



BOARD OF DIRECTORS POLICY MANUAL

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1.0: GOVERNING PROCESS

1.1: POLICY FOCUS: GOVERNING STYLE

- 1.1.1 The focus of the Board's style is on providing leadership and direction to the organization. Consequently, it will be more concerned with vision, values, outcomes and the future rather than management/operational matters. This will be accomplished by the Board:
- 1.1.1.1 Directing its energies to addressing issues affecting business through the provision of clearly stated values and principles.
 - 1.1.1.2 Imposing a discipline that will ensure governing with excellence. This includes the application of discipline around attendance, policy making, roles and responsibilities, speaking with one voice, and self-policing.
 - 1.1.1.3 Being accountable to membership, stakeholders, and appropriate legal bodies and ensuring that this obligation is neither usurped nor hindered by the Board as a whole, or by any individual Board member.
 - 1.1.1.4 Representing the best interests of the membership as a whole and not representing or voting for the interests of one particular member.
 - 1.1.1.5 Making decisions as a whole according to Robert's Rules of Order.
 - 1.1.1.6 Regularly monitoring and reviewing its own process and performance.
 - 1.1.1.7 Ensuring the viability of the organization through ongoing training, education and Board development opportunities.
 - 1.1.1.8 Being proactive in the identification and consequent development of relevant policies.

1.0: GOVERNING PROCESS

1.2: POLICY FOCUS: THE BOARD'S ROLE

- 1.2.1 The Board is responsible for leading and guiding the organization toward achieving a vision and organizational outcomes that fulfill the Mission of the organization. To achieve this, the Board's specific job functions shall be:
 - 1.2.1.1 To establish and maintain an effective link with its stakeholders.
 - 1.2.1.2 To be accountable to funders for the services provided and funds expended.
 - 1.2.1.3 To develop, monitor and review policies which lead and guide the organization and enhance opportunities for its membership/stakeholders.
 - 1.2.1.4 To develop, monitor and review the organization's Mission, Values, and Vision.
 - 1.2.1.5 To monitor and evaluate the effectiveness of the organization through a regular review of programs and services.
 - 1.2.1.6 The assurance of organizational performance (Manager's performance).
 - 1.2.1.7 Compliance with legislation.
 - 1.2.1.8 Contingency planning to ensure smooth and successful transition while onboarding new and offboarding old Board members.
 - 1.2.1.9 Evaluation of its own governance process and performance.
 - 1.2.1.10 Assisting in the selection of Board nominations.
- 1.2.2 To fulfill the Board's role, directors are expected to:
 - 1.2.2.1 Foster a positive working relationship with other Board members, LVCC's staff, and the community.
 - 1.2.2.2 Keep discussions and interactions positive, constructive, courteous, respectful, and free of animosity.
 - 1.2.2.3 Be aware of and disclose any conflicts of interest.
 - 1.2.2.4 Be committed to the work of the organization.

- 1.2.2.5 Contribute to strategic planning discussions, especially around the establishment of long and short term goals, objectives, and priorities in meeting the needs of the community.
- 1.2.2.6 Have knowledge and skills in at least one area of governance: finance, policy, legal, human resources
- 1.2.2.7 Be prepared for and participate in the discussions and deliberations of the Board by attending all board meetings, including the Annual General Meeting and any General Meeting of the membership.
- 1.2.2.8 Promote LVCC to the community.
- 1.2.2.9 Attend new director orientation session which includes governance training.
- 1.2.2.10 Assist the Manager whenever possible in event planning and fundraising.
- 1.2.2.11 Enhance relationships with other community groups and agencies.

1.0: GOVERNING PROCESS

1.3: POLICY FOCUS: DIRECTORS CONDUCT

- 1.3.1 The Board expects of itself and its members ethical and businesslike conduct.
- 1.3.2 The Board has a responsibility for compliance with the Act under which it was created as well as an obligation to the interests of the members and other stakeholders. This accountability supersedes any responsibility to staff and to conflicting loyalties such as that to advocacy or interest groups and membership on other Boards or staffs.
- 1.3.3 Board members must avoid any conflict of interest with respect to their legal and fiduciary responsibilities.
 - 1.3.3.1 There must be no self-dealing or any conduct of private business or personal services between any Board member and the organization except as procedurally controlled to assure openness, competitive opportunity and equal access to "inside" information.
 - 1.3.3.2 Board members must not use their positions to obtain for themselves, family members or close associates, employment within the organization.
 - 1.3.3.3 Should a Board member be considered for employment or a contract bid, s/he must temporarily withdraw from Board deliberation, voting and access to applicable Board information. If the applicant is successful, s/he must immediately resign from the Board as a condition of employment.
- 1.3.4 Board members are prohibited from attempting to exercise individual authority over the organization except as explicitly set forth in Board policies.
- 1.3.5 Individual board members' interaction with the Manager or with staff carries no authority or formal influence.
- 1.3.6 Individual board members' interaction with the public, press or other entities must recognize the same limitation and the similar inability of any Board member or Board members to speak for the Board.
- 1.3.7 The President of the Board and the Manager or his/her designate shall be the spokespersons for the organization.
- 1.3.8 Board members who are lobbied by a person, group or organization shall direct the lobbyists to put their questions or concerns in writing and direct them to the President for referral to the Board or appropriate committee for review.

1.3.9 Judgments of the Manager performance can only be made within the context of explicit Board policies and by the officially established performance review process.

1.0: GOVERNING PROCESS

1.4: POLICY FOCUS: BOARD SUCCESSION

- 1.4.1 Each year the Board will appoint a Nominations Committee composed of, at a minimum, the Board Executive and the Manager, to bring forward names of persons that the nominating committee feels would be suitable as Board members.
- 1.4.2 The Nominations Committee will present the list of nominees to the Board at the March Board meeting for a short list of nominees sufficient in number to fill the expected vacancies on the Board for the ensuing year.
- 1.4.3 The Nominations Committee will contact each of the nominees in order to confirm their acceptance of a formal nomination to the Board for presentation at the AGM and then will provide the official slate of nominees to the Board by the April board meeting.
- 1.4.4 The Nominations Committee will assign mentor directors, who have served a minimum of one year, to new directors at the Directors' Orientation meeting, or as determined by the Board.

1.0: GOVERNING PROCESS

1.5: POLICY FOCUS: ROLE OF THE PRESIDENT

- 1.5.1 The role of the President is to ensure that the Board operates within its approach to governing and to the policies and procedures it establishes. In fulfilling these duties, the President:
- 1.5.1.1 Will attend Robert's Rules of Order training.
 - 1.5.1.2 Is a non-voting member of the Board except in cases where a tie-breaker vote is required or the President's vote would create a tie.
 - 1.5.1.3 Is to safeguard the integrity of the Board process and to represent the Board as required;
 - 1.5.1.4 Must ensure that the agenda and meeting content will only be concerned with those matters that clearly fall within the purview of the Board to decide;
 - 1.5.1.5 Must ensure that the agreed upon rules for conducting the meeting will be followed unless agreement has been reached to use different procedures.
 - 1.5.1.6 Is only authorized to make decisions on behalf of the Board that are consistent with Board policies on its Governance Process and on the Board - Manager Relationship (as directed in all policies under Policy 2.0).
 - 1.5.1.7 Presides over Board meetings with all of the usual power of that position i.e. ruling, recognizing, etc...
 - 1.5.1.8 Has no authority to make decisions beyond policies created by the Board except in emergencies and where the Board cannot be contacted.
 - 1.5.1.9 Only has the authority to supervise or direct the Manager in accordance with the will of the Board. Overseeing the Manager is the responsibility of the whole Board.
 - 1.5.1.10 Is the designated spokesperson for the Board and represents LVCC in conjunction with the Manager at community and government functions. They may delegate another Board member or the Manager to do so as required.
 - 1.5.1.11 Provides guidance, leadership, and direction to the Board in conjunction with the strategic plan.
 - 1.5.1.12 Is LVCC's primary contact for media in conjunction with the Manager.

1.0: GOVERNING PROCESS

1.6: POLICY FOCUS: OTHER EXECUTIVE OFFICER ROLES

1.6.1 The Secretary is required to:

1.6.1.1 Preparing and maintaining minutes and records for all board meetings within one week of each meeting.

1.6.1.2 Ensuring that the approved minutes are kept as archives.

1.6.2 The Treasurer is required to:

1.6.2.1 Have the ability to read/understand/interpret financial statements for Board members.

1.6.2.2 Review monthly, quarterly, and annual financials with the bookkeeper.

1.6.2.3 Ensure the financial report is presented at the Annual General Meeting.

1.6.2.4 Ensure all monies are deposited into the bank.

1.6.2.5 Provide secondary approval on all financial transactions where secondary approval is required, at least twice monthly.

1.6.3 The Vice President is required to:

1.6.3.1 Attend Robert's Rules of Order training.

1.6.3.2 Fill in for the President in their absence, including chairing meetings in the President's absence.

1.6.3.2.1 The Vice President should be knowledgeable of the President's Role as outlined in Policy 1.5.

1.6.3.2.2 The Vice President should be knowledgeable of Meeting Expectations as outlined in Policy 1.8.

1.6.3.3 Act as a secondary contact for the media when the Manager and/or President are unavailable.

1.6.3.4 Represent the organization at various functions when the Manager and/or President are unavailable.

1.0: GOVERNING PROCESS

1.7: POLICY FOCUS: BOARD COMMITTEES

- 1.7.1 To preserve the integrity of the “wholeness” of the Board, committees will be used primarily to assist the Board in doing its work.
- 1.7.2 These committees must have at least one board member on them and can also be comprised of members of the community at large.
- 1.7.3 Board committees will not make policy decisions on behalf of the Board, but rather will be used to inform the Board on matters it has been delegated to investigate. The Board shall establish all committees that are required by legislation or regulation. The Board may establish standing committees to assist it in conducting its business and in developing policies and planning. The terms of reference for these committees will be set and approved by the Board.
- 1.7.4 Board committee roles, expectations and parameters will be clearly defined in their terms of reference, and will not conflict with the Manager’S authority. Board committees must adhere to their specific terms of reference and timelines and report to the Board on a regular basis.
- 1.7.5 Board committees only have decision-making authority as laid out in their terms of reference.
- 1.7.6 Board committees will not speak or act for the Board.
- 1.7.7 Board committees are not empowered to exercise authority over staff. Therefore, they will not normally have direct dealings with current staff operations nor will the Manager be required to obtain approval of a Board committee before an executive action.
- 1.7.8 These above policies apply only to Board committees which are formed by Board action, whether or not the committees include non-Board members. It does not apply to committees formed under the authority of the Manager.

1.0: GOVERNING PROCESS

1.8: POLICY FOCUS: AGENDAS, BOARD MEETINGS and ANNUAL GENERAL MEETINGS

1.8.1 Agendas: Setting, Planning Cycle & Agenda Control

1.8.1.1 It is the responsibility of the President, in conjunction with the Manager, to ensure an agenda is made for each meeting. The starting and estimated finishing time should be included in the agenda.

1.8.1.2 Copies of the agenda and attachments are to be made available to the Board members a week in advance of the meeting.

1.8.1.3 Copies of the agenda of regular Board meetings will be made available upon request to anyone (visitors and delegations) attending the meeting.

1.8.1.4 Items may be put forward to be considered for placement on the Board agenda by Board members and the Manager. Board approval of the agenda will be required at the beginning of each meeting.

1.8.1.5 Agenda items should be consistent with the job functions of the Board. As it is the Board's agenda, the Board should be the initiator of what information it would like to receive and what reports it would like to have presented at its meetings.

1.8.1.6 The Board will set and follow an annual work plan.

1.8.2 Regular Board Meetings:

1.8.2.1 Are open to all members. The public and delegations may apply to be put on the agenda.

1.8.2.2 The Board will schedule time, generally not to exceed ten minutes in total, at each meeting for member and public participation. The time limit may be set at the discretion of the President.

1.8.2.3 The President shall intervene and terminate any presentation which is not orderly, or is defamatory or abusive in nature.

1.8.2.4 Minutes will be taken for all meetings and a draft copy will be distributed to the Board members within a week.

1.8.3 Meeting Conduct

1.8.3.1 Board members will:

- 1.8.3.1.1 Conduct themselves professionally at all times;
- 1.8.3.1.2 Follow Robert's Rules of Order;
- 1.8.3.1.3 Refrain from derogatory remarks towards and about other members, organizations, and community;
- 1.8.3.1.4 Show up to meetings prepared for and participate in Board discussions and deliberations;
- 1.8.3.1.5 Put the organization's needs before their own;
- 1.8.3.1.6 Avoid conflicts of interest and declare the same as soon as they are aware.

1.8.4 Annual General Meetings

1.8.4.1 Annual General Meetings (AGM) shall be set by the Manager in consultation with the Board.

1.8.4.2 The election of Board members and executive officers will occur at the AGM in accordance with the requirements of the bylaws of the society and in accordance with the following procedure:

- 1.8.4.2.1 Present the slate of nominees selected by the Board for two-year terms;
- 1.8.4.2.2 Elect directors;
- 1.8.4.2.3 Present Board to members and public;
- 1.8.4.2.4 Call a 15 minute recess to the AGM to allow for the 1st Board meeting of the new Board to be presided over by the current President;
- 1.8.4.2.5 Present Board with slate of executive officers for election;
- 1.8.4.2.6 Call for nominations for executive officers' positions;
- 1.8.4.2.7 Election of executive officers;
- 1.8.4.2.8 Reconvene AGM and present executive officers to members and public.

1.0: GOVERNING PROCESS

1.9: POLICY FOCUS: FINANCIAL POLICY

- 1.9.1 The intent of this policy is to guide LVCC's Board of Directors in good financial management and assist them in their performance of their financial oversight responsibility, ensuring the execution of LVCC's mission in the most effective, legal and fiscally responsible manner. Furthermore, it ensures continued accountability to LVCC stakeholders, including but not limited to members, funders and government agencies.
- 1.9.2 The financial year of LVCC shall be from January 1 to December 31. These dates cannot be changed except by a majority vote of the Board of Directors and with the approval of CRA and the Province of British Columbia.
- 1.9.3 The Board of Directors is ultimately responsible for the financial management of all activities. The Manager, under the supervision of the Treasurer, is authorized to act on the Board's behalf on financial matters when action is required in advance of a meeting of the Board of Directors within the following parameters:
 - 1.9.3.1 The Manager is responsible for the day-to-day financial management of the organization.
 - 1.9.3.2 The Board authorizes the Manager to pay bills, apply for grants, receive funds, and maintain bank accounts.
 - 1.9.3.3 The Manager has the authority to approve expenditures within the approved budget.
 - 1.9.3.4 The Manager will provide an annual budget for board approval.
 - 1.9.3.5 Refer to Section 3 - Operational Constraints policies for more detailed parameters.
- 1.9.4 The Board of Directors is ultimately responsible for all activities of LVCC, including the financial health of the organization. Therefore, the Board shall, as part of its due diligence:
 - 1.9.4.1 Review financial reports at each board meeting or at a minimum, quarterly.
 - 1.9.4.2 Provide adequate training to members to enable each member to fulfill their financial oversight role.
 - 1.9.4.3 Ensure that all financial transactions are conducted in a fair, responsible, and legal manner, and addresses the financial and conflict of interest policies.

1.9.4.4 Obtain quotes for items or services. Selection will be based on cost, service, local labour and other elements of the contract **(Manager?)**.

1.9.5 The Manager, Maintenance Manager, and Program Director have authority to use LVCC's credit card and in-store accounts for purchases approved in the budget. If a volunteer or board member needs to purchase something to complete their assigned task, they are required to obtain authorization from the Manager.

1.9.6 Any funding/grant requests outside of regular funding requests must be approved by the Board of Directors and made under the authority of the Manager, Treasurer, or other authorized signatory.

1.9.6.1 Regular funding requests are as follows:

- RDCK Recreation Commission
- ReDi - Kids to Camp
- ReDi - Programming
- ReDi - Swimming
- ReDi - Freezer Meals/Freezer Meals on Wheels
- CommDev - Maintenance

1.9.7 Expense Reimbursements

1.9.7.1 Reimbursements for authorized spending by Board members, contract personnel, staff and volunteers will be approved by the Manager.

1.9.7.2 Advances of funds to employees, officers, or directors are not authorized. No member of LVCC will enter into any loan or borrowing agreements on behalf of LVCC with any financial institution or individual without Board approval.

1.9.7.3 Board members will not receive any remuneration in conjunction with their role as a board member. In a dual-role situation, board member and employee or volunteer or contractor, an individual will/can receive remuneration for their role as an employee or volunteer or contractor but not as a board member. (see Policy 1.13)

1.9.8 The Treasurer is responsible for overseeing the work of the bookkeeper. The bookkeeper is responsible for:

- 1.9.8.1 Maintaining the financial records of the organization, including but not limited to revenue, expenditures, capital, donor and grant funds according to Canadian Accounting Standards.
- 1.9.8.2 Providing quarterly and annual profit and loss reports.
- 1.9.8.3 Recording fixed assets with purchase prices greater than \$500 as capital assets in accounting records.
 - 1.9.8.3.1 Depreciation of capital assets will not exceed five years for furniture and equipment or three years for computer and other technology equipment.

1.0: GOVERNING PROCESS

1.10: POLICY FOCUS: CREATION OF POLICY

- 1.10.1 Policies shall be created as follows:
 - 1.10.1.1 All Board Policies related to the strategic plan must be passed by the Board.
 - 1.10.1.2 All Operational Policies shall be set by the Manager, with input from any committee dealing with the topic of the Operational Policy, and must comply with the objectives of the Strategic Policies.
 - 1.10.1.3 Strategic Policies shall comply with the format and numbering system approved by the Board from time to time.
- 1.10.2 Policies will be monitored as follows:
 - 1.10.2.1 The Board will establish and follow a process and schedule for monitoring Outcomes/Results and Operational Constraints policies on a regular basis throughout each year.
 - 1.10.2.2 All policies of the Board will be reviewed annually, and where warranted, policies will be modified, deleted or revised.
 - 1.10.2.3 The Board can choose to monitor a given policy in one or more of three ways:
 - 1.10.2.3.1 Internal report: Disclosure of compliance information to the Board from the Manager.
 - 1.10.2.3.2 External report: Discovery of compliance information by a disinterested, external auditor, inspector or judge who is selected by and reports directly to the Board.
 - 1.10.2.3.3 Direct Board inspection: This is a Board inspection of documents, activities or circumstances directed by the Board which allows a "prudent person" test of policy compliance.
 - 1.10.2.4 At the discretion of the Board, any policy can be monitored by any method at any time.

1.0: GOVERNING PROCESS

1.11: POLICY FOCUS: ATTENDANCE AT GOVERNMENT AND OTHER ORGANIZATIONS' MEETINGS

- 1.11.1 The President or other designated board member shall attend any public local, provincial, or federal government meetings to gather any information pertinent to LVCC.
- 1.11.2 A designated board member shall attend any public meetings organized by other organizations that contain information/discussion that could potentially affect the operations of LVCC.
- 1.11.3 Only the President and the Manager can speak with decision-making authority on behalf of the LVCC. Meeting designates can provide information and suggestions but cannot make binding decisions on behalf of LVCC.
- 1.11.4 LVCC shall pay all fees for conference registration and hotel for meetings described in 1.10.1 and 1.10.2.
- 1.11.5 LVCC shall also pay for transportation to the conferences at the CRA rate per km or the airfare and taxi. LVCC encourages the most cost-effective travel mode. Where Directors are driving, they should travel together when it is reasonable to do so. Receipts must be submitted to the Treasurer.
- 1.11.6 When meals are not provided by the conference, each director is allowed the CRA per diem rate for meals. Receipts must be submitted to the Treasurer.

1.0: GOVERNING PROCESS

1.12: POLICY FOCUS: DOCUMENT RETENTION AND DESTRUCTION

1.12.1 Meeting Minutes

- 1.12.1.1 Secretary will be responsible for holding the meeting minutes for the past 12 months.
- 1.12.1.2 The organization will retain copies of all meeting minutes in digital format; to be stored on the cloud (eg. Google Drive) or on a portable drive (eg. thumb drive).

1.12.2 Financial Records

- 1.12.2.1 Treasurer will be responsible for holding the past 10 years of financial records of the organization.
- 1.12.2.2 The organization will retain copies of all financial records in digital format; to be stored on the cloud (eg. Google Drive) or on a portable drive (eg. thumb drive).
- 1.12.2.3 The organization will destroy, through shredding or burning, financial records older than 10 years, once said records are confirmed to be digitally stored.

1.0: GOVERNING PROCESS

1.13: POLICY FOCUS: DUAL ROLES

- 1.13.1 This policy establishes guidelines to address the unique dynamics, potential conflicts of interest, and role clarity when an individual serves as both a board member and an employee within the organization.
- 1.13.2 This policy applies to any individual who simultaneously holds a position as a member of the board of directors and an employee of the organization.
- 1.13.3 To be effective, this policy requires that the roles of a board member, including the executive officers, and the role of the employee are clearly defined:
 - 1.13.3.1 The role of a Board Member is defined in Policy 1.2 - The Board's Role.
 - 1.13.3.2 The role of Executive Officers are defined in Policies 1.5 - Role of the President and 1.6 - Other Executive Officers Roles.
 - 1.13.3.3 The job description for the Manager can be found in the LVCC Board Google Shared Drive under Administration/Human Resources
 - 1.13.3.4 Other employee job descriptions can be found in the LVCC Operations Google Shared Drive under Administration/Human Resources
- 1.13.4 Any dual-role individual is required to disclose any potential or perceived conflicts of interest arising from their dual roles immediately to the board.
- 1.13.5 Board members who are also employees must recuse themselves from discussions and decisions directly related to their employment, such as compensation, performance evaluations, and disciplinary actions.
- 1.13.6 The dual-role individual must have a clear reporting structure for their employee role which is distinct from their board responsibilities.
- 1.13.7 Management must treat the individual in their employee role without favoritism or bias arising from their board position.
- 1.13.8 Employee compensation, benefits, and performance evaluations must align with the organization's standard policies.

- 1.13.9 Dual-role individuals may participate in strategic board decisions (discussion and voting) unrelated to their employment. They are prohibited from voting on matters that pose a conflict of interest, such as decisions affecting their own job role.
- 1.13.10 Confidentiality and boundaries are integral to ensure that information obtained in either capacity of the dual-role individual is not used for the wrong purposes. As such:
- 1.13.10.1 Information obtained in the capacity of an employee must not be used for board purposes unless explicitly authorized by the person the information was obtained from.
 - 1.13.10.2 If an employee is approached by a community member regarding board matters, the employee will provide the community member with alternative ways to communicate with the Board as a whole.
 - 1.13.10.3 Similarly, sensitive board discussions must remain confidential and separate from employee-related activities.
 - 1.13.10.4 With a dual-role employee, board members and employees must communicate with the dual-role employee through the appropriate email accounts. For example, board communications would go to their board email account (first initial last name) and operations communications would go to their employee email account (example, manager@lvcc.ca, maintenance@lvcc.ca)
- 1.13.11 Except if the dual-role individual is filling the Manager position, the performance of the individual in their employee role must be evaluated by their director supervisor or another designated authority, not by the board as a whole. Regardless of the employee role being filled, performance in the board member role will be assessed separately as a part of board evaluations.
- 1.13.12 This policy will be reviewed annually to ensure its effectiveness and relevance. Feedback from stakeholders will be sought to address any emerging issues related to dual roles.
- 1.13.13 Any breaches of this policy will be addressed promptly by the board. Repeated or serious violations may result in the individual being required to relinquish one of the roles to prevent further conflict.

1.0: GOVERNING PROCESS

1.14: POLICY FOCUS: BOARD MISCONDUCT

- 1.14.1 This policy establishes the expectations for ethical conduct of board members and outlines procedures for addressing misconduct to maintain integrity, accountability, and trust within LVCC.
- 1.14.2 Board misconduct includes, but is not limited to:
 - 1.14.2.1 Ethical violations: conflicts of interest, self-dealing, or abuse of power.
 - 1.14.2.2 Financial misconduct: fraud, misappropriation of funds, or improper financial reporting.
 - 1.14.2.3 Behavioral misconduct: harassment, discrimination, or any actions that harm LVCC's reputation.
 - 1.14.2.4 Noncompliance: violating bylaws, policies, or regulatory obligations.,
 - 1.14.2.5 Neglect of duties: consistently missing meetings, failing to fulfill board responsibilities, or undermining board decisions.
- 1.14.3 Any board member, employee, or stakeholder may report alleged misconduct. Reports should be made in writing to a member of the Board Executive or a designated Ethics Committee.
- 1.14.4 Investigations into alleged misconduct will be performed as follows:
 - 1.14.4.1 The Board, excluding the excused, or Ethics Committee will review the complaint within 7 days.
 - 1.14.4.2 If the complaint is deemed credible, an investigation committee will be formed.
 - 1.14.4.3 If an investigation is launched:
 - 1.14.4.3.1 The accused member will be notified and given an opportunity to respond.
 - 1.14.4.3.2 Interviews may be conducted with relevant individuals.
 - 1.14.4.3.3 Mediation, financial or legal experts may be consulted if necessary. The Board will ensure that there are funds in reserve to cover the costs of such experts.

1.14.4.3.4 The findings will be presented to the Board and the Board will determine the appropriate course of action. Possible actions include:

- Warning or reprimand for minor infractions.
- Suspension of board duties during investigation
- Removal from the board if misconduct is confirmed.
- Legal action if laws are violated.

1.14.4.3.5 Appropriate communication will be made to the membership regarding the instance.

1.14.4.4 The accused member may submit a written appeal within 14 days of the decision. An independent panel or the full Board (excluding the accused) will review the appeal.

1.14.5 All reports, investigation notes, and resolutions will be documented and securely stored.

1.0: GOVERNING PROCESS

1.15: POLICY FOCUS: ANTI-HARASSMENT

- 1.15.1 This policy focuses on LVCC’s commitment to fostering a harassment-free place where all volunteers, members, guests, and employees/contractors are treated with respect and dignity. The *Canadian Human Rights Act* protects persons from harassment based on race, national or ethnic origin, skin colour, religion, age, gender, sexual orientation, marital status, family status, socioeconomic status, disability, or pardoned conviction.
- 1.15.2 Harassment at the Hall and grounds, or in any LVCC related matter, is not tolerated. Persons who are found to have harassed another individual may be subject to disciplinary action. This includes any person who: interferes with the resolution of a harassment complaint; retaliates against an individual for filing a harassment complaint; or files an unfounded harassment complaint intended to cause harm.
- 1.15.3 This policy applies to
 - 1.14.2.1 all Board directors, members, guests, and employees/contractors of LVCC;
 - 1.14.2.2 all job applicants;
 - 1.14.2.3 all behaviour that is in some way connected to work and activities/events, including during off-site and electronic meetings, training, and on business trips.
- 1.15.4 For the purposes of this policy, harassment is defined as offending or humiliating someone physically or verbally; threatening or intimidating someone; or making unwelcome jokes or comments about someone’s race, national or ethnic origin, skin colour, religion, age, gender, sexual orientation, marital status, family status, socioeconomic status, disability, or pardoned conviction.
- 1.15.5 For the purposes of this policy, sexual harassment is defined as offensive or humiliating behaviour that is related to a person’s gender; behaviour of a sexual nature that creates an intimidating, unwelcome, hostile, or offensive environment; or behaviour of a sexual nature that could reasonably be thought to put sexual conditions on a person’s job or employment opportunities.
- 1.15.6 As the governing body, the LVCC Board of Directors is responsible for:
 - 1.15.6.1 providing all persons a harassment-free community hub;
 - 1.15.6.2 ensuring that this policy is applied in a timely, consistent, and confidential manner;

- 1.15.6.3 responding to allegations of harassment;
 - 1.15.6.4 determining what corrective action is appropriate where a harassment complaint has been made;
 - 1.15.6.5 the administration of this policy; and
 - 1.15.6.6 making necessary adjustments to ensure that this policy meets the needs of the organization through an annual policy review.
- 1.15.7 Individual Board members are responsible for:
- 1.15.7.1 fostering a harassment-free environment and setting an example about appropriate behaviour;
 - 1.15.7.2 communicating the process for investigating and resolving harassment complaints;
 - 1.15.7.3 dealing with harassment situations immediately upon becoming aware of them, whether or not a harassment complaint has been made;
 - 1.15.7.4 taking appropriate action during a harassment investigation, including separating the parties to the harassment complaint; and
 - 1.15.7.5 ensuring harassment situations are dealt with in a sensitive and confidential manner.
- 1.15.8 Volunteers (including Board members), members, guests, employees, and contractors are responsible for:
- 1.15.8.1 treating others with respect;
 - 1.15.8.2 reporting harassment to the LVCC Board and/or Manager; and
 - 1.15.8.3 cooperating with a harassment investigation and respecting confidentiality related to the investigation process.
- 1.15.9 Everyone can expect:
- 1.15.9.1 to be treated with respect;
 - 1.15.9.2 that reported harassment will be dealt with in a timely, confidential, and effective manner;
 - 1.15.9.3 to have their rights to a fair process and to confidentiality respected during a harassment investigation; and

1.15.9.4 to be protected against retaliation for reporting harassment or cooperating with a harassment investigation.

1.15.10 Procedure for handling a harassment complaint:

1.15.10.1 A person may file a harassment complaint by contacting any member of the Board of Directors or the Manager. The complaint may be verbal or in writing. If the complaint is made verbally, the board member or Manager will record the details provided by the person. The person should be prepared to provide details such as what happened; when it happened; where it happened; how often; and who else was present.

1.15.10.2 Complaints should be made as soon as possible but not later than within one year of the last incident of perceived harassment, unless there are circumstances that prevented the person from doing so.

1.15.10.3 The board member or Manager will tell the person that the harassment complaint has been made against, in writing, that a harassment complaint has been filed. The letter will also provide details of the allegations that have been made against them.

1.15.10.4 Every effort will be made to resolve harassment complaints within 30 days. The board member or Manager will advise both parties of the reasons why, if this is not possible.

1.15.11 If either party to a harassment complaint believes that the complaint is not being handled in accordance with this policy, they should contact the Board of Directors.

1.15.12 If the complaint is a criminal matter, the board member or Manager receiving the complaint will advise the complainant to contact the RCMP. The person being accused will be suspended from membership and/or banned from the premises until the legal action is resolved.

1.15.13 If the complaint is not a criminal matter, these are the procedures LVCC will follow upon receipt of a harassment complaint (***a proper procedure document needs to be created***):

1.15.13.1 Mediation. Wherever appropriate and possible, the parties of the harassment complaint will be offered mediation prior to proceeding with a harassment investigation. The mediator will be a neutral person agreed upon by both parties. The mediator will not be involved in investigating the complaint. Each party to the complaint has the right to be accompanied and assisted during mediation sessions by a person of their choosing.

1.15.13.1.1 Mediation is voluntary and confidential. It is intended to assist that parties to arrive at a mutually acceptable resolution to the harassment complaint.

1.15.13.2 Investigation. If mediation is inappropriate or does not resolve the issue, a harassment investigation will be conducted. All investigations will be handled by an individual who has the necessary training and experience. In some cases, an external consultant may be engaged for this purpose. The investigator will interview the person who made the complaint, the person the complaint was made against, and any witnesses that have been identified. All people who are interviewed will have the right to review their statement, as recorded by the investigator, to ensure its accuracy.

1.15.13.3 Substantiated Complaint. If a harassment complaint is substantiated, the Board will decide what action is appropriate. Both parties to the complaint will be advised, in writing, of the decision.

1.15.13.3.1 Remedies for the person who was harassed may include:

- an oral or written apology

1.15.13.3.2 Corrective action for the person found to have engaged in harassment may include:

- a reprimand;
- suspension or termination of contract;
- suspension or dismissal from membership in the LVCC

1.15.13.3.3 If a board member is found to have had a harassment complaint against them substantiated, refer to Policy 1.14 - Board Misconduct for corrective action.

1.15.14 All parties to a harassment complaint are expected to respect the privacy and confidentiality of all other parties involved and to limit the discussion of a harassment complaint to those that need to know.

1.15.15 The LVCC Board of Directors and all individuals involved in the harassment complaint process will comply with all requirements of British Columbia's *Personal Information Protection Act (Private Sector)*. This legislation applies to any private sector organization (such as a business or corporation, union,

political party, and not-for-profit) that collects, uses, and discloses personal information of individuals of BC.

- 1.15.16 Individual Board members will sign an acknowledgement that they have read and understand this policy and that they agree to abide by this policy. Any individual board member who refuses to do so will be removed from the Board of Directors.

1.0: GOVERNING PROCESS

1.16: POLICY FOCUS: CONFLICT OF INTEREST

- 1.16.1 The purpose of this policy is to protect the Lardeau Valley Community Club's interests when it is considering taking an action, or entering into a transaction, that might benefit the private interests of a director, officer, or key person; result in the payment of excessive compensation to a director, officer, or key person; or otherwise violate provincial and federal laws governing conflicts of interest applicable to non-profit organizations.
- 1.16.1.1 For the purposes of this policy, the term key person is defined as a person, other than a director or officer, whether an employee or volunteer of LVCC, who:
- has responsibilities, or exercises powers or influence over LVCC as a whole similar to the responsibilities, powers, or influence of directors and officers;
 - manages LVCC, or a segment of LVCC that represents a substantial portion of the activities, assets, income, or expenses of LVCC; or
 - alone or with others controls or determines a substantial portion LVCC's capital expenditures or operating budget.
- 1.16.2 As a non-profit organization, LVCC is accountable to both government agencies and members of the Society for responsible and proper use of its resources. Directors, officers, contractors, and employees have a duty to act in the Society's best interests and may not use their positions for their own financial or personal benefit.
- 1.16.3 This policy applies to all directors, officers, employees, and contractors. Since the LVCC supports the activities of a small, rural, and isolated community, LVCC recognizes that there will be challenges around this policy in terms of transactions with friends and family members who reside in the community.
- 1.16.4 A conflict of interest shall be defined as the material gain of a director and/or his or her personal or professional associates, including, but not limited to, family members, friends, business associates, or other organizations the director, officer, or key person may belong to.
- 1.16.5 A potential conflict is not necessarily a conflict of interest. A person has a conflict of interest only if the LVCC Board of Directors decides, pursuant to this policy, that a conflict of interest exists. If the board cannot agree whether a conflict of interest exists, it may be brought to the members or the Ethics Committee for discussion. ***(need to form Ethics Committee)***
- 1.16.6 Potential conflicts of interest include situations in which a director, officer, or key person or that person's relative or business:

- 1.16.6.1 has an ownership or investment interest in any third party that the Society deals with or is considering dealing with;
- 1.16.6.2 serves on the board of, participates in the management of, or is otherwise employed by or volunteers with any third party that the Society deals with or is considering dealing with;
- 1.16.6.3 receives or may receive compensation or other benefits in connection with a transaction into which the Society enters;
- 1.16.6.4 receives or may receive personal gifts or loans from third parties dealing with the Society;
- 1.16.6.5 serves on the Board of Directors of another nonprofit organization that is competing with the Society for a grant or contract;
- 1.16.6.6 has a close personal or business relationship with a participant in a transaction being considered by the Society; or
- 1.16.6.7 would like to pursue a transaction being considered by the Society for their personal benefits.
- 1.16.6.8 1.16.6.1-1.16.6.7 above is not an exhaustive list of what could constitute a potential conflict of interest. In situations where you are uncertain, err on the side of caution and disclose the potential conflict as set forth in this policy.
- 1.16.7 Potential conflicts of interest must be disclosed as soon as the person is aware of them and always before any actions involving the potential conflict are taken. Potential conflicts of interest will be recorded in the minutes when disclosed.
- 1.16.8 All directors are required to disclose potential conflicts of interest at the first board meeting following the AGM they are elected at.
- 1.16.9 After the disclosure of a potential conflict of interest and after gathering relevant information from the concerned director, officer, or key person, the Board of Directors shall, in a closed meeting, determine whether there is a conflict of interest. The director, officer, or key person shall not be present for deliberation or vote on the matter and must not attempt to influence the determination of whether a conflict of interest exists.
- 1.16.10 In determining whether a conflict of interest exists, the Board of Directors shall consider whether the potential conflict of interest would cause a transaction entered into by the Society to raise questions of bias, inappropriate use of the Society's assets, or any other impropriety.

1.16.11 The Society may not enter into a related party transaction unless, after good faith disclosure of the material facts by the director, officer, or key person, the Board or a committee authorized by the Board determines that the transaction is fair, reasonable, and in the Society's best interests at the time of such determination.

1.16.11.1 A related party is defined as:

- (a) a director, officer, or key person of the Society or any affiliate of the Society; or
- (b) a relative of any individual described in (a); or
- (c) an entity in which any individual described in (a) or (b) has an ownership or beneficial interest of 35% or more, or in the case of a partnership or professional association, a direct or indirect ownership interest in excess of 5%

1.16.11.2 A related party transaction is defined as a transaction, agreement, or other arrangement in which a related party has a financial interest and in which the Society or any affiliate of the Society is a participant.

1.16.11.3 If the related party has a substantial financial interest, the Board or authorized committee shall:

- prior to entering into the transaction, consider alternative transactions to the extent available;
- approve the transaction by a vote of not less than a majority of the directors present at the meeting; and
- document in writing the basis for its approval, including its consideration of any alternative transactions.

1.16.12 The minutes of any Board meeting at which a matter involving a conflict of interest or potential conflict of interest was discussed or voted upon shall include:

- the name of the party and the nature of the potential interest;
- the decision as to whether the interest presented a conflict of interest;
- any alternatives to a proposed contract or transaction considered by the Board;
- if the transaction was approved, the basis for the approval; and
- a record of the vote.

2.0: BOARD - MANAGER RELATIONSHIP

2.1: POLICY FOCUS: DELEGATION TO THE MANAGER

- 2.1.1 The tasks of implementation and operational policy development, based on Board policies, belong to the Manager and:
 - 2.1.1.1 The Board delegates the authority to the Manager to operate the organization under its jurisdiction according to its policies.
 - 2.1.1.2 The Board will make policies in consultation with the Manager regarding finances and programs.
 - 2.1.1.3 The Board delegates to the Manager authority on all operational decisions within its jurisdiction.
- 2.1.2 The Manager will implement the policies of the Board within existing legislation.
- 2.1.3 Authority to staff is granted through the Manager and staff authority and accountability is wholly vested in the Manager.
- 2.1.4 Results to be achieved by the Manager are set out in the Board's Outcomes/Results policies.
- 2.1.5 The parameters that guide the actions and behaviors of the Manager are specified within the Operational Constraints policies.
- 2.1.6 To operate effectively in realizing the directions and guidelines set out by its policies, the Board authorizes the Manager to establish all further policies, make relevant and necessary decisions, develop and implement activities and actions such that they will be considered to be consistent with any reasonable interpretation of the Board's policies.
- 2.1.7 It is the Board's prerogative to change the latitude of choices given to the Manager, but it is obligated to respect and support the Manager's decisions and choices made under delegations that are in place, unless in the Board's view, those decisions are in violation of established Board policies.
- 2.1.8 Authority over the Manager is held by the whole Board, not individuals, committees/task forces or Board officers. These may request information or assistance from the Manager but s/he may refuse these if in his/her judgment the request is disruptive or requires staff time or dollars not allocated for these requests.
- 2.1.9 Although the Manager may request the advice or perspective of the Board on a matter, s/he is not obligated to follow the given advice, nor is s/he expected or obligated to treat the advice as the wishes or decision of the Board, unless otherwise specified by the Board.

2.0: BOARD - MANAGER RELATIONSHIP

2.2: POLICY FOCUS: MANAGER - BOARD REPORTING

- 2.2.1 Clear lines of communication and reporting are essential for a smooth flow of information and feedback between the Manager and the Board. Accordingly, the Board and the Manager will adhere to the following principles and procedures:
 - 2.2.1.1 The Manager reports to the Board as a whole.
 - 2.2.1.2 Authority over the Manager is held by the whole Board, not individuals, committees/task forces or Board officers.
 - 2.2.1.3 Should the Manager wish to submit information to, or obtain clarification from the Board s/he should communicate to the Board in an approved manner outlined in Policy 4.1.
- 2.2.2 The Manager is not restricted from using the expert knowledge of any Board member.

2.0: BOARD - MANAGER RELATIONSHIP

2.3: POLICY FOCUS: JOB OF THE MANAGER

- 2.3.1 As the Board's single official link to the operating organization, the Manager is accountable for all organizational performance and exercises all authority transmitted into the organization by the Board. The Manager performance will be considered to be synonymous with organizational performance as a total. The product or results of the Manager's performance will be considered to be in the following three areas:
- 2.3.1.1 Accomplishment of the Board's strategic plan on OUTCOMES/RESULTS and other goals clearly outlined at the beginning of the year or throughout the year during periodic staff meetings.
 - 2.3.1.2 Operation within the guidelines and boundaries set out in the Board's policies on Operational Constraints.
 - 2.3.1.3 Compliance with legislation.
- 2.3.2 The Manager will, in partnership with the Board, direct fundraising efforts for the Society and should not perform fundraising duties or act as a spokesperson for any other organization without Board approval.

2.0: BOARD -MANAGER RELATIONSHIP

2.4: POLICY FOCUS: MANAGER PERFORMANCE REVIEW

- 2.4.1 The Board considers Manager performance and organizational performance to be one and the same. The monitoring and evaluation of Manager performance will be against operational policies, strategic plan goals and any other identified goals. Any Board evaluation of Manager performance, shall be based on these criteria provided in writing each calendar year.

- 2.4.2 The Board will conduct a formal Manager performance evaluation annually in November of each year and, at a minimum, one informal performance review during the calendar year. The Board will establish a formal process, timeframe and criteria for this function. The Manager must be informed, in advance, of the performance criteria that will be used, and these must not vary from the policies of the Board identified in 2.4.1. In the circumstance where a new goal is added, the Manager shall be notified in writing and the criteria shall be added to the performance metric within 15 days.

- 2.4.3 The Manager shall be notified in writing of any wage increase in relation to the formal performance review before the end of the calendar year. The wage increase will take effect in the new calendar year.

2.0: BOARD -MANAGER RELATIONSHIP

2.5: POLICY FOCUS: MANAGER RECRUITMENT, SELECTION, TERMINATION & COMPENSATION

- 2.5.1 The Manager is the only staff person who is selected by and reports to the Board. As the Manager is the only person to whom the Board delegates the authority to achieve the organizational Vision/Outcomes, it is essential that the Board employ and compensate accordingly an individual in whom they have the utmost confidence and trust. Accordingly, the Board will:
- 2.5.1.1 Adhere to fair and equitable employment standards and practices.
 - 2.5.1.2 Establish the criteria and qualifications they require of someone filling the position of Manager.
 - 2.5.1.3 Agree on the process that will be used to recruit, screen, interview, select and engage an individual from among qualified candidates.
 - 2.5.1.4 At their discretion, appoint a task force of the Board for the candidate recruitment, preliminary screening process, and interview the short-listed candidates that most closely satisfy the Board's requirements.
 - 2.5.1.5 The Board as a whole will select the candidate to whom an offer of employment will be made.
 - 2.5.1.6 The Board will establish a compensation package for the Manager that:
 - 2.5.1.6.1 Enables it to attract and engage a senior executive with the qualifications, experience and competence required for the position;
 - 2.5.1.6.2 Is competitive for similar positions in comparable circumstances; clearly establishes the process and criteria for increases during the period of the Manager's contract; and,
 - 2.5.1.6.3 Satisfies guidelines, regulations and legislation imposed by the Government of British Columbia.
 - 2.5.1.7 Conduct an Manager performance review annually and make or not make appropriate adjustments to his/her compensation based on the outcome of the review and the requirements set out in the contract.
 - 2.5.1.8 Inform the Manager, at the beginning of each year, of the Manager review and evaluation process that will be followed, and of the

criteria that will be used for assessing performance and making adjustments to his/her compensation.

- 2.5.2 A decision to alter the Manager's contractual arrangement with the Board must be made by the whole Board.
- 2.5.3 A decision to end the Manager's employment with the Board must be made by the Board as a whole and not by an individual or task force/committee acting on behalf of the Board.

3.0: OPERATIONAL CONSTRAINTS

3.1: POLICY FOCUS: EMPLOYEE RELATIONS

- 3.1.1 With respect to personnel, paid and volunteer, the Manager will:
 - 3.1.1.1 Treat all personnel fairly and equitably;
 - 3.1.1.2 Ensure that individual job performance will be the primary basis for advancement or discipline among personnel.
 - 3.1.1.3 Be proactive in protecting personnel from unsafe or unhealthy conditions in the workplace.
 - 3.1.1.4 Ensure that the Board is informed of all changes in the personnel of the organization.
 - 3.1.1.5 Ensure that all employees will respect the communication protocols established by and set out in Policy Section 4.0.
 - 3.1.1.6 Ensure that personnel are informed of Board and organizational policies.
 - 3.1.1.7 Respect the skill and talents of personnel and ensure personnel participation in planning and contributing to the fulfillment of the mission of the organization through periodic staff meetings, at a minimum on a quarterly basis.
 - 3.1.1.8 Ensure that harassment in any form will not be practiced or tolerated in the organization complying with all regulatory legislative policies regarding employment standards as well as Policy 1.15 - Anti-Harassment.
 - 3.1.1.9 Ensure during any hiring process that there is no discrimination based on race, nationality, religion, colour, age, marital status, sexual orientation, gender identity, ethnic or national origin, political affiliation or physical limitations. Candidates will be selected on merit, ability, competencies, experience, satisfactory employment references, criminal record check, if applicable, and past work performance.

3.0: OPERATIONAL CONSTRAINTS

3.2: POLICY FOCUS: FINANCIAL PLANNING/BUDGETING

- 3.2.1 Annual operational budgeting for any fiscal period will substantially follow the Board Outcomes/Results priorities, show a generally acceptable level of foresight and will not place the organization at financial risk. Accordingly, the Manager will:
- 3.2.1.1 Ensure the provision of operational and capital financial plans which contain sufficient detail to enable accurate projection of revenues and expenses, separation of capital and operational items, cash flow and subsequent audit trails, and disclosure of planning assumptions.
 - 3.2.1.2 Ensure that the budget is derived from the organization's strategic and operational plans.
 - 3.2.1.3 Include within the budget sufficient funds annually for Board prerogatives such as costs of fiscal audit, Board development, Board and task force meetings and Board legal fees as provided by the Board.
 - 3.2.1.4 Present a balanced budget unless authorized otherwise by the Board.
 - 3.2.1.5 Submit to the Board for its consideration and discussion, prior to the October board meeting, the proposed operating and capital budgets for that fiscal year.

3.0: OPERATIONAL CONSTRAINTS

3.3: POLICY FOCUS: FINANCIAL MANAGEMENT

- 3.3.1 With respect to the actual, ongoing management of the organization's financial health, the Manager will keep the organization fiscally sound. Accordingly, the Manager will:
- 3.3.1.1 Substantially maintain Board approved financial plans/budgets.
 - 3.3.1.2 Maintain cash flow in an amount needed to settle payroll and debts in a timely manner.
 - 3.3.1.3 Pay or file all taxes and other government-ordered payments in a timely and accurate manner.
 - 3.3.1.4 Allocate funds to substantially maintain Board priorities in the Board's OUTCOMES/RESULTS policies.
 - 3.3.1.5 Report to the Board any projected budget shortfall, within 15 days and be governed by their direction.
 - 3.3.1.6 Request Board approval for any excess or unexpected expenditures not within budget.
 - 3.3.1.7 Ensure that any expenditure of, or commitment that would require an expenditure of, an amount greater than \$1,000.00 must have prior approval of the Board.
 - 3.3.1.8 Make expenditures within the following parameters:
 - 3.3.1.8.1 Any new goods or services costing more than \$1,000.00, or of duration lasting longer than one year with a minimum total cost of \$1,000.00, shall require a request for proposal. The advertising of such request for proposal shall be at the discretion of the Manager, however, the Manager shall give general notice of the competition by posting in the office, on the website or by bulk email.
 - 3.3.1.8.2 Any goods or services costing more than \$1,000.00 must solicit quotes from at least three providers of the service or goods and the BOARD shall choose the successful provider.
 - 3.3.1.8.3 Any goods or services costing less than \$1,000.00 may be purchased by way of contract or invoice at the discretion of the Manager.

- 3.3.1.8.4 Selection of providers of goods or services may be determined having regard to the provider that gives the best value to LVCC.
- 3.3.1.9 Seek Board approval prior to the use of any Reserve Funds.
- 3.3.1.10 Will submit to the Board on a quarterly basis, a financial statement that summarizes the financial condition of the organization to date and indicates the level of compliance with the Board's financial planning/budgeting and financial management policies.
- 3.3.1.11 Ensure that organization-issued cheques have two signatures; that of the Manager and a director of the Board, or two directors of the Board, with designated signing authority.
- 3.3.1.12 Will follow generally accepted bookkeeping and accounting principles with respect to the financial management practices and procedures of the organization.

3.0: OPERATIONAL CONSTRAINTS

3.4: POLICY FOCUS: RISK MANAGEMENT - ASSETS

- 3.4.1 The Manager will engage in risk management practices that prevent LVCC's assets from becoming unprotected, inadequately maintained or unnecessarily risked. Accordingly, they will take appropriate steps to:
 - 3.4.1.1 Maintain in force at all times an "All Risk" insurance policy for 100% replacement value of the contents, equipment, and buildings of LVCC.
 - 3.4.1.2 Protect property, plant and equipment from improper wear and tear or insufficient maintenance.
 - 3.4.1.3 Protect the organization, its Board or staff from claims of liability through commercial general liability and Directors and Officers Liability insurance; and review annually.
 - 3.4.1.4 Ensure that all expenditures or commitments to make expenditures comply with Board policies.
 - 3.4.1.5 Receive, process and disburse funds under controls sufficient to meet the Board-appointed auditor's standards.
 - 3.4.1.6 Acquire, encumber and dispose of real property and equipment in accordance with Board guidelines - see Asset Management Plan.
 - 3.4.1.7 Ensure that there are adequate controls in place to protect the organizations' assets - see Board Risk Management Plan.
 - 3.4.1.8 Develop an inventory list of assets and assign value to anything over \$250. The list will be updated annually. The kitchen requires a full inventory list regardless of cost of items.

3.0: OPERATIONAL CONSTRAINTS

3.5: POLICY FOCUS: EMERGENCY MANAGER REPLACEMENT

- 3.5.1 The Manager will ensure that at least one Board executive and one staff member are familiar with Board and Manager issues and processes.
- 3.5.2 The Board will appoint a temporary replacement in the event of sudden loss of the Manager's services.
- 3.5.3 In the event that the Board appoints a replacement from within the Board itself, refer to Policy 1.13 - Dual Roles.

3.0: OPERATIONAL CONSTRAINTS

3.6: POLICY FOCUS: EMPLOYEE SALARY AND PERQUISITES

- 3.6.1 With respect to employment and compensation to employees, consultants, contract workers and volunteers, the Manager will avoid financial risk or negative public image. Accordingly, the following will require Board approval:
- 3.6.1.1 A change in his or her own compensation.
 - 3.6.1.2 Any adjustments to the budget pertaining to employment.
 - 3.6.1.3 Establishing compensation which deviates materially from the geographic or professional market for the skills employed in similar types of service sectors, except where necessary to provide pay equity within the policies of the Board.
 - 3.6.1.4 Placing management personnel or employees in a supervisory role directly above an immediate family member.
 - 3.6.1.5 Following the annual formal performance review process, any compensation increases more than 5%.
 - 3.6.1.6 Compensation increases outside of the annual formal performance review process, including the issuance of bonuses.

3.0: OPERATIONAL CONSTRAINTS

3.7: POLICY FOCUS: COMPENSATION - CONTRACTORS

- 3.7.1 With respect to contracting services to consultants, specialists, contract workers, and volunteers, the Manager will preserve the fiscal integrity and public image of the Board. Accordingly, the Manager will ensure that:
 - 3.7.1.1 All agreements that extend beyond six months or the defined terms of an approved project will have Board approval prior to execution.
 - 3.7.1.2 Any conflict of interest with respect to contractual responsibility is referred to the Board.
 - 3.7.1.3 They will not use their position to obtain employment within the organization for family members or close associates.
 - 3.7.1.4 They withdraw from the part of any employment selection and engagement process which involves a member of the Manager's family or private business associates.
 - 3.7.1.5 All agreements entered into by LVCC are signed and agreed to by all parties. For contracts over \$1,000 a Board approved signatory, usually the President, needs to sign in addition to the Manager.

3.0: OPERATIONAL CONSTRAINTS

3.8: POLICY FOCUS: PHILOSOPHY OF MANAGEMENT/LEADERSHIP

- 3.8.1 The Board believes that the staff and volunteers of the organization are a talented and rich resource that make a significant contribution to their areas of responsibility and that also possess knowledge, creativity, and experience that can be of benefit to achieving the vision and outcomes of LVCC. Accordingly, the Manager will:
- 3.8.1.1 Create an organizational culture and environment that provides opportunities for staff and volunteers to contribute their talent, knowledge and expertise to organization or system-wide planning and decision making.
 - 3.8.1.2 Foster a positive and cooperative staff/management relationship that emphasizes collaboration, partnership and mutually beneficial problem solving and decision making.
 - 3.8.1.3 Develop an organizational structure that is open and addresses the management and administrative needs of the organization and that is characterized by flexibility, fiscal prudence, relevance to function and that places decision making authority in the hands of those people who have the responsibility and accountability for the consequences of the decisions.
 - 3.8.1.4 Engage in decision making practices that are based on the best available evidence and consultation and input from those most likely to be affected or impacted by the decisions.
 - 3.8.1.5 Create an organizational culture and environment characterized by open, honest and effective communication; trust and mutual respect among all persons working in the organization; and, a sense of pride in their work and in being part of an effective and relevant enterprise.

3.0: OPERATIONAL CONSTRAINTS

3.9: POLICY FOCUS: ACCREDITATION

- 3.9.1 The Board recognizes the value of accreditation in strengthening its agencies and services, and in identifying areas that need change.
- 3.9.2 Accordingly, the Manager will pursue appropriate accreditation as approved by the Board.

3.0: OPERATIONAL CONSTRAINTS

3.10: POLICY FOCUS: VOLUNTEERS & FUNDRAISING

- 3.10.1 The Board recognizes the valuable contribution of volunteers in raising funds to assist the organization. The Manager, in concert with the Board, will ensure that funding is directed to approved equipment or facilities.
- 3.10.2 Additional funds may be raised for worthwhile objectives, provided that there is no undue intrusion on LVCC's regular operations, and no excessive use of Board or LVCC resources. Accordingly, the Manager will ensure that:
 - 3.10.2.1 The object of fundraising by volunteers acting on behalf of LVCC will be in accordance with policies, goals and objectives approved by the Board.
 - 3.10.2.2 Expenditures of funds will be in keeping with the stated purposes for which they were raised.
 - 3.10.2.3 All disbursement of the funds will be made by cheque signed by two authorized signatories.

3.0: OPERATIONAL CONSTRAINTS

3.11: POLICY FOCUS: COMMUNICATION/REPORTING: MANAGER TO THE BOARD

- 3.11.1 With respect to providing information and counsel to the Board, the Manager will provide such information as required so that the Board is adequately informed. Accordingly, the Manager will:
 - 3.11.1.1 Act as the conduit through which personnel may report to the Board.
 - 3.11.1.2 Make every effort to ensure that the Board is not misinformed.
 - 3.11.1.3 Ensure that staff and external points of view on issues are fully communicated to the Board.
 - 3.11.1.4 Ensure that the Board is aware of relevant trends, anticipated adverse media coverage, material external and internal changes and particularly changes in the assumptions upon which any Board policy has previously been established.
 - 3.11.1.5 Submit monitoring data specified by the Board in an accurate and timely fashion.
 - 3.11.1.6 Except for fulfilling individual requests for information, deal with the Board as a whole.
 - 3.11.1.7 Submit to the Board information and advice that:
 - 3.11.1.7.1 Is objective and timely.
 - 3.11.1.7.2 Has no significant gaps in completeness and accuracy.
 - 3.11.1.7.3 In matters of material importance, will allow the Board to make informed choices from the options available to it.
 - 3.11.1.8 Comply with requests for information from the Board as a whole.
 - 3.11.1.9 Report actual or anticipated noncompliance with any policy of the Board.

4.0: COMMUNICATION

4.1: POLICY FOCUS: COMMUNICATION - INTERNAL AND EXTERNAL

- 4.1.1 The telephone inside the hall is for board member and staff use only. Community members have access to the KIN VOIP phone located at the main entrance.
- 4.1.2 Internet service is provided by the Kaslo InfoNet Society (KiN) in exchange for housing their server room and WiFi tower on the property.
- 4.1.3 Regarding internal communication, board members will adhere to the following provisions:
 - 4.1.3.1 LVCC Board members use LVCC email addresses. Email address format is first initial last name @lvcc.ca. Board members will use their LVCC email addresses to conduct business on behalf of LVCC and with each other as board members. Personal email addresses are not to be used.
 - 4.1.3.2 Board members have 3 days to respond to emails. If emails are time sensitive, sender should put that timeline in the subject line. If a response is required, it should be stated in the body of the email. No response to emails will be read as consent if no response is had.
 - 4.1.3.3 Large topics will be noted for agenda and discussed at board meetings whenever possible to avoid long and multiple emails.
 - 4.1.3.4 Board discussions via instant messaging will be done through Slack. Facebook Messenger, iMessage/SMS, or other untracked methods are not appropriate for discussing LVCC business.
- 4.1.4 Regarding external communications, board members will adhere to the following provisions. These provisions pertain specifically to Board communications to the public. Communication policies for committees are defined in Policy 1.7 - Board Committees.
 - 4.1.4.1 President will endeavour to send board meeting agenda and materials to community one week prior to regularly scheduled board meetings.

- 4.1.4.2 When possible, the Board will endeavour to communicate significant changes, especially on projects more than \$5,000, to the hall and grounds through approved communications in a timely manner. Opportunities for feedback from the membership will be provided before final decisions are made. This could be done via online polling, attendance at the board meeting where the change is being discussed, or at a town hall meeting. If deemed necessary, a General Meeting of the membership will be called.
- 4.1.4.3 Facebook communications should be done through the Lardeau Valley Community Centre page by approved representatives as laid out in Policy 4.2 - Online Communications Policy.

4.0: COMMUNICATION

4.2: POLICY FOCUS: ONLINE COMMUNICATION

- 4.2.1 This policy establishes guidelines for the responsible and professional use of online communication platforms, including email, social media, messaging apps, and virtual collaboration tools. It aims to protect LVCC's reputation, ensure data security, and promote effective communication.
- 4.2.2 This policy applies to all employees, contractors, and representatives who use online communication tools for work-related purposes. It covers:
 - 4.2.2.1 Email and instant messaging (IM) (e.g., company email, Slack)
 - 4.2.2.2 Social media platforms (e.g., Facebook, Instagram)
 - 4.2.2.3 Video conferencing tools (e.g., Zoom, Google Meet)
 - 4.2.2.4 Corporate website, blogs, and online forums.
- 4.2.3 Board members, staff, and volunteers will use professional and respectful language at all times.
- 4.2.4 Board members, staff, and volunteers will not share confidential, proprietary, or sensitive information online.
- 4.2.5 Board members, staff, and volunteers will avoid engaging in harassment, discrimination, or offensive discussions on any platform.
- 4.2.6 Board members, staff, and volunteers will represent LVCC ethically and professionally in all online interactions.
- 4.2.7 The following rules apply to the use of email and instant messaging:
 - 4.2.7.1 Company email will only be used for business-related communications.
 - 4.2.7.2 Do not open or click on suspicious links or attachments to prevent phishing attacks. Report suspicious links and attachments to itsupport@lvcc.ca.
 - 4.2.7.3 Keep messages clear, concise, and free from slang or inappropriate language.

- 4.2.7.4 Use bcc (blind carbon copy) when emailing multiple recipients outside of the organization to maintain privacy.
- 4.2.7.5 Do not use instant messaging of any kind for confidential or sensitive discussions.
- 4.2.8 Employees may identify themselves as part of the organization but must clarify that opinions are their own. Personal opinions are not to be posted on the LVCC website, Facebook page, or any other LVCC affiliated social media. Do not post, share, or comment on confidential, discriminatory, or defamatory content. Personal use of social media should not interfere with work responsibilities.
- 4.2.9 Only authorized personnel may post on behalf of the organization.
- 4.2.10 Authorized personnel will ensure all posts align with LVCC's branding, values, and guidelines and respond to customer inquiries professionally and generally within one business day but no more than 5 business days.