



WE Seniors.ca
Westend Seniors Activity Centre

MASTER INDEX

OF BOARD POLICIES

Westend Seniors Activity Centre Operating as WE Seniors

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INTRODUCTION

1. GENERAL INTRODUCTION TO THESE POLICIES

The Policies of the WE Seniors 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.

2. 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 CEO and the other employees of the WE Seniors.
- **“Administrative guidelines”** means written directives established by the CEO 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 operating as WE Seniors 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 WE Seniors 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 CEO 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 CEO 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 CEO 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 WE Seniors.
- **“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.
- **“WE Seniors”** means the seniors governed, not-for-profit society called the WE Seniors.



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.



A1- OBJECTS

Rev.	Date	Description of Change
1.0	Sep 19, 2019	
2.0	Aug 1, 2023	

The name of our society is Westend Seniors Activity Centre (WSAC). WSAC is a registered charity (Registered Charity Number: 10728 3178 RR0001). WSAC operates as We Seniors. Our 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.
- c. To promote and encourage the health and well-being of seniors by offering activities that include but are not limited to the following:
 - Exercise
 - Sports
 - Arts and Music
 - Education
 - Safety
 - Games
 - Social activities
- d. To maintain a library and reading room.
- e. To provide necessary equipment and furniture for carrying on its various objects.
- f. To sell, manage, lease, mortgage, dispose of, or otherwise deal with the property of the society.

Updating our Objects requires a coordinated, multi-step process involving our members, Service Alberta, and the Canada Revenue Agency.



A2- MISSION, VISION AND VALUES

Rev.	Date	Description of Change
1.0	Sep 19, 2019	

A2.1 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.

A2.2 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.

A2.3 VALUES

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



A3- GOALS AND OBJECTIVES

Rev.	Date	Description of Change
1.0	Sep 19, 2019	
2.0	Feb 20, 2020	

A3.1 GOALS

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

A3.2 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 WE Seniors.



PART B: GOVERNANCE POLICIES

1. INTRODUCTION TO THE GOVERNANCE POLICIES

The Governance Policies of the WE Seniors 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.

2. 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 CEO. This includes Board member orientation and training, agenda development, program evaluation, and financial management.



B1- POLICY MAKING

Rev.	Date	Description of Change
1.0	Sep 19, 2019	
2.0	Apr 16, 2021	

B1.1 GENERAL EXPECTATIONS

The Board, given the authority under the Societies Act of Alberta for the governance of the WE Seniors, 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 CEO assists the Board in the development of new Policies and the revision of existing Policies, and
- g. ensure that the CEO is responsible for implementing the Policies, with the exception of the Policies governing Board processes.

B1.2 MEMBER CONSULTATION REQUIREMENTS

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



B2- BOARD AUTHORITY AND EXPECTATIONS

Rev.	Date	Description of Change
2.0	Oct 27, 2022	
3.0	Dec 18, 2025	B2.3 (a) - PROXY FORM

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.

B2.1 KEY RESPONSIBILITIES

See Bylaw subsection 4.1.2

B2.2 GENERAL RESPONSIBILITIES

WE Seniors utilizes a Governance Board. Board members will have responsibilities in the following areas:

Fiduciary

- at least annually, reviewing and approving WE Seniors'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 WE Seniors's financial position and operations,
- ensuring WE Seniors has Policies which address conflicts of interest and confidentiality,
- recommending to the members at the Annual General Meeting who to appoint as WE Seniors's independent auditor, and
- ensuring WE Seniors 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 CEO annually;

Operational

- approving and taking the steps needed to ensure that WE Seniors 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 WE Seniors;

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 WE Seniors; 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.

B2.3 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.

B2.3 (a) see attached Proxy Form below



WE Seniors PROXY VOTE FORM

WE Seniors Bylaws 3.1.1.(f) allows a member to vote at an Annual General Meeting or Special Meeting by means of a proxy. "Proxy", as defined in the Bylaws (1.1.13) "means a document that gives authority or power to act for another".

I, _____ (print name) give WE Seniors 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 member fob number is _____
Telephone Number _____
Email _____
Signature _____
Date _____

Acceptance by WE Seniors Member to cast Proxy Vote

Print Name _____
WE Seniors Member fob number is _____
Telephone number _____
Email _____
Signature _____
Date _____

Document Witness by _____ **Date** _____

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



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.

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.

B2.4 COMPOSITION OF THE BOARD

Refer to Bylaw subsection 4.1.3

B2.5 TERMS OF OFFICE

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

B2.6 OFFICERS OF THE BOARD

Refer to Bylaw section 4.4

B2.7 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.

B2.8 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 WE Seniors events, and
- computer literacy.

B2.9 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.

B2.10 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 WE Seniors Master Index of Board Policies and WE Seniors 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.

B2.11 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.

B2.12 BOARD MEMBER EXIT INTERVIEWS

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

B2.13 PROTECTION AND INDEMNITY OF DIRECTORS AND OFFICERS

Refer to Bylaw subsections 5.1.1 and 5.1.2.

B2.14 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.

B2.15 EXPENSES AND REIMBURSEMENT

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



B3- BOARD AND CEO RESPONSIBILITIES

Rev.	Date	Description of Change
1.0	Sep 19, 2019	
2.0	Nov 24, 2022	

The most critical relationship in the governance of a non-profit organization is the one between the Board and its CEO. 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 CEO.

- The Board of Directors shall hire, provide direction to and conduct the performance reviews of the CEO. 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 CEO.
- The Board is responsible for ensuring that an annual performance review of the CEO 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 CEO to work together to establish annual performance goals for the next year that are clear and achievable.
- The CEO works within the limits of the Policies established by the Board.
- The CEO shall support the Board in providing strategic leadership.
- The CEO 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 WE Seniors.
- The CEO reports to the President who provides direction on behalf of the Board.

B3.1 RELATIONSHIP BETWEEN THE PRESIDENT AND THE CEO

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



- **TRUST AND RESPECT**

The President and the CEO 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 CEO, 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 CEO will maintain ongoing open communications.

- **WILLINGNESS TO LEARN**

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

- **ABILITY TO DISAGREE CONSTRUCTIVELY**

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



B4- ROLES AND RESPONSIBILITIES OF THE CEO

Rev.	Date	Description of Change
1.0	Nov 19, 2019	
2.0	Dec 4, 2022	
3.0	Jan 29, 2026	Addition of responsibilities covering grant writing, government/political engagement, and partnerships.

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

- The CEO 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 CEO 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 CEO is responsible for the operation of WE Seniors’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 CEO may establish operating committees to assist with program delivery, facility maintenance, and program monitoring as well as other operational issues.
- The CEO 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 CEO speaks for the Organization when the President or another Board member designated by the President does not.
- The CEO 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 CEO is responsible for the overall condition and safety of the Organization’s building and all its other property.
- The CEO 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 CEO hires, evaluates and releases all employees.
- The CEO 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 CEO is responsible for making arrangements for the members of the Organization to inspect the public records of the Organization. The CEO 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 CEO is responsible for dealing with complaints from or regarding staff, volunteers, or Members by investigating them and taking appropriate action.
- The CEO 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 CEO 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 CEO shall submit the draft budget to the Finance Committee.
- After consulting with the Finance Committee, the CEO 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 CEO is responsible for its implementation.
- The CEO 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 CEO 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 CEO 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 CEO is responsible for establishing and maintaining effective relationships with government officials at the municipal,



provincial, and federal levels. Being aware of government priorities, the CEO shall advocate for both the interests, programs and strategic initiatives of the WE Seniors, and for policy changes that benefit all seniors.

- With the direct support of the Board, the CEO 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 CEO aims to enhance the Centre’s mission, expand its programs, and amplify its impact within the community.
- 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. (Political engagement by the Executive Director will be in accordance with the Canadian Revenue Agency Policy Statement CG-027 as well as the provincial Lobbying Act.)
- 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.



B5- HUMAN RESOURCES

Rev.	Date	Description of Change
1.0	Sep 19, 2019	
2.0	Feb 20, 2020	

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



B6- BOARD STANDING AND AD HOC COMMITTEES

The WE Seniors 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.

B6.1 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 WE Seniors.

B6.2 PROCEDURES

The WE Seniors 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

B6.3 EXECUTIVE COMMITTEE TERMS OF REFERENCE

Rev.	Date	Description of Change

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 CEO.

4. MEETINGS

The Committee meets as required to fulfill its responsibilities.

5. RESOURCES

The CEO 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.

B6.4 PLANNING COMMITTEE TERMS OF REFERENCE

Rev.	Date	Description of Change
2.0	Apr 24, 2025	B6.4 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. **Future Trends & Growth:** Proactively scan future trends and relationships to support growth in programming, quality of services, and geographical reach.
3. **Government Liaison:** Liaise with all levels of government to align strategic initiatives with public policy agendas and capture opportunities for collaboration.
4. **Progress Evaluation:** Utilize the monthly CEO Report to evaluate the progress in achieving the established indicators of success.
5. **Facilitation of Communication:** Facilitate communications among Board Members, Board Committees, and general membership to bring the Strategic Plan to life.
6. **Board Education & Training:** Work together with the Board Executive Committee to identify and facilitate Board-related education and training opportunities for Directors.
7. **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 CEO.
- **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 CEO 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.

B6.5 FINANCE COMMITTEE TERMS OF REFERENCE

Rev.	Date	Description of Change

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

B6.6 HUMAN RESOURCES COMMITTEE TERMS OF REFERENCE

Rev.	Date	Description of Change
1.0	Jul 7, 2025	B6.6 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 CEO,
- 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 CEO (Board Policy B 4) annually and making recommendations to the Board on changes,
- assisting the Board in developing performance expectations for the CEO,
- assisting the Board in assessing the performance of the CEO and making recommendations regarding the compensation package,
- assisting the Board in the recruitment and selecting a new CEO,
- 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 CEO 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.

B6.6.1 - PROCEDURE FOR THE PERFORMANCE REVIEW OF THE CEO

1. The Human Resources Committee will complete an annual performance review of the CEO 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 CEO Reports, and the data provided by focus groups (CEO, the Board, and staff reporting directly to the CEO). 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 CEO'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 CEO'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 CEO.
6. The President will meet with the CEO to share the report.
7. Following the completion of the performance review, the CEO 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 CEO.
8. Once the CEO 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.

B6.6.2 - WE Seniors FOCUS GROUPS FOR CEO'S PERFORMANCE REVIEW

The CEO 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 CEO also sets personal goals leading to continuous improvement. To achieve these measurable goals, the CEO 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 CEO).

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 CEO. Each group will be asked the following:

“When you reflect upon opportunities to work with the CEO, 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.

CEO FOCUS GROUP



In November, the Human Resources Committee will host a focus group during which the CEO 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 CEO’s feedback.

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

B6.6.3 - 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 CEO. 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.

B6.7 NOMINATIONS COMMITTEE TERMS OF REFERENCE

Rev.	Date	Description of Change

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



B6.8 POLICY AND BYLAW COMMITTEE TERMS OF REFERENCE

Rev.	Date	Description of Change

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 CEO 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.

B6.9 FUNDRAISING COMMITTEE TERMS OF REFERENCE

Rev.	Date	Description of Change
1.0	July 7, 2025	B6.9 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 WE Seniors. 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.



B7- NOMINATION AND ELECTIONS

Rev.	Date	Description of Change
2.0	Oct 28, 2021	
3.0	May 23, 2025	B7.2 Nominations committee terms of reference

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.

B7.1 OVERALL INTENTION

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

B7.2 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 – WE Seniors PRESIDENTIAL NOMINATION FORM** and **Section B 7.4 – WE Seniors 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 WE Seniors 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 CEO 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.

B7.3 WE Seniors 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 WE Seniors. 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 WE Seniors will need to contact me, my contact information is:

Phone Number(s): _____

E-mail / Text: _____

Other (specify): _____

Signature _____ Date: _____



B7.4 WE Seniors DIRECTOR NOMINATION FORM

NOMINATION OF THE CANDIDATE

I, _____, nominate _____ for the position of Director of the Board of Directors of WE Seniors. I certify that _____ is either a Lifetime Member of WE Seniors or is an Ordinary Member of WE Seniors. I also certify that I am a member of WE Seniors. 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 WE Seniors. I certify that I am either a Lifetime Member of WE Seniors or that I am an Ordinary Member of the WE Seniors. 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 WE Seniors. Since WE Seniors will need to contact me, my contact information is:

Phone Number(s): _____

E-mail / Text: _____

Other (specify): _____

Signature: _____ Date: _____



B7.5 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.



B8- RETURNING OFFICER

Rev.	Date	Description of Change
1.0	Sep 19, 2019	
2.0	Oct 28, 2021	

The Returning Officer is the CEO 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).

B8.1 RETURNING OFFICER RESPONSIBILITIES

1. The CEO will be the Returning Officer. While the CEO may designate one or more staff members to carry out some or all of his or her Returning Officer duties, the CEO 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.



B9- RISK MANAGEMENT

Rev.	Date	Description of Change
1.0	Sep 19, 2019	
2.0	Jun 27, 2024	

WE Seniors 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 WE Seniors 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 WE Seniors 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, WE Seniors 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 WE Seniors 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 WE Seniors 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.

B9.1 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 CEO 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 CEO, 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 WE Seniors'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.

B9.2 CEO RESPONSIBILITIES

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

B9.3 PERSONAL INFORMATION PROTECTION

The WE Seniors 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 WE Seniors Board of Directors delegates this responsibility to the CEO.

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, WE Seniors 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 CEO
WE Seniors
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.



B9.3.1 - Appendix PERSONAL Information Protection Policy

WE Seniors Personal Information Protection Policy

[Board-Policy-B-9.3-WE Seniors-PIPA-Policy.pdf](#)

B9.4 ELECTRONIC COMMUNICATIONS AND E-MAIL ADDRESSES

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

WE Seniors 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 WE Seniors to send them electronic communications (the e-newsletter in particular). Members also have the ability to unsubscribe from receiving electronic communications from WE Seniors at any time. Members shall continue to have the opportunity to refuse consent for WE Seniors to send them electronic communications and shall continue to have the ability to unsubscribe from receiving WE Seniors electronic communications at any time.

WE Seniors 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.

B9.5 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.

B9.6 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 WE Seniors.

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.

B9.7 CONFLICT OF INTEREST

While conflict of interest is a major consideration for both WE Seniors 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.



B10- FACILITY ACCESS AND EMERGENCY RESPONSE PLANNING

Rev.	Date	Description of Change
1.0	Jul 19, 2019	
2.0	Sep 30, 2021	

The CEO 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 CEO or designate, the situation warrants this for health, safety or security reasons.

The CEO 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 WE Seniors's health and safety management system.

The CEO 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.



B11- ALCOHOL, CANNABIS, TOBACCO AND ILLICIT DRUGS

Rev.	Date	Description of Change
1.0	Jun 26, 2025	
2.0	Jul 7, 2025	

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

The exceptions are that the CEO 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.



B12- FACILITY RENTALS

Rev.	Date	Description of Change
1.0	Jan 30, 2025	

The WE Seniors offers rentals of various rooms in its facility.

WE Seniors reserves the right to refuse any rental booking.

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



B13- VOLUNTEERS

Rev.	Date	Description of Change
1.0	Sep 19, 2019	
2.0	Feb 20, 2020	

The WE Seniors 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 WE Seniors will continue to provide liability insurance for our volunteers.



PART C: MEMBERSHIP POLICIES

C1- MEMBERSHIP

Rev.	Date	Description of Change
1.0	Sep 19, 2019	
2.0	May 20, 2024	

C1.1 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 WE Seniors Bylaws 2.1 Membership and Membership Classes.

C1.2 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	

C1.3 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	



C2- MISCONDUCT POLICY

Rev.	Date	Description of Change
1.0	Sep 19, 2019	
2.0	Sep 30, 2021	
3.0	Mar 25, 2026	

Purpose

To set a clear, fair, and transparent process for reporting, investigating, adjudicating, and disciplining misconduct so that WSAC remains a safe, respectful environment for all members, staff, volunteers, visitors and contractors.

Definition of Misconduct

Misconduct is defined as any violation of the *WSAC Code of Conduct* (below) which consists of breaches of the organization's internal rules and which does not engage statutory breaches that can give rise to legal complaints before the Alberta Human Rights Commission for discrimination on protected grounds, or before the WSAC Joint Health and Safety Committee for violation of the Occupational Health and Safety legislation or before the courts for criminal or violent acts, or emergency police matters.

Scope

The policy applies to all members, visitors, volunteers, contractors, staff, and Board members while on WSAC property, participating in WSAC programs, or representing WSAC at off-site events.

Definitions

- a) **Complainant:** Person reporting alleged misconduct.
- b) **Respondent:** Person alleged to have committed misconduct.
- c) **Investigator:** Depending on triage (below) The Executive Director in the case of staff, volunteers, visitors or contractors, or appointed Board member(s) in the case of a member or board member, or an external investigator appointed by the Board.
- d) **Adjudicator:** Depending on triage. The Executive Director for informal complaints, or an adjudication panel of Board members for formal complaints or an external adjudicator such as an arbitrator agreed upon by both complainant and respondent parties. Should any reasonable apprehension of bias be raised by either disputing party, impartiality must be assured by the adjudicator for a fair process.



- e) **Appeal Authority:** A Board-appointed committee that reviews appeals and was not involved in the adjudicating. This policy does not preclude an appeal to the Alberta Human Rights Commission or to the courts.

CODE OF CONDUCT (for reference)

The *Code of Conduct* for Westend Seniors Activity Center (WSAC) outlines the behavioral expectations for the WSAC community which is 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.

Principles

- Fairness and impartiality based on the principles of natural justice, confidentiality, timeliness, protection from retaliation, and proportionality of disciplinary measures.
- Support for vulnerable parties (e.g., seniors with impairments) and safety-first approach for any threat of harm (emergency calls to 911).

PROCEDURES

Reporting

- a) Who may report: Any person who observes or experiences alleged misconduct.
- b) How to report:

For an informal complaint (minor courtesy, politeness, violation of rules), not requiring an investigation, a verbal or email complaint to the Executive Director or the Operations manager or in the case of a Board member, to the President.

In the case of a formal complaint, potentially more serious and requiring an investigation or at the request of the Executive Director or President, the requirements are as follows:

Required contents of formal complaint:

- Complainant name, date/time/location of incident, description of alleged misconduct violating the *Code of Conduct*, names of witnesses (if any), desired outcome.
- Confidentiality: Reports will be shared only with those who need to know for investigation or safety. WSAC will protect complainants and witnesses from retaliation.

Initial Triage (within 48 hours)

1. Acknowledgment: WSAC will acknowledge receipt of a complaint within 48 hours (working days).



2. Determine pathway: Triage decides whether the matter is:
 - a. Informal resolution (minor, mutual misunderstanding),
 - b. Formal investigation (allegations of serious or repeated misconduct), or
 - c. Referred to external authorities (criminal matters such as theft or violence, discrimination, elder abuse). WSAC will comply with mandatory reporting laws.

Informal Resolution

1. Appropriate when the allegation is minor and parties agree to attempt resolution.
2. Methods: facilitated conversation, apology, mediated meeting, verbal caution by the Executive Director or by the President.
3. Document: A short written record of resolution and any agreed actions retained for one year.
4. If informal attempts fail or misconduct recurs, escalate to formal investigation.

Formal Investigation Process

1. Appointment: The Board appoints impartial internal or external investigator(s) within 5 working days of triage decision.
2. Notice: Investigator notifies Respondent and Complainant of the investigation, scope, and estimated timeline.
3. Investigation steps:
 - Collect evidence (statements, documents, CCTV if available).
 - Provide opportunity for Complainant and Respondent to give either a written or oral statement, and provide witnesses, also allowing both parties to provide documents. Both parties are allowed representation. If there is an interview, the parties must agree to the presence of interview participants and should any reasonable apprehension of bias be raised, accommodations to respond to these concerns must be considered.
 - Maintain written contemporaneous notes and preserve evidence should there be an appeal. In the case of oral statements in an interview, consent to record the interview must be obtained and any minutes taken must be approved for accuracy by the party concerned.
4. Standard of proof: Balance of probabilities (more likely than not);
Standard of review: reasonableness (*Vavilov*, 2019)
5. Timeline: Investigator aims to complete the investigation and submit a written report within 20 working days to the Adjudicator and the parties. If delayed, parties are notified with reasons and a new target date provided.
6. Interim measures for more serious violations: May remain in place during investigation (e.g., temporary suspension, activity restrictions).

Adjudication and Findings

1. In the case of a formal complaint, the Adjudicator reviews the Investigator's Report and any response from the parties and holds a closed hearing with a reasonable notice



of 7 to 14 days. The Adjudicator or Chair of the Board panel will set the procedural rules for the hearing allowing all parties to be heard and panel members to question.

2. The Hearing Panel will decide in-camera the possible findings:

- Misconduct proven,
- Misconduct not proven,
- Misconduct proven but mitigated circumstances (lesser breach),
- Unfounded or vexatious complaint.

Disciplinary Actions and Remedies

Disciplinary measures are proportionate to the seriousness, frequency, and impact of the misconduct. Consideration will be given to the Respondent's disciplinary history, remorse, remediation steps, and risk to others.

Notification

Both parties must receive written notice of findings and rationale within 10 working days after adjudication decision. Implementation of disciplinary measures take effect on the date specified in the decision letter. The Notice must include the possibility of appeal to the Appeal authority.

Range of disciplinary measures (examples)

- a) No action / informal warning: Minor or unproven matters with no ongoing risk.
- b) Written warning: Formal reprimand recorded and filed.
- c) Apology: Requirement to issue a written or verbal apology to the affected party where appropriate.
- d) Behavioral contract: Agreement specifying required conduct, supports (e.g., training), and consequences for breaches.
- e) Restitution: Payment or repair for damaged property.
- f) Temporary suspension or other disciplinary measure: Suspension from work if a volunteer or staff, loss of access to WSAC programs and activities and premises for a defined period. The decision letter includes conditions for return.
- g) Referral to external authorities: For criminal conduct or where required by law.
- h) Expulsion for members: Permanent termination of membership and banning from premises for serious or repeated misconduct follow the process in Bylaw 2.4.3.

(a) The Board shall schedule a Special General Meeting or put this matter on the agenda of the next Annual General Meeting, and in either case it shall give at least twenty-one (21) days' notice of the proposed expulsion motion, including specific written notice to the Member proposed for expulsion.

(b) The proposed expulsion motion shall then be considered at this Special General Meeting or Annual General Meeting.



(c) If at least two-thirds (2/3) of the Voting Members of the Organization present at this Special General Meeting or Annual General Meeting vote for expulsion, the Member in question shall be expelled immediately.

Appeals

1. Grounds: Appeals are limited to procedural errors, new relevant evidence, or disproportionate disciplinary sanction.
2. Timeline: The Appeal must be submitted in writing to the Appeal Authority within 14 calendar days of receipt of decision, specifying grounds and evidence.
3. For appeals, neutral reviewers are appointed who were not involved in the initial decision.
4. Process: The Appeal Authority reviews documents and may request additional information or hold a hearing. Decisions are final, unless new evidence justifies re-opening.
5. Timeline for appeal decision: 21 calendar days from receipt of appeal (or sooner for urgent matters).
6. Appeals do not preclude judicial review by the court or appeal to the Alberta Human Rights Commission on protected grounds.

Record-keeping

- WSAC will keep records of complaints, investigation notes, findings, and sanctions for a minimum of seven years or longer if required by law.
- Access to records is limited to authorized personnel and parties under relevant privacy laws.

Retaliation and False Complaints

- Retaliation against a person who reports misconduct in good faith is prohibited and is itself misconduct, subject to discipline.
- Deliberately false or malicious complaints may result in disciplinary action against the Complainant.

Support and Accessibility

- WSAC will provide support and accommodations to Complainants and Respondents as needed (e.g., large-print forms, language assistance, a support person present).
- For seniors who lack capacity, WSAC will allow an authorized representative to participate while protecting confidentiality.

Training and Communication

- WSAC will provide regular training or information on the Code of Conduct and on this Misconduct disciplinary policy to staff, volunteers, and members.
- The policy will be published in the policy handbook which is made available on the WSAC website for public viewing.



Review

This policy will be reviewed every three years or sooner if legal requirements or operational needs change.



C3- HARASSMENT, BULLYING and DISCRIMINATION POLICY

Rev.	Date	Description of Change
1.0	Mar 25, 2026	

Purpose

The Westend Seniors Activity Centre (WSAC) is committed to a respectful, inclusive environment free from harassment, bullying and discrimination. WSAC wishes to protect the dignity, wellbeing and equal participation of seniors of all ages and cultural backgrounds. Harassment including reprehensible conduct based on protected grounds of the Alberta Human Rights Act will not be tolerated. This policy sets a clear, fair, and transparent process for reporting, investigating, adjudicating, and disciplining harassment, bullying and discrimination. This policy does not engage statutory breaches that can give rise to legal complaints before the Alberta Human Rights Commission for discrimination on protected grounds, or before the WSAC Joint Health and Safety Committee for violation of the Occupational Health and Safety legislation or before the courts for criminal or violent acts, or emergency police matters.

Scope

The policy applies to all members of WSAC . It does not apply to staff and volunteers who are governed by the Alberta Occupational Health and Safety Act and Code with mandated employer procedures for harassment, bullying and discrimination. It applies to conduct at WSAC events, meetings, activities or conduct by members via communication channels (including electronic/social) that has a clear nexus to the organization.

Definitions

Harassment: Harassment is a Crime under the Criminal Code s. 264, liable for imprisonment. The *Criminal Code* s. 264 provides as follows:

(1) No person shall, without lawful authority and knowing that another person is harassed or recklessly as to whether the other person is harassed, engage in conduct referred to in subsection (2) that causes that other person reasonably, in all the circumstances, to fear for their safety or the safety of anyone known to them.

(2) The conduct mentioned in subsection (1) consists of :



- a) repeatedly following from place to place the other person or anyone known to them;
- b) repeatedly communicating with, either directly or indirectly, the other person or anyone known to them;
- c) besetting or watching the dwelling-house, or place where the other person, or anyone known to them, resides, works, carries on business or happens to be; or
- d) engaging in threatening conduct directed at the other person or any member of their family.

Courts in Alberta recognized a brand-new common law tort in 2023: the tort of harassment. *Alberta Health Services v Johnston*, 2023 ABKB 209 (CanLII) <<https://canlii.ca/t/jwlr3>> ,

Someone commits the tort of harassment when they satisfy the following four elements:

- They engage in repeated communications, threats, insults, stalking, or other harassing behaviour, either in person or through other means.
- They knew, or they ought to have known, that the behaviour was unwelcome.
- The behaviour either impugns the dignity of the other person, would cause a reasonable person to fear for their or their family's safety, or could foreseeably cause emotional distress.
- The behaviour causes the other person harm. These criteria narrow the range of situations where the tort may arise. Not all harassing behaviour will qualify.

WSAC Definition of Harassment

For the purposes of this organization and in consideration of the Board's limited administrative authority in adjudicating what is reserved to the judicial authority of the courts, harassment is:

- a) a single or repeated incident of objectionable or unwelcome conduct, or
- b) a discriminatory comment based on protected human rights grounds, such as race, religion, sexual orientation, etc.
- c) bullying or action whether visual or electronic by a person who knows or ought reasonably to know what will or would cause offence or humiliation to an individual or adversely affects their health and safety,
- d) but excludes any reasonable conduct of an WSAC executive or operation's manager in respect to the safe management and operations of WSAC premises, e.g., orders to exit the premises in an emergency.



Sexual Harassment

Sexual Harassment is broadly defined as unwelcome conduct or comment of a sexual nature towards the person who is the target of the harassment. It may consist of unwanted sexual attention, sexually oriented remarks or behaviours or the creation of a negative psychological and emotional environment based on gender, gender identity or sexual orientation. It may be an isolated act or repetitive conduct but cannot be trifling. Cultural influences may shape what is deemed acceptable. Retaliation or threat of retaliation against an individual for rejecting a sexual solicitation or advance may also constitute sexual harassment.

The person(s) engaged in harassment need not have the intention to harass; it is the objective assessment of the circumstances that matters. A complainant need not expressly object to unwelcome conduct or comments, although any clear indication that the behaviour is unwanted will satisfy the test. A complainant's apparent passivity or failure to object overtly to sexual advances does not necessarily signal consent or welcomed behaviour, especially where a power imbalance exists between the individuals.

Bullying: Harassment includes bullying, which is a form of aggression that may include physical, verbal or emotional abuse. It can include persistent, offensive, abusive, intimidating or insulting behaviour which makes the individual feel threatened, humiliated and/or vulnerable.

Discrimination

Discrimination, prohibited by human rights statutes (e.g., provincial *Human Rights Codes/Acts*) is a statutory breach that can give rise to legal complaints before human rights tribunals and orders for remedies (reinstatement, damages, accommodation, cease-and-desist orders). Because human rights complaints engage statutory processes and rights (, tests for discrimination, remedies), the Board of Directors should treat alleged discrimination as more than a minor policy breach and should conduct a careful impartial investigation, preserve evidence, consider interim measures, and advise the complainant of external complaint options, such as filing a discrimination complaint with the Alberta Human Rights Commission. Minor one-off rude comments may be handled internally if they do not meet the legal elements of discrimination; repeated or systemic conduct, or conduct that targets protected grounds (age, race, sex, disability, etc.) or involves failure to accommodate, should be escalated and may lead to legal exposure. Consider consulting legal counsel for cases that may engage accommodation or tribunal issues.

Duty to Accommodate



The organization has a duty to accommodate individuals who experience barriers related to a protected ground under the *Alberta Human Rights Act*. When concerns about harassment, bullying, or discriminatory treatment arise, the organization will work with the affected individual to identify reasonable adjustments that support their full and safe participation in the workplace, programs, or volunteer activities. Accommodation is provided to the point of undue hardship, considering health and safety, significant cost, and the organization's ability to operate effectively.

Other definitions

- a) **Complainant:** Person reporting alleged harassment.
- b) **Respondent:** Person alleged to have committed harassment.
- c) **Investigator:** Impartial Board member(s) or an external investigator appointed by the Board. If the President is the Respondent, the Board will appoint an external investigator.
- d) **Adjudicator:** An adjudication panel of Board members or an external adjudicator such as an arbitrator agreed upon by both complainant and respondent parties. Should any reasonable apprehension of bias be raised by either disputing party, impartiality must be assured by the adjudicator for a fair process.
- e) **Appeal Authority:** A Board-appointed committee that reviews appeals and was not involved in the adjudicating. This policy does not preclude an appeal to the Alberta Human Rights Commission or to the courts.

Principles

- Fairness and impartiality based on the principles of natural justice, confidentiality, timeliness, protection from retaliation, and proportionality of disciplinary measures.
- Support for vulnerable parties (e.g., seniors with impairments) and safety-first approach for any threat of harm (emergency calls to 911).

Reporting

- a) Who may report: Any person who observes or experiences alleged misconduct.
- b) How to report: Due to the seriousness of the accusation and line of authority, a Complainant will submit a formal complaint to the President of the Association.

Required contents of formal complaint:

- Complainant and Respondent names, date/time/location of incident, description of alleged harassment, bullying or discrimination, names of witnesses (if any), desired outcome.



- Confidentiality: Reports will be shared only with those who need to know for investigation or safety. WSAC will protect complainants and witnesses from retaliation.

PROCEDURE

1. Acknowledgment: WSAC will acknowledge receipt of a complaint within 48 hours (working days).
2. Determine pathway:
 - Formal investigation for alleged harassment, bullying, discrimination or
 - Referred to external authorities (criminal harassment, violence, discrimination, elder abuse). WSAC will comply with mandatory reporting laws.

Formal Investigation Process

1. Appointment: The Board President appoints impartial internal or external investigator(s) within 5 working days.
2. Notice: The Investigator notifies the Respondent and the Complainant of the investigation, scope, and estimated timeline.
3. Investigation steps:
 - a. Collect evidence (statements, documents, CCTV if available).
 - b. Provide opportunity for Complainant and Respondent to give either a written or oral statement, and provide witnesses, also allowing both parties to provide documents. Both parties are allowed representation. If there is an interview, the parties must agree to the presence of interview participants and should any reasonable apprehension of bias be raised, accommodations to respond to these concerns must be considered. Each party is entitled to bring a support person.
 - c. Maintain written contemporaneous notes and preserve evidence should there be an appeal. In the case of oral statements in an interview, consent to record the interview must be obtained and any minutes taken must be approved for accuracy by the party concerned.
4. (more likely than not); Standard of review: reasonableness (Vavilov, 2019)
Standard of proof: Balance of probabilities (i.e., more likely than not)
5. Timeline: Investigator aims to complete the investigation and submit a written report within 20 working days to the Adjudicator with copies to the parties. If delayed, parties are notified with reasons and a new target date provided.
6. Interim measures for more serious violations may remain in place during investigation (e.g., temporary suspension, activity restrictions).

Adjudication and Findings



1. The Adjudicator reviews the Investigator's Report and any response from the parties and holds a closed hearing with a reasonable notice of 7 to 14 days. The Adjudicator or Chair of the Board panel will set the procedural rules for the hearing allowing all parties to be heard and panel members to question.
2. The Hearing Panel will decide in-camera the possible findings:
 - Harassment, or bullying, or discrimination or combination thereof proven;
 - Harassment, or bullying, or discrimination or combination thereof not proven;
 - Harassment, or bullying or discrimination but mitigated circumstances (lesser breach);
 - Unfounded or vexatious complaint.

Disciplinary Actions and Remedies

Disciplinary measures are proportionate to the seriousness, frequency, and impact of the incident. Consideration will be given to the Respondent's disciplinary history, remorse, remediation steps, and risk to others.

Notification

Both parties must receive written notice of findings and rationale within 10 working days after adjudication decision. Implementation of disciplinary measures take effect on the date specified in the decision letter. The Notice must include the possibility of appeal to the Appeal authority.

Range of disciplinary measures (examples)

- a) No action: Minor or unproven matters with no ongoing risk.
- b) Written warning: Formal reprimand recorded and filed.
- c) Apology: Requirement to issue a written or verbal apology to the affected party where appropriate.
- d) Behavioral contract: Agreement specifying required conduct, supports (e.g., training), and consequences for breaches.
- e) Temporary suspension or other disciplinary measure: Suspension of the rights and privileges of membership, loss of access to WSAC programs and activities and premises for a defined period. The decision letter includes conditions for return.
- f) Referral to external authorities: For criminal conduct or where required by law.
- g) Expulsion for members: Permanent termination of membership and banning from premises for serious or repeated misconduct follow the process in Bylaw 2.4.3.



- The Board shall schedule a Special General Meeting or put this matter on the agenda of the next Annual General Meeting, and in either case it shall give at least twenty-one (21) days 'notice of the proposed expulsion motion, including specific written notice to the Member proposed for expulsion.
- The proposed expulsion motion shall then be considered at this Special General Meeting or Annual General Meeting.
- If at least two-thirds (2/3) of the Voting Members of the Organization present at this Special General Meeting or Annual General Meeting vote for expulsion, the Member in question shall be expelled immediately.

Appeals

1. Grounds: Appeals are limited to procedural errors, new relevant evidence, or disproportionate disciplinary sanction.
2. Timeline: The Appeal must be submitted in writing to the Appeal Authority within 14 calendar days of receipt of decision, specifying grounds and evidence.
3. For appeals, neutral reviewers are appointed who were not involved in the initial decision.
4. Process: The Appeal Authority reviews documents and may request additional information or hold a hearing. Decisions are final, unless new evidence justifies re-opening.
5. Timeline for appeal decision: 21 calendar days from receipt of appeal (or sooner for urgent matters).
6. Appeals do not preclude judicial review by the court or appeal to the Alberta Human Rights Commission on protected grounds. Under Alberta tort of harassment, the Complainant can file for non-pecuniary damages in civil court such as mental distress.

Record-keeping

- WSAC will keep records of complaints, investigation notes, findings, and sanctions for a minimum of seven years or longer if required by law.
- Access to records is limited to authorized personnel and parties under relevant privacy laws.

Retaliation and False Complaints

- Retaliation against a person who reports harassment, bullying or discrimination in good faith is prohibited and is itself harassment subject to discipline.



- Deliberately false or malicious complaints may result in disciplinary action against the Complainant.

Support and Accessibility

- WSAC will provide support and accommodations to Complainants and Respondents as needed including facilitated access to counselling.
- For seniors who lack capacity, WSAC will allow an authorized representative to participate while protecting confidentiality.

Training and Communication

- WSAC will provide regular information sessions on harassment, bullying and discrimination.
- The policy will be published in the policy handbook which is made available on the WSAC website for public viewing.

Review

This policy will be reviewed every three years or sooner if legal requirements or operational needs change.

Related documents / References

- Policy on Misconduct
- Bylaws (membership termination)
- Privacy Policy
- Applicable Human Rights legislation (federal and provincial)



C4-TREATY SIX ACKNOWLEDGMENT

Rev.	Date	Description of Change
2.0	Feb 20, 2020	
3.0	Dec 18, 2025	Revised nation names

The WE Seniors 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 acknowledgement shall be worded as follows:

“The WE Seniors Recognizes, Respects, Honours, and Acknowledges Treaty Six Territory, the traditional and sacred lands of many Indigenous Peoples, including the Nêhiyaw (Cree), Anishinaabe (Saulteaux), Nakota Isga (Nakota Sioux), Métis, and all other Indigenous Nations upon which the WE Seniors is situated. We also honour the Chiefs and Elders: Past, Present, and Future.”

The written acknowledgment shall read as follows:

WE Seniors

Recognizes, Respects, Honours, and Acknowledges

Treaty Six Territory

the traditional and sacred lands of many Indigenous people, including the Nêhiyaw (Cree), Anishinaabe (Saulteaux), Nakota Isga (Nakota Sioux), Métis,, and all other Indigenous Nations upon which the WE Seniors is situated.

We also Honour the Chiefs and Elders:

Past, Present, and Future



The pronunciation guide for the verbal acknowledgment is as follows:

“The WE Seniors
Recognizes, Respects, Honours, and Acknowledges
Treaty Six Territory
the traditional and sacred lands of many Indigenous people,
including the Nêhiyaw [Nay he yO] (Cree), Anishinaabe [Ah nish in ah bay] (Saulteaux),
Nakota Isga [Na koh tah ee ska] (Nakota Sioux), Métis, and all other Indigenous
Nations upon which the WE Seniors 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.”



PART D: FINANCIAL POLICIES

D1-FINANCIAL AUTHORITY		
Rev.	Date	Description of Change
1.0	Jan 30, 2025	
2.0	Mar 10, 2025	D1.2 Signing authority terms
3.0	Jul 7, 2025	D1.1 Finance committee terms of reference

On behalf of the Board, the CEO 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.

D1.1 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 WE Seniors.

2. KEY RESPONSIBILITIES

The Finance Committee shall:

- **Review the Annual Budget:** Evaluate the draft annual budget submitted by the CEO 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 CEO 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 CEO 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.

D1.2 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 CEO 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.

D1.3 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.

D1.4 ORGANIZATIONAL CREDIT CARD

One credit card is available for the CEO. 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.

D1.5 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.

D1.6 ANNUAL BUDGET



The Treasurer will submit the budget to the Board of Directors for approval in January 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.

D1.7 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.

D1.8 THE AUDITED ANNUAL FINANCIAL STATEMENTS

Each year an audit of WE Seniors'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 WE Seniors'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 CEO (who is responsible for managing all of WE Seniors'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.

D1.9 DISTRIBUTION OF FINANCIAL INFORMATION

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

D1.10 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.



D2-FUNDRAISING

Rev.	Date	Description of Change
1.0	Jul 7, 2025	

D2.1 INTRODUCTION

WE Seniors 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.

D2.2 FUNDRAISING SOLICITATIONS

In all its fundraising solicitations, WE Seniors 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.

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

D2.3 TREATMENT OF DONORS AND DONOR INFORMATION

WE Seniors 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.



WE Seniors 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.

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

D2.4 TRANSPARENCY

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

WE Seniors 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).

D2.5 GIFT ACCEPTANCE POLICIES

WE Seniors 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. WE Seniors reserves the right to refuse a donation from any source.

D2.6 ANONYMOUS GIFTS

Our CEO is authorized to accept anonymous gifts subject to the WE Seniors Board Administrative Guidelines. WE Seniors will be in compliance with Canada Revenue Agency (CRA) requirements for accepting and receiving anonymous gifts.

D2.7 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.

D2.8 COMMITMENT TO IMAGINE CANADA'S FUNDRAISING STANDARDS

WE Seniors 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.



D3-CONTRACTS

Rev.	Date	Description of Change
1.0	Sep 19, 2019	
2.0	May 25, 2023	

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.

D3.1 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 CEO 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 CEO may choose to request proposals from one or more parties to provide professional services to WE Seniors.
9. The CEO and the contractor will sign and date two (2) original contracts.



10. The CEO will have the contractor review and sign off on WE Seniors's health and safety management system notably the Joint Health and Safety Committee (JHSC) and the Health and Safety Program required by the Occupational Health and Safety Act and the Occupational Health and Safety Code.

11. The CEO will approve all changes to contracts.

12. The CEO monitors the ongoing progress of the service.



D4-PURCHASES

Rev.	Date	Description of Change
1.0	Sep 19, 2019	
2.0	Nov 24, 2022	

All purchases will be financially prudent.

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

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



D5-RESERVE FUNDS

Rev.	Date	Description of Change
1.0	Sep 19, 2019	
2.0	Jan 27, 2022	

WE Seniors 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.

WE Seniors'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.

