBJECTIVES

- a. Maximize programming opportunities based on space availability.
- b. Expand programming into the evening and weekends.
- c. Implement evidence based seniors programming.
- d. Continue to increase the number of seniors served.
- e. Address the diversity of seniors.
- f. Increase self-generated revenue.
- g. Increase the involvement of Members in volunteerism opportunities.
- h. Increase and expand the profile, visibility and awareness of the Westend Seniors Activity Centre.

BOARD POLICY A 3 - GOALS AND OBJECTIVES	
Effective Date:	Date of Last Amendment: February 20, 2020
September 19, 2019	Next Scheduled Review: 2021-22

BOARD POLICIES PART B:

GOVERNANCE POLICIES

INTRODUCTION TO THE GOVERNANCE POLICIES

The Governance Policies of the Westend Seniors Activity Centre supplement the Bylaws by providing guidance in the following critical areas:

- a. the structure, responsibilities, and procedures of the Board of Directors,
- b. how Members elect the Board of Directors,
- c. the roles and responsibilities of Board Members,
- d. the relationship between the Board of Directors and the staff,
- e. risk management,
- f. access to and use of the Organization's property, and
- g. volunteerism.

PRINCIPLES OF GOVERNANCE

The Board will incorporate the following key governance principles into its operations:

- a. The Board articulates and communicates the Organization's vision.
- b. The Board focuses on strategic planning and direction setting and it defines the parameters within which the Organization operates through its Policies.
- c. The Board focuses on the whole Organization and not just on issues of interest to the Board or to individual Board members.
- d. The Board is a corporate body, and must work as a whole. No individual Board member, including the President, or a committee or group of individuals, has the authority to direct the Organization and its staff.
- e. The Board speaks with one voice. Once the Board has approved an action through a motion, it becomes the Organization's official position. All Board members are bound by it, even if they disagree with it. If the decision is of major importance, and if a Board member cannot accept the decision of the majority, the Board member will resign.
- f. The Board directs the Organization's work, largely by developing and approving Policies and monitoring their impact.
- g. The Board is primarily responsible for its own management, in consultation with the Executive Director. This includes Board member orientation and training, agenda development, program evaluation, and financial management.

BOARD POLICY B 1 - POLICY MAKING

B 1.1 GENERAL EXPECTATIONS

The Board, given the authority under the Societies Act of Alberta for the governance of the Westend Seniors Activity Centre, is responsible for the development of framework, governance, membership, financial, and advocacy policies.

The Board believes that Policies provide effective parameters and guidelines for Board members, Members, committees and staff. The Board expects that individual Members will familiarize themselves with the Policies affecting their conduct and activities.

In fulfilling its responsibility for policy making, the Board will:

- a. define the functions of the Board, the Organizational framework, Board governance, operations and advocacy,
- b. ensure that all Policies comply with relevant legislation and the Organization's Bylaws,
- c. work from broad and general statements of policy when establishing particular Policies,
- d. ensure that Policies approved by the Board are available to the Board, the Members, and staff,
- e. regularly review Policies for the purpose of revising them or developing additional Policies,
- f. ensure that the Executive Director assists the Board in the development of new Policies and the revision of existing Policies, and
- g. ensure that the Executive Director is responsible for implementing the Policies, with the exception of the Policies governing Board processes.

B 1.2 MEMBER CONSULTATION REQUIREMENTS

If the Board deems that a Policy may be controversial to the members, the Board may choose to seek membership input.

BOARD POLICY B 1 - POLICY MAKING	
Effective Date:	Date of Last Amendment: April 16, 2021
September 19, 2019	Next Scheduled Review: 2022-23

BOARD POLICY B 2 - BOARD AUTHORITY AND EXPECTATIONS

The Board of Directors (Board) is responsible for the Organization's highest level of decision-making and legal authority. The Board has, by law, the ultimate accountability for and the authority over the Organization's resources and activities. The Board defines, through policy, the operational parameters of the Organization. The Board is accountable to the membership for the Policies and operation of the Organization.

B 2.1 KEY RESPONSIBILITIES

See Bylaw subsection 4.1.2

B 2.2 GENERAL RESPONSIBILITIES

Westend Seniors Activity Centre (WSAC) utilizes a Governance Board. Board members will have responsibilities in the following areas:

Fiduciary

- at least annually, reviewing and approving WSAC's long term and short term plans, and at least annually, reviewing management's performance in achieving them,
- reviewing, revising if appropriate, and approving Policies,
- being informed of WSAC's financial position and operations,
- ensuring WSAC has Policies which address conflicts of interest and confidentiality,
- recommending to the members at the Annual General Meeting who to appoint as WSAC's independent auditor, and
- ensuring WSAC is complying with all relevant legislation;

Organizational

- keeping informed on Organizational matters and participating in decisions related to policy and other matters when necessary,
- monitoring the Organization's resources and employee base to support current and long-range goals,

- encouraging that management succession is attended to through staff development,
- reviewing the performance of the Board annually, and
- reviewing the performance of the Executive Director annually;

Operational

- approving and taking the steps needed to ensure that WSAC has sufficient resources to operate and implement its plans,
- providing constructive comments, questions and feedback during Board and committee meetings, and
- providing advice on major changes in programs and services of WSAC;

Evaluation

- completing a self-evaluation and a Board evaluation annually and participating in discussions designed to improve the Board and individual performance;

Stewardship

- serving the Members, stakeholders and the broader community, and protecting the integrity and reputation of WSAC; and

Public Awareness

- drawing attention to important issues of concern to Edmonton seniors and seniors related organizations by engaging key stakeholders and policy makers in active processes intended to shape public perceptions and achieve change.

B 2.3 MEETINGS

The Annual General Meeting (AGM)

The AGM is held in March, after the Auditor's report on the previous year's financial data has been received. It must be conducted in accordance with the applicable requirements of the Bylaws, the Policies, and the Second Edition of Robert's Rules of Order Newly Revised in Brief.

- Proxy Votes will be accepted with approved documentation.

B.2.3 (a) see attached Proxy Form

Board Meetings

Board meetings are usually held during the morning of the last Thursday of each month, except in July or August.

The first Board meeting following the AGM will include an organizational portion.

Guidelines for Regular Meetings

- There will be timely distribution of agendas in advance of all meetings and any additions to the agenda will be invited and discussed. This is the responsibility of the President.
- Background materials for the meeting will be distributed in advance whenever appropriate.
- Directors agree to review the agenda and materials before each meeting and come prepared to participate in discussion.
- The meetings will begin and end at the scheduled times.
- Members' opinions and observations will be respected.
- When a decision is required efforts will be made to reach consensus. If this is not possible a majority vote will prevail. The President votes only to break a tie.
- Motions passed at a meeting of the Board take effect immediately.
- Minutes will be distributed to all Board members in a timely fashion after each meeting.

B.2.3 (a) - PROXY FORM

WSAC PROXY VOTE FORM

I, _____ (print name) give WSAC member
_____ (print name) the authority to vote on my behalf at the
Annual General Meeting on _____ (date) or Special Meeting on
_____ (date).

I am a member of the Westend Senior Activity Centre.

My membership fob number is

Telephone Number _____

Email _____

Signature _____

Date _____

WSAC Member fob number is

Telephone number _____

Email _____

Signature _____

Date _____

**At least 15-minutes prior to commencement of the meeting Proxies must be registered with
the Recording Secretary and will be counted in determining quorum.**

Requirements for Emergency Meetings

In an emergency the Board members do not have to meet in person. They may use such vehicles as teleconferencing, videoconferencing, or e-mail to discuss issues and vote on motions. However, if this occurs, the procedures specified below will be followed:

- Notice of each emergency meeting and its agenda will be provided to each Board member. Information on how to participate in the proceedings will also be provided.
- Before or during the meeting, each Board member will be provided with the wording, mover, and seconder of each motion to be voted on.
- The minutes of the meeting will be approved at a subsequent Board meeting.

Board Committee Meetings

Board Committees meet as required to fulfill their responsibilities.

B 2.4 COMPOSITION OF THE BOARD

Refer to Bylaw subsection 4.1.3

B 2.5 TERMS OF OFFICE

Refer to Bylaw clauses 4.1.4 (c), (d) and (e)

B 2.6 OFFICERS OF THE BOARD

Refer to Bylaw section 4.4

B 2.7 BOARD OFFICER VACANCIES

Refer to Bylaw subsection 4.3.2.

The following provisions apply when any Board Officer vacates or is removed from his or her position:

- If the President does not complete a full term of office the Vice President will become President for the remainder of the term. This shall count as the new President's first term of office if the remainder of the former President's term of office is 180 days or longer.
- If the position of the Vice President becomes vacant, the Board will appoint a replacement.

- If the position of the Treasurer becomes vacant, the Board will appoint a replacement as soon as feasible.
- The Vice President or the Treasurer may resign his or her office with or without resigning from the Board.
- If the position of the immediate Past President becomes vacant, the Board will not appoint a replacement.

B 2.8 EXPECTATIONS OF BOARD MEMBERS

Expectations of Board Members include:

- knowledge and skills in one or more areas of Board governance, policy, planning, finance, programme development, work site health, safety, and advocacy,
- willingness to serve,
- attendance at monthly Board meetings, attendance at Annual and Special General Meetings,
- support for other WSAC events, and
- computer literacy.

B 2.9 ORIENTATION OF BOARD MEMBERS

- An orientation session will be offered after the Organization's Annual General Meeting.
- Orientation may include an overview of Bylaws, Policies, the strategic plan, programs and services offered, and Directors' roles and responsibilities.
- Additional Board training may be offered.

B 2.10 BOARD MEMBER CODE OF CONDUCT

All Board members will conduct themselves in a manner which:

- supports the objectives and serves the overall best interests of the Organization,
- brings credibility and goodwill and respects the principles of fair play and due process,
- demonstrates respect for diverse viewpoints,

- demonstrates due diligence in preparing for meetings and special events,
- demonstrates good faith, prudent judgment, honesty, transparency and openness in activities,
- monitors the financial affairs of the Organization,
- avoids real and perceived conflicts of interest,
- respects that much of the information received as a Board member is confidential,
- adheres to the Westend Seniors Activity Centre Master Index of Board Policies and Westend Seniors Activity Centre Bylaws, and
- promotes a work site that is safe, healthy, and free from harassment, discrimination and bullying.

In addition:

- Board members will not use their positions to obtain or influence employment with the Organization for themselves or their family members.
- Board members will not directly or indirectly receive any profit from their position.
- Board members do not have authority to speak for the Organization except as authorized by the President.
- Board members shall act in the best interests of the Organization rather than in the interests of a particular individual, group, or community.

B 2.11 A LIMITATION TO THE NUMBER OF MEMBERS THERE MAY BE ON A BOARD COMMITTEE

No Board committee is permitted to have enough members who have voting privileges on the Board that would allow the committee to out-vote the Board.

An exception may be granted to this in unusual or short-term situations.

B 2.12 BOARD MEMBER EXIT INTERVIEWS

The President may conduct exit interviews with members leaving the Board.

B 2.13 PROTECTION AND INDEMNITY OF DIRECTORS AND OFFICERS

Refer to Bylaw subsections 5.1.1 and 5.1.2.

B 2.14 GIFTS

Board Members shall not directly or indirectly offer or accept cash payments, gifts, gratuities, privileges or other personal rewards which are intended to influence the activities or affairs of the Organization.

B 2.15 EXPENSES AND REIMBURSEMENT

Board members may be reimbursed for reasonable expenses incurred in the performance of WSAC duties. **BOARD POLICY D 1 - FINANCIAL AUTHORITY** provides the specific requirements for reimbursement.

BOARD POLICY B 2 - BOARD AUTHORITY AND EXPECTATIONS	
Effective Date:	Date of Last Amendment: October 27, 2022
September 19, 2019	Next Scheduled Review: 2022-23

BOARD POLICY B 3 - BOARD AND EXECUTIVE DIRECTOR RESPONSIBILITIES

The most critical relationship in the governance of a non-profit organization is the one between the Board and its Executive Director. As there are few clear guidelines as to where Board oversight leaves off and executive management begins it is very important that Policies and practices be established to guide the ongoing relationship. Essentially, the Board of Directors governs the Organization and delegates the management of the Organization to the Executive Director.

- The Board of Directors shall hire, provide direction to and conduct the performance reviews of the Executive Director. The Board normally delegates the hiring process and the performance review process to the Human Resources Committee. The Board has the final approval of the selection and the outcome of the performance review of the Executive Director.
- The Board is responsible for ensuring that an annual performance review of the Executive Director is conducted in accordance with **BOARD POLICY B 6 – BOARD STANDING AND AD HOC COMMITTEES**. The Board must approve any recommendation related to remuneration and benefits. The performance review is an opportunity for the Board and the Executive Director to work together to establish annual performance goals for the next year that are clear and achievable.
- The Executive Director works within the limits of the Policies established by the Board.
- The Executive Director shall support the Board in providing strategic leadership.
- The Executive Director will serve as the key professional advisor to the Board. He or she will advise the Board on policy matters that require the Board's attention and will regularly update the Board on all of the significant activities of WSAC.
- The Executive Director reports to the President who provides direction on behalf of the Board.

B 3.1 RELATIONSHIP BETWEEN THE PRESIDENT AND THE EXECUTIVE DIRECTOR

The relationship between the President and the Executive Director will generally set the tone for all other Board and Executive Director interactions. Developing an effective working partnership will require the following characteristics:

- **TRUST AND RESPECT**

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

- **REGULAR COMMUNICATIONS**

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

- **WILLINGNESS TO LEARN**

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

- **ABILITY TO DISAGREE CONSTRUCTIVELY**

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

BOARD POLICY B 3 - BOARD AND EXECUTIVE DIRECTOR RESPONSIBILITIES	
Effective Date:	Date of Last Amendment: November 24, 2022
September 19, 2019	Next Scheduled Review: 2023-24

BOARD POLICY B 4 - ROLES AND RESPONSIBILITIES OF THE EXECUTIVE DIRECTOR

The Executive Director is responsible for the following duties and may delegate specific roles and responsibilities to a designate as appropriate:

- The Executive Director is the Chief Executive Officer of the Organization and is responsible to the Board for managing all of its property, operations, and programs. In meeting these responsibilities the Executive Director shall establish administrative guidelines regarding the operation of the Organization, use of the Organization's facility, and participation in the Organization's programs, services, and activities.
- The Executive Director is responsible for the operation of WSAC's work site health and safety management system (HSMS) and its compliance with all applicable provincial Occupational Health and Safety (OHS) requirements. This responsibility includes establishing and overseeing an effective joint work site health and safety committee with appropriate staff and volunteer representation and participation.
- The Executive Director may establish operating committees to assist with program delivery, facility maintenance, and program monitoring as well as other operational issues.
- The Executive Director is the only employee of the Organization who reports directly to the Board through the President, and is accountable to the Board for providing leadership and direction to the Organization's employees and volunteers.
- The Executive Director speaks for the Organization when the President or another Board member designated by the President does not.
- The Executive Director is responsible for ensuring that the Bylaw provisions, Board Policies, and the administrative guidelines regarding the operation of the Organization and the use of the Organization's facility are appropriately implemented.
- The Executive Director is responsible for the overall condition and safety of the Organization's building and all its other property.
- The Executive Director is responsible for the accurate tracking of the Organization's finances by providing the Treasurer with monthly and annual reports on the Organization's revenues, expenditures, assets, liabilities, and equities.
- The Executive Director hires, evaluates and releases all employees.

- The Executive Director is responsible for the maintenance and safekeeping of the Organization's seal, its architectural plans and drawings, and the books and records of the Organization, including its minutes, its membership register, its personnel and financial records, and its contracts.
- The Executive Director is responsible for making arrangements for the members of the Organization to inspect the public records of the Organization. The Executive Director will also ensure that the Organization complies with the Personal Information Protection Act and the Societies Act with regard to access to and use of personal information, including membership registration information.
- The Executive Director is responsible for dealing with complaints from or regarding staff, volunteers, or Members by investigating them and taking appropriate action.
- The Executive Director is responsible for ensuring the Organization's compliance with all the other applicable legal requirements which enable the Organization to continue its operations and to maintain its status as a charitable organization.
- The Executive Director is responsible for preparing the initial draft of the Organization's annual budget and submitting it to the Treasurer early in the new year. The Executive Director shall submit the draft budget to the Finance Committee.
- After consulting with the Finance Committee, the Executive Director shall reconsider the draft annual budget and resubmit it with revisions to the Finance Committee for further review and assessment.
- Once the Board has approved the Organization's annual budget the Executive Director is responsible for its implementation.
- The Executive Director is responsible for collaborating with the Board of Directors to develop a comprehensive Strategic Plan that provides measurable strategic direction for the Centre. This includes contributing professional expertise, organizational insights, and relevant data to inform strategic decision-making. Upon the Board's approval of the Strategic Plan, the Executive Director shall lead the implementation of the plan through effective management of the administrative team, ensuring that strategic objectives are pursued diligently, and outcomes are achieved.
- With the direct support of the Board, the Executive Director is responsible for actively seeking, applying for, and securing funding from municipal, provincial, and federal government programs, as well as other funding agencies.

- With the direct support of the Board, the Executive Director is responsible for establishing and maintaining effective relationships with government officials at the municipal, provincial, and federal levels. Being aware of government priorities, the Executive Director shall advocate for both the interests, programs and strategic initiatives of the Westend Seniors Activity Centre, and for policy changes that benefit all seniors.
- With the direct support of the Board, the Executive Director is responsible for actively pursuing and cultivating strategic partnerships with organizations across all sectors—including public institutions, for profit enterprises, and nonprofit organizations. By engaging in collaborative initiatives and mutually beneficial relationships, the Executive Director aims to enhance the Centre's mission, expand its programs, and amplify its impact within the community.

BOARD POLICY B 4 - ROLES AND RESPONSIBILITIES OF THE EXECUTIVE DIRECTOR	
Effective Date:	Date of Last Amendment: December 4, 2022
November 29, 2019	Next Scheduled Review:

BOARD POLICY B 5 – HUMAN RESOURCES

The Westend Seniors Activity Centre will maintain safe, healthy, fair and equitable work conditions for its employees. The Executive Director is responsible for ensuring that the administrative guidelines regarding Human Resources are appropriate, up to date, and properly implemented.

BOARD POLICY B 5 – HUMAN RESOURCES	
Effective Date:	Date of Last Amendment: February 20, 2020
September 19, 2019	Next Scheduled Review: 2023-24

BOARD POLICY B 6 - BOARD STANDING AND AD HOC COMMITTEES

The WSAC Board is responsible for establishing standing and ad hoc committees that will assist with meeting the needs of the Organization. Each committee will keep the Board informed regarding its work. The President is an ex officio member of all committees.

B 6.1 PURPOSE

The purpose of the Board committees is to strengthen the decision-making of the Board by discussing and reviewing specific matters or concerns in detail, and then developing recommendations for consideration by the full Board. The work of committees is also important for the efficient and effective use of the specialized skills and interests of Board members and to provide opportunities for newer Board members to gain valuable insights into the operation of WSAC.

B 6.2 PROCEDURES

The WSAC Board will prepare Terms of Reference for each committee, which may include the following components:

- Purpose
- Key Responsibilities
- Composition and Appointment
- Meetings
- Resources
- Reports
- Review and Evaluation

B 6.3 EXECUTIVE COMMITTEE TERMS OF REFERENCE

1. PURPOSE

The purpose of the Executive Committee is to help the President prioritize and coordinate the work of the Board.

2. KEY RESPONSIBILITIES

The Executive Committee shall be responsible for assisting the President in accomplishing the following:

- preparing the agenda for Board meetings,
- monitoring and assessing the progress of the Board and the Organization related to the Strategic Plan 's Key Indicators of Success,

- assessing and adjusting the allocation of resources among key initiatives,
- conducting business between meetings as required, and
- completing periodic risk assessments related to the above key responsibilities and if appropriate proposing potential remediation plans to the Board.

3. COMPOSITION AND APPOINTMENT

The Executive Committee shall consist of the President, who shall be its chairperson, Vice President, Treasurer, and the Executive Director.

4. MEETINGS

The Committee meets as required to fulfill its responsibilities.

5. RESOURCES

The Executive Director shall provide administrative support to the Committee as required.

6. REPORTS

Reports of the Committee are presented to the Board.

7. REVIEW AND EVALUATION

The Committee reviews and evaluates its performance and terms of reference annually. The purpose of the evaluation is to ensure that the Committee structure continues to serve the needs of the Board and the membership.

BOARD POLICY B 6.3 EXECUTIVE COMMITTEE TERMS OF REFERENCE	
Effective Date:	Date of Last Amendment:
	Next Scheduled Review:

B 6.4 PLANNING COMMITTEE TERMS OF REFERENCE

1. PURPOSE

The primary purpose of the Planning Committee is to ensure that the strategic plan is the central, dynamic force guiding all organizational endeavors—ensuring that every initiative, service, and program is aligned with our long-term vision.

2. KEY RESPONSIBILITIES

The Planning Committee shall be responsible for the following:

1. **Strategic Plan Development:** Develop and continuously update a strategic plan that serves as the core reference for decision-making across the organization.
2. **External Advisory Integration:** Integrate external insights via a planned External Advisory Committee to bring in innovative ideas, best practices, and networking opportunities.
3. **Future Trends & Growth:** Proactively scan future trends and relationships to support growth in programming, quality of services, and geographical reach.
4. **Government Liaison:** Liaise with all levels of government to align strategic initiatives with public policy agendas and capture opportunities for collaboration.
5. **Progress Evaluation:** Utilize the monthly Executive Director Report to evaluate the progress in achieving the established indicators of success.
6. **Facilitation of Communication:** Facilitate communications among Board Members, Board Committees, and general membership to bring the Strategic Plan to life.
7. **Board Education & Training:** Work together with the Board Executive Committee to identify and facilitate Board-related education and training opportunities for Directors.
8. **Influential Sounding Board:** Serve as a dynamic, influential sounding board for all other committees, ensuring that recommendations and ideas align with our overarching strategy.

Note, provide advisory recommendations (not decisions) to the Board and relevant committees, ensuring that final decision-making authority remains with the Board.

3. COMPOSITION AND ADVISORY SUPPORT

- **Internal Members:** The Committee comprises the President, three Board Members (appointed by the Board), and the Executive Director.
- **External Experts:** Up to two experts may be included to offer specialized insights.

- **External Advisory Committee:** The Committee will engage with an External Advisory Committee (to be formed) to further enrich the planning process with fresh perspectives and networks.

4. MEETINGS

The Committee meets monthly to fulfill its responsibilities.

5. RESOURCES

The Executive Director shall provide administrative support to the Committee.

6. REPORTS/RECOMMENDATIONS

Reports of the Committee are presented to the Board for information.
Recommendations of the Committee are presented to the Board for approval.

7. REVIEW AND EVALUATION

The Committee reviews and evaluates its performance and terms of reference annually. The purpose of the evaluation is to ensure that the Committee structure continues to serve the needs of the Board and the membership.

BOARD POLICY B 6.4 PLANNING COMMITTEE TERMS OF REFERENCE	
Effective Date:	Date of Last Amendment: April 24, 2025
April 24, 2025	Next Scheduled Review:

B 6.5 FINANCE COMMITTEE TERMS OF REFERENCE

For information on this Board Committee refer to **Section D 1.1 of BOARD POLICY D 1 - FINANCIAL AUTHORITY**.

B 6.6 HUMAN RESOURCES COMMITTEE TERMS OF REFERENCE

1. PURPOSES

The Human Resources Committee has three purposes:

- to manage the processes and make recommendations to the Board on the selection, performance, and compensation of the Executive Director,
- to assess and report on the performance of the Board, and
- to monitor the Organization's Human Resources practices.

2. KEY RESPONSIBILITIES

The Human Resources Committee is responsible for:

- reviewing the roles and responsibilities of the Executive Director (Board Policy B 4) annually and making recommendations to the Board on changes,
- assisting the Board in developing performance expectations for the Executive Director,
- assisting the Board in assessing the performance of the Executive Director and making recommendations regarding the compensation package,
- assisting the Board in the recruitment and selecting a new Executive Director,
- conducting an annual performance review and develop performance expectations for the Board,
- making recommendations to administration regarding new or revised Human Resources practices,
- completing periodic risk assessments related to the above key responsibilities and if appropriate proposing potential remediation plans to the Board, and
- making recommendations to the Board regarding ways to recognize departing Board Members who have served at least one complete term on the Board.

3. COMPOSITION AND APPOINTMENT

The Human Resources Committee consists of the Vice President (chair) and up to two other Board members.

4. MEETINGS

The Committee meets as required to fulfill its responsibilities.

5. RESOURCES

The Executive Director will provide administrative support to the Committee as required. The Committee may seek expert external advice to assist in meeting responsibilities.

6. REPORTS

Reports of the Committee are presented to the Board for information.
Recommendations of the Committee are presented to the Board for approval.

7. REVIEW AND EVALUATION

The Committee reviews and evaluates its performance and terms of reference annually. The purpose of the evaluation is to ensure that the Committee continues to serve the needs of the Board and the organization.

B 6.6.1 - PROCEDURE FOR THE PERFORMANCE REVIEW OF THE EXECUTIVE DIRECTOR

1. The Human Resources Committee will complete an annual performance review of the Executive Director and will bring forward a report for consideration by the Board. The process will begin in September and will be completed no later than the December Board Meeting.
2. The Human Resources Committee will determine the tools to be used in conducting the performance review. The data to be collected for the review will include information found in the Strategic Plan, monthly Executive Director Reports, and the data provided by focus groups (Executive Director, the Board, and staff reporting directly to the Executive Director). Other sources of data may be deemed appropriate by the Committee.
3. The Human Resources Committee will review the data. Further, the committee will complete a comparison of the latest Canadian Non-profit Sector Salary & Benefits Report with the Executive Director's current compensation package to determine if adjustments are required.
4. A performance review report will be prepared by compiling and interpreting the data and will include any recommendations regarding the Executive Director's compensation package. The Treasurer will be consulted regarding recommended compensation package and adjustments to ensure changes are within the organization's budget.
5. The Human Resources Committee will present the report to the Board as information. The Board will be required to vote on any changes to the compensation package for the Executive Director.
6. The President will meet with the Executive Director to share the report.

7. Following the completion of the performance review, the Executive Director will be invited to provide the President with goals for the upcoming year. These goals should align with the Strategic Plan and will reflect the personal/professional goals of the Executive Director.
8. Once the Executive Director and President have signed the Performance Review report, the President will send a signed authorization to accounting regarding any adjustments to the compensation package.
9. The President will arrange to securely retain the performance review report within the organization's confidential files.

B 6.6.2 - WSAC FOCUS GROUPS FOR EXECUTIVE DIRECTOR'S PERFORMANCE REVIEW

The Executive Director is responsible for ensuring the strategic plan of the organization is achieved in a manner that aligns with the organization's mission and vision. The Executive Director also sets personal goals leading to continuous improvement. To achieve these measurable goals, the Executive Director requires feedback throughout the year and a formal annual performance review.

There are various sources of data or feedback used for the performance review but primarily the information is derived from three separate focus groups (Board members, Direct Employee Reports and the Executive Director).

BOARD AND DIRECT REPORTS FOCUS GROUPS

In November, the Human Resource Committee will host a focus group with Board Members and a separate focus group for staff that directly report to the Executive Director. Each group will be asked the following:

“When you reflect upon opportunities to work with the Executive Director, what thoughts and feelings come to mind?”

There will be a record keeper at each focus group to collect the data. The question is provided to generate meaningful feedback, appreciation, recognition and areas for growth.

EXECUTIVE DIRECTOR FOCUS GROUP

In November, the Human Resources Committee will host a focus group during which the Executive Director will be asked to respond to the following question:

“When you reflect upon your performance over the last year, what thoughts and feelings come to mind?”

There will be a record keeper to collect the Executive Director's feedback.

The feedback data will be compiled and combined with other sources of data as a basis for the Executive Director's Performance Review Report.

B 6.6.3 - PROCEDURE FOR REVIEWING THE PERFORMANCE OF THE BOARD MEMBERS

BOARD MEMBERS FOCUS GROUP

The Board of Directors is responsible for the organization's highest level of decision making and legal authority. The Board's key areas of responsibilities are fiduciary, organizational, operational, evaluative stewardship, and public awareness.

In January, the Human Resource Committee will host a focus group for Board Members and the Executive Director. The group will be asked two separate questions:

"When you reflect upon your work as an individual Board Member, what thoughts and feelings come to mind?"

"When you reflect upon the functioning of the Board as a whole, what thoughts and feelings come to mind?"

There will be a record keeper that collects the data provided. The feedback data will provide an opportunity to communicate achievements, clarify expectations and areas for growth.

The information gathered will be used by the Human Resources Committee to prepare a performance review report on the Board. The report will focus on areas of strengths and areas for growth. Areas identified for growth will be utilized by the Human Resources Committee, the Planning Committee and the Executive Committee in generating topics for Board development activities.

BOARD POLICY B 6.6 HUMAN RESOURCES COMMITTEE TERMS OF REFERENCE	
Effective Date:	Date of Last Amendment: July 7, 2025
May 29, 2025	Next Scheduled Review:

B 6.7 NOMINATIONS COMMITTEE TERMS OF REFERENCE

For more information on this Board Committee refer to **BOARD POLICY B 7 - NOMINATIONS AND ELECTIONS**.

B 6.8 POLICY AND BYLAW COMMITTEE TERMS OF REFERENCE

1. PURPOSES

The Policy and Bylaw Committee shall be responsible for the following:

- to carry out both regular and special reviews of the Organization's Bylaws and its Policies,
- to assess proposals made to the Board for Bylaw amendments, new Policies, amendments to existing Policies, or the repeal of existing Policies, and
- to recommend Bylaw amendments, new Policies, amendments to existing Policies, or the repeal of existing Policies to the Board when appropriate.

2. KEY RESPONSIBILITIES

The Policy and Bylaw Committee shall be responsible for the following:

- developing proposed Bylaw amendments, proposed new Policies, or proposals for amendments to existing Policies when appropriate or when directed to do so by the Board,
- assessing proposals for Bylaw amendments, for new Policies, for amendments to existing Policies, or for the repeal of existing Policies made by Members or other parties when appropriate or when directed to do so by the Board,
- obtaining and assessing Member input regarding proposed or existing Policies when directed to do so by the Board,
- developing or amending schedules for the review of some or all of our Policies, our Bylaws, or both when appropriate or when directed to do so by the Board,
- implementing any scheduled review of some or all of our Policies, our Bylaws, or both when directed to do so by the Board,
- reporting on the progress or the results of any scheduled review of some or all of our Policies, our Bylaws, or both to the Board when appropriate or when directed to do so by the Board, and
- completing periodic risk assessments related to the above key responsibilities and if appropriate proposing potential remediation plans to the Board.

3. COMPOSITION AND APPOINTMENT

The Committee shall be chaired by a Board member appointed by the Board and shall consist of three to five Board members appointed by the Board and up to two other Members appointed by the Board.

Committee members normally serve for a term of one year but they may be reappointed by the Board for additional one year terms.

4. MEETINGS

The Committee meets as required to fulfill its responsibilities. If consensus cannot be reached decisions will be made by majority vote.

5. RESOURCES

The Executive Director or a staff designate shall provide administrative support to the Committee as required.

6. REPORTS

Reports of the Committee are presented to the Board for information.
Recommendations of the Committee are presented to the Board for approval.

7. EVALUATION

The Committee reviews and evaluates its performance and terms of reference annually. The purpose of the evaluation is to ensure that the Committee structure continues to serve the needs of the Board and the membership.

BOARD POLICY B 6.8 POLICY AND BYLAW TERMS OF REFERENCE	
Effective Date:	Date of Last Amendment:
	Next Scheduled Review:

B 6.9 FUNDRAISING COMMITTEE TERMS OF REFERENCE

1. PURPOSES

The purpose of this standing committee is to oversee (in accordance with Board Policy D2 – Fundraising), the fundraising strategies of Westend Seniors Activity Centre. This includes the coordination, development, execution, evaluation and maintenance of fundraising policies, publicity, and other promotional activities related to fundraising. This committee takes a shared responsibility to advise and make recommendations to the Board of Directors on matters concerning the Centre's activities related to the following key responsibilities.

2. KEY RESPONSIBILITIES

The Fundraising Committee shall be responsible for:

- developing and maintaining a fundraising plan which includes policies, strategies, goals, timelines, donor recognition, the image the Centre presents to potential donors, and provide clear instruction on what duties should be taken by the Board and Administration respectively,
- developing an Annual Plan which identifies priorities of the Fundraising Committee for approval by the Board and Administration,
- executing and maintaining fund raising strategies under the direction of the Committee and Administration,
- providing the Board and Administration with information on contacts who might be potential supporters and pursue any such contacts,
- consulting with the Operations Manager of all potential fundraising projects,
- requesting, where appropriate, an allowance for expenditures from the Board of Directors to advance an initiative.

3. COMPOSITION AND APPOINTMENT

The Committee shall be chaired by a Board Member with consultation with the Operations Manager. The committee shall consist of up to 3 Board Members plus one member at large (if there is interest from members). Committee normally serves for a term of 2 years.

4. MEETINGS

The Committee meets at least 5 times per year to fulfill its responsibilities or as needed.

5. RESOURCES

The Operations Manager or staff designate shall provide administrative support to the Committee as required.

6. REPORTS

Reports shall be presented at each Board Meeting for information.

7. EVALUATION

The Committee reviews its performance and terms of reference annually. The purpose of the evaluation is to ensure that the Committee structure continues to serve the needs of the Board and the membership.

BOARD POLICY B 6.9 FUNDRAISING COMMITTEE TERMS OF REFERENCE	
Effective Date:	Date of Last Amendment: July 7, 2025
June 26, 2025	Next Scheduled Review:

BOARD POLICY B 7 NOMINATIONS AND ELECTIONS

The Nominations and Elections Policy is to ensure that the opportunity to run for a position on the Organization's Board of Directors is open to each Ordinary or Lifetime Member who meets the requirements of the Bylaws and to ensure that the Board of Directors elections are conducted fairly.

B 7.1 OVERALL INTENTION

To ensure that the nomination and election processes for Board of Directors positions are fair and clearly described.

B 7.2 NOMINATIONS COMMITTEE TERMS OF REFERENCE

1. PURPOSE

The Nominations Committee will inform the membership of the upcoming Board of Directors election, will encourage suitable Members to run for Board positions, and will conduct one or more candidate forums.

2. KEY RESPONSIBILITIES

The Nomination Committee shall be responsible for the following:

- a. posting notices in the building, in the newsletter, and on the Organization's website in early January regarding the candidate eligibility requirements, the deadline for submitting Nomination Forms, how to contact the Returning Officer or the Nominations Committee for more information, and where to submit completed Nominations Forms for the upcoming Board of Directors election,
- b. providing timely information to interested Ordinary and Lifetime Members about the responsibilities of the Board, the work of Board members, and the specifics of the nomination process,
- c. encouraging suitable Ordinary and Lifetime Members to run as candidates for the Board of Directors,
- d. organizing and publicizing one or more timely candidate forums after Nomination Day for the Board of Directors positions (these may be general candidate forums or separate Director and Presidential forums),
- e. inviting each candidate for each contested Board position to each candidate forum unless there are separate Director and Presidential forums (if there are separate forums each Director candidate will be invited to each Director forum and each Presidential candidate to each Presidential forum),
- f. inviting the president to host an Orientation to the Board session for all nominees to take place after Nomination Day and prior to the first Candidate Forum.
- g. ensuring that a Nominations Committee member or a suitable alternate chairs each candidate forum,

- h. reviewing the Nomination Forms (**Section B 7.3 – WSAC PRESIDENTIAL NOMINATION FORM** and **Section B 7.4 – WSAC DIRECTOR NOMINATION FORM**) for their continued suitability and recommending changes to them if appropriate, and
- i. completing periodic risk assessments related to the above key responsibilities and if appropriate proposing potential remediation plans to the Board.

3. COMPOSITION AND APPOINTMENT

As stated in the Bylaws, the Committee consists of three to five members appointed by the Board, of which the chair and up to one other shall be Board members, up to two may be Past Presidents, and up to three may be Ordinary or Lifetime Members of WSAC who are neither Board Members nor Past Presidents. All members serve for five months, from December to May.

4. MEETINGS

The Committee meets as required to fulfill its responsibilities. If consensus cannot be reached, decisions will be made by majority vote.

5. RESOURCES

In addition to being the Returning Officer, the Executive Director will provide administrative support to the Committee.

6. REPORTS

Most reports of the Committee are presented to the Board for information. However, the Committee also presents a report at the Annual General Meeting regarding the nomination process and its results.

7. REVIEW AND EVALUATION

The Committee reviews and evaluates its performance and terms of reference annually. The purpose of the evaluation is to ensure that the Committee structure continues to serve the needs of the Board and the membership.

BOARD POLICY B 7.2 NOMINATIONS COMMITTEE TERMS OF REFERENCE	
Effective Date:	Date of Last Amendment: May 23, 2025
	Next Scheduled Review:

B 7.3 WSAC PRESIDENTIAL NOMINATION FORM

NOMINATION OF THE CANDIDATE

I, _____, nominate _____ for the position of President of the Board of Directors of Westend Seniors' Activity Centre. I certify that _____ is either a Lifetime Member of Westend Seniors' Activity Centre or is an Ordinary Member of Westend Seniors' Activity Centre. I also certify that I am a member of Westend Seniors' Activity Centre. My membership (fob) number is _____.

Signature: _____ Date: _____

ACCEPTANCE BY THE CANDIDATE

I, _____, having read and understood **BOARD POLICY B 2 – BOARD AUTHORITY AND EXPECTATIONS**, accept this nomination for the position of President of the Board of Directors of Westend Seniors' Activity Centre. I certify that I am either a Lifetime Member of Westend Seniors' Activity Centre or that I am an Ordinary Member of the Westend Seniors Activity Centre. My membership (fob) number is _____. I agree that if I am elected I am prepared to serve as President and chair the Board of Directors of Westend Seniors' Activity Centre. Since WSAC will need to contact me, my contact information is:

Phone Number(s): _____

E-mail / Text: _____

Other (specify): _____

Signature _____ Date: _____

B 7.4 WSAC DIRECTOR NOMINATION FORM

NOMINATION OF THE CANDIDATE

I, _____, nominate _____ for the position of Director of the Board of Directors of Westend Seniors' Activity Centre. I certify that _____ is either a Lifetime Member of Westend Seniors' Activity Centre or is an Ordinary Member of Westend Seniors' Activity Centre. I also certify that I am a member of Westend Seniors' Activity Centre. My membership (fob) number is _____.

Signature: _____ Date: _____

ACCEPTANCE BY THE CANDIDATE

I, _____, **having read and understood BOARD POLICY B 2 – BOARD AUTHORITY AND EXPECTATIONS**, accept this nomination for the position of Director of the Board of Directors of Westend Seniors' Activity Centre. I certify that I am either a Lifetime Member of Westend Seniors' Activity Centre or that I am an Ordinary Member of the Westend Seniors Activity Centre. My membership (fob) number is _____. I agree that if I am elected I am prepared to serve as a Director on the Board of Directors of Westend Seniors' Activity Centre. Since WSAC will need to contact me, my contact information is:

Phone Number(s): _____

E-mail / Text: _____

Other (specify): _____

Signature: _____ Date: _____

B 7.5 TAKING OFFICE

A newly elected, acclaimed, or selected President or Board member shall not take office until he or she is sworn in. The timing of this swearing in shall be as follows:

1. The President and each other Board member who is elected or acclaimed shall be sworn in immediately after the conclusion of the Annual General Meeting if this is possible. Any new Board member who cannot be sworn in immediately after the conclusion of the Annual General Meeting shall be sworn in as soon afterwards as practical.
2. If a President is selected or one or more other Board members are selected in accordance with clause 4.2.4(b), clause 4.2.4(c), clause 4.3.2(e), or clause 4.3.2(f) of the Bylaws he, she or they shall be sworn in as soon after the conclusion of his, her, or their selection as practical.

If clause 4.2.4(b) or clause 4.2.4(c) of the Bylaws applies it is the Board members who have been recently elected or acclaimed, plus the Directors who have recently completed their first year in office and the Immediate Past President (if there is one), who shall select the President or the additional Directors or both.

These provisions are intended to accomplish the following:

- to clarify when new Board members take office,
- to clarify who selects the President, the additional Board members, or both, if clause 4.2.4(b) or clause 4.2.4(c) of the Bylaws applies, and
- to minimize the period when the Board is not functioning or is compromised by vacancies.

BOARD POLICY B 7 - NOMINATIONS AND ELECTIONS	
Effective Date: September 19, 2019	Date of Last Amendment: October 28, 2021 Next Scheduled Review: 2023-24

BOARD POLICY B 8 - RETURNING OFFICER

The Returning Officer is the Executive Director or designate. The Returning Officer is responsible for most of the mechanics of the nominations and election process, including vetting the eligibility of nominees and preparing and counting ballots, coordinating the nominations process with the Nominations Committee and coordinating the balloting process with the President (or the presiding officer at the Annual General Meeting if another presiding officer is designated).

B 8.1 RETURNING OFFICER RESPONSIBILITIES

1. The Executive Director will be the Returning Officer. While the Executive Director may designate one or more staff members to carry out some or all of his or her Returning Officer duties, the Executive Director will remain responsible for ensuring that all of the Returning Officer duties are appropriately carried out.
2. The Returning Officer will ensure that a sufficient supply of Presidential Nomination Forms (with an attached printed copy of Board Policy B 2 – Board Authority and Responsibilities) are available at the front desk at least two weeks prior to Nomination Day.
3. The Returning Officer will review the eligibility of the candidate and the nominator as soon as possible after receiving each Nomination Form, clarify any uncertain points with the candidate or the nominator, and accept the Nomination Form if the candidate and the nominator meet the requirements of the Bylaws and the Nomination Form is received on or before 4:30 p.m. on the Nomination Day; but reject it otherwise. The Returning Officer will advise the candidate and the nominator of this acceptance or rejection and will also advise the candidate and the nominator of the reason or reasons for rejection if the Nomination Form is rejected.
4. The Returning Officer will update the Nominations Committee at least weekly regarding who has been validly nominated for the position of President and who has been validly nominated for the Director positions, starting by the third Business Day in January.
5. The Returning Officer will complete the acceptance or rejection of all the Nomination Forms and the notification of all candidates and nominators by the end of the third Business Day after Nomination Day. Candidates or nominators can be notified in person or by telephone but all notifications must be made or confirmed by mail or e-mail.

6. The Returning Officer will notify the Nominations Committee of all accepted Presidential candidates and all accepted Director candidates by the end of the fourth Business Day after Nomination Day so that election forums can be set up.
7. The Returning Officer will have Presidential ballots prepared prior to the day of the Annual General Meeting if the Presidential position is contested and will have Director ballots prepared prior to the day of the Annual General Meeting if the Director positions are contested.
8. Prior to the day of the Annual General Meeting the Returning Officer will arrange for a suitable room for ballot counting during the Annual General Meeting if the Presidential position, the Director positions, or both are contested. This room must be suitably furnished for ballot counting and must be of sufficient size for the Returning Officer, the ballot counters, and one process observer appointed by the Board of Directors to do their work.
9. If any Board positions are contested then prior to the day of the Annual General Meeting the Returning Officer will arrange for suitable staff to be present to count ballots during the Annual General Meeting. If there are not enough suitable staff available to count ballots quickly and fairly then suitable volunteers may also be used.
10. If any Board positions are contested the Returning Officer will make and implement suitable arrangements with the President or other Officer of the Board presiding at the Annual General Meeting to distribute ballots to the Ordinary and Lifetime Members present and to have them place their marked ballots in the ballot box during the scheduled time for balloting at the Annual General Meeting.
11. The Returning Officer will then collect the ballots and supervise the vote counting during the Annual General Meeting if any Board positions are contested.
12. If both the Presidential position and the Director positions are contested the Returning Officer will conduct the Presidential vote count first and immediately advise the President or the other Officer of the Board presiding at the Annual General Meeting of the results of the Presidential vote count even if it is a tie.
13. If both the Presidential position and the Director positions are contested and the winning candidate for President also ran for a Director position the Returning Officer will ensure that the votes he or she received for a Director position are not counted. The Returning Officer will conduct the vote count for the Director positions with this modification if applicable and immediately advise the President or the other Officer of the Board presiding at the Annual General meeting of its results even if there is a tie.

14. If only the Presidential position or the Director positions are contested the Returning Officer will conduct the vote count and immediately advise the President or the other Officer of the Board presiding at the Annual General Meeting of its results even if there is a tie.
15. The Returning Officer will destroy the ballots after the conclusion of the Annual General Meeting.

BOARD POLICY B 8 - RETURNING OFFICER	
Effective Date:	Date of Last Amendment: October 28, 2021
September 19, 2019	Next Scheduled Review: 2023-24

BOARD POLICY B 9 - RISK MANAGEMENT

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

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

However, if anything is assessed as potentially dangerous to the health or safety of our Members, volunteers, staff, contractors, or others while they are on our property then WSAC is required to eliminate it if this is reasonably practicable or control it if not. The processes to be used in identifying and assessing, then eliminating or controlling hazards (situations, conditions, or things which could cause illness or injury) are governed by the Occupational Health and Safety (OHS) Act and the Occupational Health and Safety (OHS) Code. A key requirement of the OHS Act for an organization of our size is the establishment and ongoing operation of a joint work site health and safety committee (JWHSC) to help identify hazards to workers, to consider complaints regarding worker health and safety, to develop and promote work site health and safety measures, to participate in the investigation of serious injuries, and to carry out related duties. At least half of the members of the joint work site health and safety committee are chosen by the workers and the remainder are chosen by the employer.

The OHS Act also requires WSAC to establish a work site health and safety program in consultation with the joint work site health and safety committee. This health and safety program has a number of required elements, including worker and supervisor health and safety orientation and training, a schedule and procedures for regular inspection of the work site, procedures for investigating safety incidents and injuries, and an emergency response plan.

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

B 9.1 DEFINITIONS

- **“Controls”** means measures to be used by an employer to eliminate or mitigate the risks arising from hazards which have not been eliminated otherwise. The types of controls specified in the Occupational Health and Safety Code are engineering controls, administrative controls, and personal protective equipment. Engineering controls must be considered first, administrative controls must be considered second if a second option is necessary, personal protective equipment must be considered third if a third option is necessary, and a combination of all three types of controls is the least preferred option.
- **“Hazard”** means a situation, condition, or thing that may be dangerous to health, safety, or both.
- **“Hazard assessment”** means an evaluation of the nature of the hazard, the magnitude of the injury, illness, or both that this hazard could reasonably cause, and the likelihood of this hazard actually causing this level of injury, illness or both.

- **“Joint work site health and safety committee”** means an administrative committee reporting to the Executive Director which works to ensure that hazards and property risks are identified and assessed on a timely basis, that hazard assessments and recommended hazard elimination or control strategies are submitted promptly to the Executive Director, and that the various duties specified in section 19 of the Occupational Health and Safety Act are carried out. This committee shall have from four to six members, at least half of whom are selected by WSAC’s non-management employees and volunteers. As well this committee must have two co-chairs, one chosen by the employer members on the committee and one chosen by the worker members on the committee.
- **“Property risk”** means the potential for property (including data and records) suffering damage, loss, or both when there is no realistic chance of the event causing the property damage or loss also causing or involving illness or injury to workers or others.
- **“Risk”** means the potential for one or more people suffering injury or illness, the potential for property (including data and records) suffering damage or loss, or the potential for a combination of some or all of injury, illness, property damage or property loss.
- **“Risk management measures”** mean the actions taken to identify and assess hazards and property risks, to eliminate the hazards wherever reasonably practicable and the property risks where appropriate, and to use appropriate risk mitigation strategies to deal with the remaining hazards, property risks, or both.
- **“Risk mitigation strategies”** means the actions taken to reduce the potential for identified hazards to cause illness or injury, to reduce the potential for identified property risks to cause property damage or loss, or to reduce both potentials.

B 9.2 EXECUTIVE DIRECTOR RESPONSIBILITIES

The Executive Director is responsible to the Board for the establishment and effective operation of our health and safety program, including compliance with all applicable Occupational Health and Safety Act and Occupational Health and Safety Code requirements. He or she is also responsible to the Board for the establishment and effective operation of our joint work site health and safety committee.

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

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

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

B 9.3 PERSONAL INFORMATION PROTECTION

The Westend Seniors Activity Centre (WSAC) is committed to safeguarding the personal information entrusted to us by our Members and Outreach clients. We manage your personal information in accordance with Alberta's *Personal Information Protection Act* (PIPA) and other applicable laws. The WSAC Board of Directors delegates this responsibility to the Executive Director.

Personal information collected from Members is used for program planning, administration, and evaluation. It may also be used for program surveys and statistical analysis and reports. Our Membership application form asks for names, addresses, phone numbers and birth dates, but providing birth dates must be optional. If a person refuses to provide his or her birthdate, WSAC is only permitted to verify that the person meets the age requirement to qualify for membership.

Personal information collected from Outreach clients is used for the management and progression of individual Outreach cases, for evaluating our programs and services, and for reporting to our funders. In most cases all of the data and information in our Outreach case files, including emergency contact information, must be provided voluntarily by the client. However, in some cases some of the data and information in our case files has been passed on to us by another agency as part of a referral, and in such cases it is assumed that the referring agency obtained the client's consent to provide this information to us.

If any Member or Outreach client has any concerns about the collection of personal information which is not resolved through an informal discussion with a staff member or a volunteer he or she should be directed to write to the following address:

The Executive Director
Westend Seniors Activity Centre
9629-176 St NW
Edmonton, Alberta T5T 6B3

All paper forms containing personal information must be kept in a secure location accessible only to authorized persons. All electronic records containing personal information must either be password protected or else be on drives which are kept in a secure location accessible only to authorized persons.

B 9.3.1 - APPENDIX PERSONAL INFORMATION PROTECTION POLICY

Westend Seniors Activity Centre (WSAC) Personal Information Protection Policy

[2024-Board-Policy-Proposed-Changes-B-9.3-WSAC-PIPA-Policy.pdf](#)

B 9.4 ELECTRONIC COMMUNICATIONS AND E-MAIL ADDRESSES

WSAC complies with and will continue to comply with federal anti-spam legislation.

WSAC uses electronic communications to provide information to Members and to collect data for satisfaction surveys and for program planning, administration, and evaluation.

The Membership application form offers Members the opportunity to give or refuse consent for WSAC to send them electronic communications (the e-newsletter in particular). Members also have the ability to unsubscribe from receiving electronic communications from WSAC at any time. Members shall continue to have the opportunity to refuse consent for WSAC to send them electronic communications and shall continue to have the ability to unsubscribe from receiving WSAC electronic communications at any time.

WSAC shall maintain the confidentiality of all Member e-mail addresses and shall not share any Member e-mail address with any other party without the Member's consent.

B 9.5 DATA MANAGEMENT AND SECURITY

All of the Organization's records, whether in printed or electronic form, must be securely stored at all times.

These records shall be securely stored in accordance with all legal requirements and they shall be reviewed periodically. Any information that may or will still be needed must be retained and any information that has no future value may be shredded and disposed of.

Board Members receive many confidential documents while they are in office. Each Board member is responsible for keeping the confidential documents that are in his or her possession in a secure location, for reviewing them on a regular basis, and for shredding and discarding them whenever appropriate, particularly when leaving office.

B 9.6 iPad OWNERSHIP AND USE

iPads will be issued to Board Members for their use in carrying out Board duties.

These iPads remain the property of WSAC.

Each Board member shall:

- a. ensure the care and safekeeping of the iPad that has been assigned to him or her,
- b. maintain the security of the information contained in the assigned iPad, and
- c. report the loss of or damage to the assigned iPad promptly.

B 9.7 CONFLICT OF INTEREST

While conflict of interest is a major consideration for both WSAC staff and Board members, the following provisions pertain to Board members:

1. During their term of office, Board members will openly disclose any real, potential, or perceived conflict of interest as soon as the issue arises.
2. If the Board Member is not certain whether he or she is in a conflict of interest position, the matter may be brought before the President for advice and guidance.
3. It is the responsibility of other Board members who are aware of a real, potential or perceived conflict of interest on the part of a fellow Board member to raise the issue for clarification, first with the Board member in question and then, if still unresolved, with the President.
4. If there is any question or doubt about the existence of a real, potential, or perceived conflict of interest, the Board shall determine by a majority vote if a conflict exists. The Board member who is potentially in a conflict of interest will be absent from the discussion, will not attempt to personally influence the outcome, and will not vote on the issue.

5. The disclosure and decision as to whether a conflict of interest exists shall be duly recorded in the minutes of the meeting. The times that the Board Member in question left and returned to the meeting shall also be recorded.

Staff conflicts of interest will be dealt with under the Organization's administrative guidelines.

BOARD POLICY B 9 - RISK MANAGEMENT	
Effective Date: September 19, 2019	Date of Last Amendment: June 27, 2024
	Next Scheduled Review: 2022-23

BOARD POLICY B 10 – FACILITY ACCESS AND EMERGENCY RESPONSE PLANNING

The Executive Director or designate has the authority to do the following:

- a) to restrict or prohibit access to all or any part of the building and/or property.
- b) to order the evacuation of any or all individuals from all or any part of the building and/or property with little or no notice if, in the judgment of the Executive Director or designate, the situation warrants this for health, safety or security reasons.

The Executive Director also has the responsibility to ensure that an emergency response plan (one which includes providing for the evacuation of all or any part of the building and property if this is required) is developed as an element of WSAC's health and safety management system.

The Executive Director is also required to develop administrative guidelines regarding facility access, facility evacuation, safety drills, and the posting of notices regarding evacuation procedures and routes in appropriate places to give guidance to staff, contractors, volunteers, Members, and other building users in the event of an emergency.

BOARD POLICY B 10 – FACILITY ACCESS AND EVACUATION	
Effective Date:	Date of Last Amendment: September 30, 2021
July 19, 2019	Next Scheduled Review: 2021-22

BOARD POLICY B 11 - ALCOHOL, CANNABIS, TOBACCO AND ILLICIT DRUGS

The use of alcohol, cannabis, tobacco and illicit drugs is not permitted in WSAC's facility.

The exceptions are that the Executive Director is responsible for ensuring that the administrative guidelines are up to date and in compliance with the Alberta Gaming, Liquor and Cannabis licenses in our facility.

BOARD POLICY B 11 - ALCOHOL, CANNABIS, TOBACCO AND ILLICIT DRUGS	
Effective Date:	Date of Last Amendment: July 7, 2025
June 26, 2025	Next Scheduled Review:

BOARD POLICY B 12 - FACILITY RENTALS

The Westend Seniors Activity Centre offers rentals of various rooms in its facility.

WSAC reserves the right to refuse any rental booking.

The Executive Director is responsible for ensuring that the administrative guidelines regarding room rentals are appropriate, up to date, and properly implemented.

BOARD POLICY B 12 - FACILITY RENTALS	
Effective Date: January 30, 2025.	Date of Last Amendment: January 5, 2025.
	Next Scheduled Review: 2027-28

BOARD POLICY B 13 - VOLUNTEERS

The Westend Seniors Activity Centre values the contributions of its volunteers and will actively work to provide safe, healthy, and meaningful volunteer experiences for interested Members and non-members.

Since volunteers are very important to our operations WSAC will continue to provide liability insurance for our volunteers.

BOARD POLICY B 13 - VOLUNTEERS	
Effective Date:	Date of Last Amendment: February 20, 2020
September 19, 2019	Next Scheduled Review: 2022-23

BOARD POLICIES PART C:

MEMBERSHIP POLICIES

BOARD POLICY C 1 - MEMBERSHIP

C 1.1 MEMBERSHIP FEES

Annual Membership Fee for Members and Associate Members: January 1st to December 31. The Board of Directors will set the annual Membership fee by June 30.

The Board of Directors will also set the fee by June 30, for Members and Associate Members joining the Organization after July 31 to December 31.

For information on Membership refer to Westend Seniors Activity Centre Bylaws 2.1 Membership and Membership Classes.

C 1.2 MEMBERSHIP BENEFITS (Ordinary, Lifetime, Honourary)

Annual Membership Fees	Yes
E-News & Chronicle	Yes
Vote at AGM	Yes
Registered Classes	Yes
Drop in Programs	Yes
Committees	Yes
Pickleball/Badminton/Golf/Bike	Yes
Events	Yes
Facility Rentals	Member Pricing
Member/Associate Member Discount	Member Pricing
Benefits	

C 1.3 ASSOCIATE MEMBERSHIP BENEFITS

Annual Membership Fees	Yes
E-News & Chronicle	Yes
Vote at AGM	No
Registered Classes	Yes
Drop in Programs	Yes
Committees	Yes
Pickleball/Badminton	No
Golf/Bike	Yes
Events	Yes

Facility Rentals	Member Pricing
Member/Associate Member Discount	Member Pricing
Benefits	

BOARD POLICY C 1 - MEMBERSHIP FEES	
Effective Date:	Date of Last Amendment: May 20, 2024
September 19, 2019	Next Scheduled Review: 2024-25

BOARD POLICY C 2 - DISCRIMINATION, HARASSMENT, BULLYING, AND OTHER MISCONDUCT

The Westend Seniors Activity Centre (WSAC) strives to provide a supportive environment wherein staff, volunteers, and Members are treated with respect and dignity. In accordance with WSAC's work site health and safety management system and current legislation, all reasonable efforts will be made to ensure that employees, contractors, volunteers, and Members are not subjected to discrimination, harassment, or bullying as they work or participate in WSAC activities, and that appropriate action is taken when such behaviour is reported.

C 2.1 CODE OF CONDUCT

The Code of Conduct for Westend Seniors Activity Center (WSAC) outlines the behavioral expectations for members. Members are required to:

- a. behave in a courteous and respectful manner toward others,
- b. be tolerant and patient with the limitations and weaknesses of others,
- c. be respectful of the individual and cultural differences of others,
- d. be considerate of the feelings of others,
- e. respect the personal belongings of others,
- f. act honestly and ethically in relationships with others, and
- g. promptly follow all safety instructions given by staff, instructors, or first responders.

C 2.2 DEFINITIONS

The definitions used in this Policy can be found in the GENERAL DEFINITIONS section of the **GENERAL INTRODUCTION TO THESE POLICIES** which are on pages 7 to 10 of this Policy Manual.

C 2.3 DISCRIMINATION, HARASSMENT, BULLYING, AND CODE OF CONDUCT VIOLATIONS

- a. The Executive Director will annually remind WSAC Members of the Code of Conduct.
- b. WSAC Members will abide by the Code of Conduct.
- c. When an instructor or a staff member believes it necessary to have a Member suspended for an incident related to discrimination, harassment, bullying, or a Code of Conduct violation, he or she will immediately refer the matter to the Executive Director.
- d. A Member who believes he or she has been subjected to discrimination, harassment, bullying, or a Code of Conduct violation, will make his or her objection clearly known to the offender and to the Executive Director.
- e. Complaints will be treated in confidence and the Executive Director will immediately conduct an investigation into the complaint. The involved Member or Members will be given an opportunity to explain.
- f. The Executive Director will initiate immediate and appropriate action in substantiated cases. When the Executive Director suspends a Member the consequences for the misbehavior must be reasonable, appropriate, enforceable, timely and corrective. The Member will be informed in writing regarding the terms of the suspension, the reason or reasons for the suspension, and the steps that can be taken to appeal it (if this is a suspension which can be appealed).
- g. In the event of discrimination, harassment, bullying, or a Code of Conduct violation involving the Executive Director, the President will be informed and will appoint an independent officer to investigate the matter.
- h. In the event of discrimination, harassment, bullying, or a Code of Conduct violation complaint involving the Board of Directors, the Executive Director will immediately appoint an independent officer to investigate the matter and recommend action.

C 2.4 CEASING MEMBERSHIP/EXPULSION

If after investigating the matter the Executive Director deems a complaint about a Member's behaviour serious enough, the Board will schedule an expulsion hearing and invite the Member in question, the complainant or complainants, the Executive Director, and other parties that the Board considers advisable to attend.

The Board will then conduct a hearing to determine whether or not expelling the Member is just and reasonable.

A Member who has received an invitation to an expulsion hearing from the Board may not give written notice of the intent to end his or her membership without also giving the Board his or her written consent not to reapply for membership.

A Member who has received an invitation to an expulsion hearing from the Board will not be deemed to have ended his or her membership through non-payment of membership fees, unless he or she gives the Board his or her written consent not to reapply for membership.

The refusal of a Member, being considered for expulsion, to attend or participate in one or both of following:

- the Board expulsion hearing and/or
- the debate of the expulsion motion at a Special General Meeting or an Annual General Meeting

will not be sufficient reason not to proceed with the expulsion hearing or the vote for expulsion.

If a Member is expelled and the individual's membership fee for the year has already been paid in full, a full or partial refund may be paid to the former Member.

C 2.5 APPEALS TO THE BOARD

The purpose of the appeal process is to ensure that WSAC decisions and actions are made in a fair and responsible manner and in the best interests of the membership. It is expected that significant efforts will be made to resolve disputes and conflicts through conversation, discussion and problem solving. In instances where this is unsuccessful, the following matters may be appealable:

1. decisions of the Executive Director regarding major suspension, or
2. decisions or actions of the Board contrary to Board Policies.

REQUIREMENTS FOR APPEALS TO THE BOARD

1. A request for an appeal to the Board will be made through the Executive Director.
2. A request for an appeal to the Board will be in writing, stating the basis for the appeal and will include a copy of the written decision(s) being appealed.
3. Directors of the Board who are in conflict of interest, or who believe that their judgment is unduly biased, will withdraw from the appeal process.
4. The Board will appoint an Appeal Committee made up of three Directors to hear the appeal.
5. A Board appeal hearing will be held and a written decision rendered, stating reasons for the decision, within 15 business days of receipt of the request for an appeal.
6. The appeal hearing will provide an opportunity for all parties to speak to the issues in dispute and to present pertinent documents. The appeal process is designed so that disputing parties will not require legal counsel. However, a person making an appeal may choose to be accompanied by a support person. If any party is to be represented by legal counsel, all parties must be notified in advance of the hearing.

HEARING PROCESS

Hearings will proceed in accordance with the following process:

- a. All parties are asked if they are prepared to proceed. If a party is not prepared to proceed the Chair will ask the party for reasons. The Chair will reschedule the hearing if he or she considers the reasons offered for postponement are sufficient.
- b. The Chair of the appeal hearing will introduce all parties and will state the purpose of the hearing, including a description of the decision under review.
- c. The Chair of the appeal hearing will provide an opportunity for each party to make a representation in support of that party's position.
- d. The Chair of the appeal hearing will provide an opportunity for each party to respond to the representation or representations made by the other party or parties.
- e. The Chair of the appeal hearing will ask questions for clarification and will also invite the other hearing participants to ask questions.

- f. The Chair of the appeal hearing will adjourn the proceedings with thanks and will explain that the forthcoming decision of the Board will be final.

In closed session the Appeal Committee will discuss the information provided and render a decision.

The Chair of the hearing will inform all parties of their decision.

BOARD POLICY C 2 - DISCRIMINATION, HARASSMENT, BULLYING AND OTHER MISCONDUCT	
Effective Date: September 19, 2019	Date of Last Amendment: September 30, 2021
	Next Scheduled Review: 2022-23

BOARD POLICY C 3 – TREATY SIX ACKNOWLEDGMENT

The Westend Seniors Activity Centre will acknowledge Treaty Six Territory to honour the history of the land where the Centre is located in the following ways:

- by placing a written acknowledgment on a prominent wall at the Centre, and
- by including a verbal acknowledgment of Treaty Six Territory at each Annual General Meeting and at other suitable Member events including our Older, Bolder, Better events and our Remembrance Day observances.

The verbal acknowledgment shall be worded as follows:

“The Westend Seniors Activity Centre Recognizes, Respects, Honours, and Acknowledges Treaty Six Territory, the traditional and sacred lands of many Indigenous people, including the Cree Nehiyaw, Ojibway Anishinabe, Sioux Nakota, Metis, and all other Indigenous Nations upon which the Westend Seniors Activity Centre is situated. We also honour the Chiefs and Elders, Past, Present, and Future.”

The written acknowledgment shall read as follows:

Westend Seniors Activity Centre Recognizes, Respects, Honours, and Acknowledges Treaty Six Territory the traditional and sacred lands of many Indigenous people, including the Cree Nehiyaw, Ojibway Anishinabe, Sioux Nakota, Metis, and all other Indigenous Nations upon which the Westend Seniors Activity Centre is situated. We also Honour the Chiefs and Elders Past, Present, and Future
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The pronunciation guide for the verbal acknowledgment is as follows:

“The Westend Seniors Activity Centre
Recognizes, Respects, Honours, and Acknowledges
Treaty Six Territory,
the traditional and sacred lands of many Indigenous people,
including the Cree Nehiyaw (**Nay he yO**),
Ojibway (**O jib way**) Anishinabe (**Ah nish in ah bay**),
Sioux Nakota (**Na ko ta**), Metis, and all other
Indigenous Nations upon which the
Westend Seniors Activity Centre is situated.
We also honour the Chiefs and Elders.
Past, Present, and Future”

These acknowledgments are in accordance with the *United Nations Declaration of the Rights of Indigenous Peoples* (Article 37) – “Indigenous peoples have the right to the recognition, observance and enforcement of treaties...to have States honour and respect such treaties...” It is also in accordance with the *Truth and Reconciliation Principles of Reconciliation* (Principle 6) – “All Canadians, as Treaty peoples, share the responsibility for establishing and maintaining mutually respectful relationships.”

BOARD POLICY C 3 – TREATY SIX ACKNOWLEDGEMENT	
Effective Date:	Date of Last Amendment: February 20, 2020
September 19, 2019	Next Scheduled Review: 2023-24

BOARD POLICIES PART D:

FINANCIAL POLICIES

BOARD POLICY D 1 - FINANCIAL AUTHORITY

On behalf of the Board, the Executive Director and the Finance Committee ensure financial internal controls are in place to provide quality assurance to all Members that revenues and expenses are handled in a responsible manner. The Organization's fiscal year shall be the calendar year from January 1st to December 31st. Budgets shall be prepared for each fiscal year. Annual Financial Statements are prepared by the Organization and audited by a Chartered Professional Accountant (CPA) or a CPA firm who or which can attest that these Financial Statements present our financial position fairly and in all material respects with reasonable assurance. The Finance Committee monitors all financial activity.

The purpose of the Financial Policies is to ensure sound financial management of the Organization.

D 1.1 FINANCE COMMITTEE TERMS OF REFERENCE

1. PURPOSE

The Finance Committee is responsible to the Board of Directors for providing oversight on financial matters that ensure financial health, stability and accountability of the Westend Seniors Activity Centre.

2. KEY RESPONSIBILITIES

The Finance Committee shall:

- **Review the Annual Budget:** Evaluate the draft annual budget submitted by the Executive Director and either recommend it to the Board or return it for revision.
- **Monitor Financial Performance:** Track monthly expenditures and revenues against budget allocations.
- **Develop Financial Policies:** Establish and update procedures for budgeting, reporting, and internal financial controls.
- **Coordinate Financial Planning:** Work with Board committees and the Executive Director to align long- and short-term financial plans.
- **Inform the Board:** Provide timely updates on all significant financial matters.
- **Review Contracts:** Assess contract policies and review contracts of \$50,000 or more for Board approval.
- **Oversee Investments:** Recommend investment strategies, monitor invested funds, and report on their status.

- **Ensure Audit Compliance:** Arrange for an independent annual audit by a Chartered Professional Accountant or CPA firm.
- **Communicate Financial Health:** Present the Organization's financial condition to the general membership at the Annual General Meeting.
- **Manage Financial Risk:** Conduct periodic risk assessments and, where appropriate, propose remediation plans to the Board.

3. COMMITTEE COMPOSITION AND APPOINTMENT OF MEMBERS

The Finance Committee shall consist of the Treasurer, who shall be its chairperson, the President, the Vice President, and up to two (2) other Board members appointed by the Board.

4. MEETINGS

This committee shall have at least ten (10) monthly meetings per year. If the Treasurer is not present at a meeting, those members who are present shall elect a chairperson for that meeting.

5. RESOURCES

The Executive Director shall provide administrative support to the Committee.

6. REPORTING AND TARGET DATES

A Financial Report is to be submitted at each regular Board meeting. The budget is to be reviewed by the Finance Committee and approved by the Board prior to January 1 of the subsequent year. The Board approved budget shall be presented, as information, by the Treasurer during the Annual General Meeting.

7. REVIEW AND EVALUATION

The Committee reviews and evaluates its performance and terms of reference annually to ensure that the Committee structure continues to serve the needs of the Board and the membership.

BOARD POLICY D 1.1 FINANCE COMMITTEE TERMS OF REFERENCE	
Effective Date:	Date of Last Amendment: July 7, 2025
June 26, 2025	Next Scheduled Review:

D 1.2 SIGNING AUTHORITY

The Board shall designate six (6) signing officers (one of which is a staff member and all the others are Board members) to sign cheques, orders to pay, contracts, and other written instruments on behalf of the Organization. The Board shall also designate replacement signing officers promptly when one or more signing officers is or are unable or unwilling to act in this capacity. For authorization and digital approval of Payments: The organization authorizes any individual with signing authority, including the Executive Director and Board members, to digitally sign and approve payments up to and including \$5,000.00 individually with a single signature; and requires, for any payments exceeding \$5,000.00 dual digital signatures from any two individuals with signing authority.

No individual may sign or authorize a written instrument on behalf of the Organization if that individual could or would or appear to benefit directly or indirectly from doing so.

The requirement that two individuals with signing authority must sign can be waived for reimbursements of out-of-pocket expenses and mileage provided that the requirements of the Reimbursement provisions of this Policy and the requirements of all relevant administrative guidelines and procedures are met.

D 1.3 BANKING

At least one account will be established with an Edmonton area branch of a chartered bank, a trust company, a credit union, or the Treasury Branches to facilitate financial transactions on behalf of the Organization. Additional accounts may be established with the approval of the Board.

The Board shall approve any change of the financial institution utilized.

D 1.4 ORGANIZATIONAL CREDIT CARD

One credit card is available for the Executive Director. A second person authorized to use the account is the Community Café Manager, who is allowed to have another card on the same account.

The Board approves the maximum limit on the credit card. All expenses charged to the account must be supported by appropriate documentation.

D 1.5 INVESTING

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

D 1.6 ANNUAL BUDGET

The Treasurer will submit the budget to the Board of Directors for approval in January or February of the fiscal year to which it applies.

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

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

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

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

D 1.7 FINANCIAL REPORTING

The Treasurer is responsible for reviewing all monthly financial statements and is required to provide an account of revenue and expenditures to the Board. Monthly statements shall be distributed to the Board in a timely manner and be available for the monthly Board meeting.

D 1.8 THE AUDITED ANNUAL FINANCIAL STATEMENTS

Each year an audit of WSAC's annual Financial Statements shall be conducted by the Chartered Professional Accountant (CPA) or by the CPA firm who was or which was appointed by WSAC's Members at the previous Annual General Meeting (AGM). This audit is to provide three very important things to the Organization and its Members:

1. reasonable assurance that these Financial Statements present our financial position fairly and in all material respects, in accordance with Canadian accounting standards for not-for-profit organizations,

2. reasonable assurance that these Financial Statements as a whole are free from material misstatement, whether due to fraud or error, and
3. a formal auditor's opinion regarding the above which specifies any qualification or qualifications to that opinion and the reason or reasons for that qualification or qualifications.

The Finance Committee is responsible for ensuring that the audited annual Financial Statements are prepared for and submitted to the Members at the AGM following the end of our fiscal year for their approval. The Finance Committee's audit responsibilities include ensuring that the auditor is provided with all of the required information on a timely basis, discussing the draft audit report with the auditor after the auditor has prepared same, and discussing the draft audit report with the Board prior to the Annual General Meeting.

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

For the purposes of this section (and only this section) of this Policy the Finance Committee consists only of the Committee members who are Board members. This is because the Executive Director (who is responsible for managing all of WSAC's property, operations, and programs) would be in a conflict of interest situation if he or she were to participate in the direction of any aspects of the auditor's work.

D 1.9 DISTRIBUTION OF FINANCIAL INFORMATION

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

D 1.10 STORAGE OF FINANCIAL INFORMATION

Most financial information is highly confidential, and whether in printed or electronic form, all financial information must be securely stored at all times: locked up, or else kept in some other generally accepted secure storage facility.

Financial information must be securely stored for 7 years, after which it must be examined and any information that may or will still be needed must be retained and any information that has no future value may be shredded and disposed of.

BOARD POLICY D 1 - FINANCIAL AUTHORITY	
Effective Date:	Date of Last Amendment: March 10, 2025.
January 30, 2025.	Next Scheduled Review:

BOARD POLICY D 2 - FUNDRAISING

D 2.1 INTRODUCTION

WSAC encourages the solicitation and acceptance of gifts for purposes that will help to further and fulfill its mission. Volunteers, staff or third parties who solicit or receive funds for the organization must:

- act with fairness, integrity, and in accordance with all applicable laws;
- cease solicitation of a prospective donor who identifies the solicitation as harassment or undue pressure, or who states a desire not to be solicited;
- disclose immediately to our organization any actual or apparent (perceived) conflict of interest or loyalty; and
- not accept donations for purposes that are inconsistent with the organization's mission.

D 2.2 FUNDRAISING SOLICITATIONS

In all its fundraising solicitations, WSAC will:

- be truthful;
- accurately describe the organization's activities;
- disclose the organization's name;
- disclose the purpose for which funds are requested; and
- disclose, upon request, whether the individual or entity soliciting donations is a volunteer, employee or contracted third party.

WSAC includes its address or other contact information in all fundraising solicitations.

D 2.3 TREATMENT OF DONORS AND DONOR INFORMATION

WSAC honours donors' and prospective donors' requests to:

- limit the frequency of solicitations;
- not be solicited by telephone or other technology;
- receive printed material concerning the organization; and
- discontinue solicitations where it is indicated they are unwanted or a nuisance.

WSAC respects the privacy of donors. Donor records are kept confidential to the greatest extent possible. Donors have the right to see their own donor record and to challenge its accuracy.

WSAC does not sell, rent, exchange, or otherwise share its donor list. Please see Board Policy on Personal Information Protection.

D 2.4 TRANSPARENCY

To demonstrate transparency and accountability, WSAC posts a variety of information on the organization on the WSAC website. Information posted on the WSAC website includes our year end financial statements, annual reports, list of members serving on our Board of Directors, and Privacy Policy (B9.3.1).

WSAC provides, upon request, its best available information on gross revenue, net proceeds, and costs of any fundraising activity (including the fundraising costs categorized as education and/or public awareness).

D 2.5 GIFT ACCEPTANCE POLICIES

WSAC will accept unrestricted gifts and gifts for specific programs and purposes, including endowment gifts. All gifts must have purposes that align with our organization's mission and priorities. WSAC reserves the right to refuse a donation from any source.

D 2.6 ANONYMOUS GIFTS

Our Executive Director is authorized to accept anonymous gifts subject to WSAC Board **Administrative Guidelines. WSAC will be in compliance with Canada Revenue Agency (CRA) requirements for accepting and receiving anonymous gifts.**

D 2.7 ISSUANCE OF CHARITABLE RECEIPTS

Tax receipts will be issued in accordance with the guidelines of the Canada Revenue Agency (CRA). If there is uncertainty about whether a donation qualifies as a charitable gift, a ruling may be sought from our organization's legal counsel, independent counsel, and/or the CRA.

D 2.8 COMMITMENT TO IMAGINE CANADA'S FUNDRAISING STANDARDS

WSAC adheres to Imagine Canada's Ethical Fundraising and Financial Accountability Code and any company, employee or volunteer must obey those standards when fundraising for us.

BOARD POLICY D 2 - FUNDRAISING	
Effective Date: June 26, 2025	Date of Last Amendment: July 7, 2025
	Next Scheduled Review:

BOARD POLICY D 3 - CONTRACTS

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

D 3.1 GUIDELINES

1. The Organization enters into contracts with due diligence, including ensuring that the contractor is reliable, conditions such as holdbacks are addressed, proper documentation regarding important factors such as WCB coverage, and any applicable insurance is provided.
2. Contracts must be consistent with the mission of the Organization and within the approved budget.
3. In the event that particular goods or services are available on a timely basis from only one or two suitable suppliers, some of the requirements of this Policy may be waived.
4. For contracts that are fully funded by an approved grant the Executive Director has authority to authorize such contracts up to \$500,000 providing the estimated ongoing annual net costs do not exceed \$75,000 for each of the first three years of the contract.
5. For projects of \$75,000 or more, that are not fully funded by an approved grant as specified in D 3.1.4, the Organization will attempt to obtain a minimum of two (2) quotes. The lowest quote will not necessarily be taken. The reasons for accepting a higher quote or for not obtaining more than one quote will be documented and shared with the Finance Committee and Board of Directors.
6. The Finance Committee reviews all contracts for \$75,000 or more, that are not fully funded by an approved grant as specified in D 3.1.4, and prepares a recommendation to the Board for approval.
7. Any Board member who is directly or indirectly involved or is considering bidding on a contract must withdraw from the board.
8. The Executive Director may choose to request proposals from one or more parties to provide professional services to WSAC.
9. The Executive Director and the contractor will sign and date two (2) original contracts.
10. The Executive Director will have the contractor review and sign off on WSAC's health and safety management system notably the Joint Work Site Health and

Safety Committee (JWHSC) and the Health and Safety Program required by the Occupational Health and Safety Act and the Occupational Health and Safety Code.

11. The Executive Director will approve all changes to contracts.

12. The Executive Director monitors the ongoing progress of the service.

BOARD POLICY D 3 - CONTRACTS	
Effective Date: September 19, 2019	Date of Last Amendment: May 25, 2023
	Next Scheduled Review: 2022-23

BOARD POLICY D 4 - PURCHASES

All purchases will be financially prudent.

Purchases less than \$75,000.00 may be approved by the Executive Director.

Purchases greater than \$75,000.00 require Board approval.

BOARD POLICY D 4 - PURCHASES	
Effective Date:	Date of Last Amendment: November 24, 2022
September 19, 2019	Next Scheduled Review: 2022-23

BOARD POLICY D 5 – RESERVE FUNDS

WSAC has two internally restricted reserve funds, the Sustainability Fund and Building Fund. These have been established by the Board of Directors to help ensure the financial sustainability of the Organization.

The Sustainability Fund is intended to help cover the expenditures of the Organization's programs and activities for a period of up to two fiscal years if the Organization encounters extraordinary operating costs, a significant loss of operating funding, or both.

The Building Fund is intended to help cover the cost of renovations or replacements of and additions to the Organization's building and other capital improvements.

WSAC's building is amortized annually. The Organization's annual contribution to the Building Fund shall at a minimum equal the capital amortization amount. No contributions to the Building Fund are required when the operating surplus is less than that year's capital amortization amount.

The Finance Committee is responsible for monitoring both of these reserve funds and for recommending contributions to, withdrawals from, and transfers between them.

All contributions to, withdrawals from, and transfers between these two reserve funds require Board approval.

The assets of these two reserve funds shall be held in an Edmonton area branch of a chartered bank, a trust company, a credit union, or the Treasury Branches, and these assets shall be invested in securities acceptable to the Board.

BOARD POLICY D 5 – RESERVE FUNDS	
Effective Date:	Date of Last Amendment: January 27, 2022
September 19, 2019	Next Scheduled Review: 2023-24