

THUNDER BAY CHILL SOCCER CLUB



BOARD GOVERNANCE POLICY & EXECUTIVE LIMITATIONS

For approved by the Board of Directors in totality at next general meeting.

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Preface

This document provides the Board Policies Manual for Thunder Bay Chill Soccer Club, focusing on both Governance Policies and Board Policies. The Board Policy Manual will incorporate:

Governance Policies - policies by which the Board of Directors will govern Thunder Bay Chill Soccer Club and itself.

Board Policies - the Board's directions to management (Executive Director) on specific topics and themes.

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Section 1 GOVERNANCE FRAMEWORK

Policy Number:	1.1.1 Definitions
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Accessible Soccer is an overarching title for seven internationally recognized soccer versions for athletes with a disability. The seven versions are: Blind 5-a-side soccer, Paralympic 7-a-side soccer, Deaf soccer 11-a-side (and futsal), Special Olympics soccer, Learning Disability (Autistic) soccer, Power chair soccer and Amputee soccer. Each version provides a World Championship.

Acceptable Proof of Age shall mean a birth certificate, passport, driver's license, Ontario Photo health card, and baptismal certificate.

Administrative or Financial Directives of a Governing Organization shall mean the directives placed in the governing organization's By-Laws or policies that define the administrative or financial criteria that a member must meet to be declared to be "In Good Standing" at a general meeting of the governing organization.

Administrator shall mean an individual who is registered with Ontario Soccer to be responsible for one or more of the functions required to operate a Governing Organization.

Affiliation shall mean the annual process that the organization shall complete with their Governing Organizations – Ontario Soccer & Canada Soccer.

Appeal shall mean the process followed in accordance with Governing Documents when an individual wishes to challenge a decision of the Organization.

Appeal Hearing Panel shall mean a group consisting of a minimum of three persons who are appointed by the Governing Organization to judge an Appeal in accordance with the Organization and Ontario Soccer Policies and Procedures on Appeals.

Appellant shall mean the individual appealing a decision of a Governing Organization.

Appeals Committee shall mean a group of individuals either appointed or elected by the Governing Organization to consider all requests for "Leave to Appeal" and, where Leave to Appeal is granted, to appoint an Appeal Hearing Panel to hear any appeals that fall under the authority of the Governing Organization.

Approved by the Membership shall mean the adoption of a motion by most of the votes cast by delegates present at a General Meeting.

Auditor shall mean the organization that annually audits the accounts of the Organization and ascertains the correctness of the Financial Statement of the Organization.

Board of Directors refers to the Board of Directors as the governance body of the Thunder Bay Chill Soccer Club, undertaking actions, decisions, etc. as a corporate body.

Board Policy is a statement that provides for a defined issue or topic, the Board of Directors' intent and direction on that issue or topic to management. The following inputs constitute a Board Policy's content:

- i. Purpose and scope of the Board Policy's application and impact.
- ii. Goals, objectives and intended outcomes of the Board Policy, i.e., what is desired / intended.
- iii. Key criteria and other framework components that are intended to influence, impact, shape or otherwise affect a decision or decisions within the policy issue or theme.
- iv. Definition of key terms in the Board Policy so that simple language prevails and the broadest possible understanding by readers and users exists.
- v. Frequency and content framework for Executive Director monitoring reports on each Board Policy.
- vi. Ongoing review process to sustain relevancy, intent, usefulness, and appropriateness, especially in high change operating environments,
- vii. Signed by the Chair and dated to indicate approval.

Case Manager shall mean a Registrant who is responsible for the administration of Discipline/Appeals and Complaints of the Organization. The Case Manager must have Discipline and Appeals Certification. The Case Manager is not a Discipline/Appeals panel member.

Club is a Governing Organization that is affiliated to, and under the authority of a District Association and is established and operates in accordance with Operational Procedure according to the Ontario Soccer Association and Canada Soccer Association. The Club is a registered organization that registers all players, team officials and administrators of the organization and organizes teams.

Club Licensing shall mean a Club Licensing system in accordance with [Canada Soccer's Rules and Regulations](#) directives whose objectives are to safeguard the credibility and integrity of Club competitions, to improve the level of professionalism of soccer in Ontario, to promote sporting values in accordance with the principles of fair play as well as safe and secure match environments, and to promote transparency in the finances, management and control of Clubs.

Coach shall mean any person appointed by the organization to coach a team or programs run by the organization, including any assistant or specialist coaches.

Competition shall mean one or more games organized by a Host and will include exhibition games, tournament games, league games, and cup games.

Complainant shall mean the Party alleging an infraction.

Conflict of Interest shall mean an incompatibility between one's private interests and one's duties as a trustee of a governing organization.

Corporate Responsibilities shall apply to Directors of the Organization. The responsibilities must align with the Corporations Act of Ontario and Club by-laws.

Director shall mean a person who is elected or appointed to serve on the Board of Directors of the Organization.

Discipline Panel shall mean a group consisting of a minimum of three persons one of which is a certified discipline Chair, appointed by a Case Manager on behalf of a Governing Organization to hear a case in accordance with Discipline and Appeals Operating Procedures.

District Association (Soccer Northwest Ontario) shall mean the Governing Organization in each District; affiliated to, and under the authority of Ontario Soccer; consisting of the Clubs which are affiliated to it, and recognized by it, as controlling soccer in their respective Clubs.

Employee shall mean a person who:

- a) Performs work and/or services for the Organization for wages; and
- b) Works for regular pay, with income taxes, unemployment insurance premiums withheld by the employer; and
- c) May have a job description or a written employment agreement with the Organization; and
- d) Provides tasks which are integral to the day-to-day business of the Organization and
- e) Is issued a T4 slip from the Organization.

Executive Director refers to the senior staff leadership position, operating as the Executive Officer and reporting to the Board of Directors as its sole employee.

Futsal is a game played between two teams of five players each, one of whom is the goalkeeper. Unlimited substitutions are permitted, while the ball is in play or out of play. The game is played on a hard-court surface with lines.

Game Types shall mean competition based on specific playing formats, equipment, facilities, and rules of the game.

Gender Equity shall mean the allocation of resources, benefits, opportunities, and entitlements (including power) associated with soccer, fairly and without discrimination based on sex. Gender Equity also means redressing identified imbalances.

Governance The primary role and responsibility of a Board of Directors acting on behalf of its members, sector, community, and stakeholders. Governance is the act of establishing and assessing the effectiveness of the policies, directions, priorities, and use of resources of the organization.

Governance Policies is about the Board's own work and organizational directions. These policies include both the Governance Policy and each policy's aligned procedures. A policy approved by the Board of Directors that directs how the Board will govern the organization, the Board's own directions and processes, and its interactions with its sole employee, the Executive Director.

Grassroots Standards (U4-U12) is a document developed and recommended by Ontario Soccer's Player Development Program in alignment with Canada Soccer and replaces all previous versions of the "Ontario Soccer Player Matrix".

Harassment shall mean any comment, conduct, or gesture directed toward an individual or group of individuals, which is insulting, intimidating, humiliating, malicious, degrading, or offensive. Harassment means inappropriately exerting power over another person. Harassment occurs along a continuum that ranges from mild conduct such as gestures or commands to conduct which may be physical, forceful, and violent. In certain forms, harassment may be a criminal offense.

Indoor Soccer is a game played in an indoor facility with touchlines, walls, or boards. Like the Outdoor game, it can be full-sided (11v11) or small-sided.

Indoor Facility/Operators is/are a predetermined area or place to host the Organization's sanctioned indoor youth and/or adult matches and events.

Long Term Player Development, also known as LTPD, shall mean the Canada Soccer model designed to optimize Canadian excellence and lifelong wellness through soccer.

Not In Good Standing shall mean a registered individual in the Organization shall be deemed Not in Good Standing if their membership status is either suspended or expelled, if they have overdue unpaid fees, dues, or other obligations to the Organization.

Obligation of Loyalty shall mean where a Director through his or her position, or on account of some other significant involvement, with another corporation or organization has a conflict or apparent conflict with his or her required loyalty to the Organization.

Operating Policies is a direction by Thunder Bay Chill Soccer Club Executive Director to all staff and volunteers on how a Board Policy will be implemented operationally within the organization.

Organization refers to the Thunder Bay Chill Soccer Club in an entirety

Outdoor Full-Sided Soccer is a game consisting of eleven players, one of whom is a goalkeeper, who is played on an outdoor field.

Outdoor Small-Sided Soccer is a game played with less than eleven players and which is played on an outdoor field.

Policy shall mean a position statement adopted by the Board of Directors to define the intent of Club's Constitution, or to define an established course of action or behaviour that must be followed.

Pro-Am shall mean a league level referring to involving both professional and amateur registered players.

Procedure shall mean the explicit published guidelines or details required to implement some aspects of a Policy or to cover matters related to administration managed by the Organization.

Published Rule shall mean a Statute, By-Law, Constitution, Rule, Regulation, Policy, Procedure, or Law that is adopted by a Governing Organization.

Recorded Payment shall mean an EFT, cheque or money order made payable to the Organization.

Registered shall mean a current record exists for a named individual in the Ontario Soccer electronic registration system of the registered Organization.

Registered Organization shall mean an organization which registers with Ontario Soccer, as a District Association, League, or Club.

Registrar shall mean the person(s) authorized by the Organization to validate the registration of all its participants on its teams.

Respondent shall mean the Governing Organization which made the decision, which is being appealed at a given Appeal Hearing or the alleged infracting party.

Sanctioned Organization shall mean an active soccer organization that is a registered member of Ontario Soccer or with a member organization.

Soccer Related Activity shall mean any, or all, of the following acts or actions by a Player, Team Official, Game Official, Administrator or Director including, but not limited to:

- a) Coaching players at games and practices, managing, playing, practicing, officiating, or
- b) Acting as an Administrator in any activity that falls under the authority of the Organization and Ontario Soccer by any party either in person or by proxy, or
- c) Representing the Organization at another Governing Organization's meetings or voting at such meetings, or
- d) Managing or participating in an Ontario Soccer administered program;

Transgender Player - shall mean a player can participate in the gender team in which they identify, and confirmation sufficient for guaranteeing access shall be satisfied by documentation or evidence that shows the stated gender is held, and part of a person's core identity.

Unsanctioned event – shall mean any form of competition which does not have the authoritative permission or approval of the organization.

Monitoring

1. Annually by Board for amendments and updating

Policy Number:	1.1.2 Compliance
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The Board of Directors of the Thunder Bay Chill Soccer Club will govern in conformity and alignment with:

1. Corporations Act / Non-Profit Corporation Acts of Ontario, the latter when proclaimed and replacing the Corporations Act of Ontario.
2. Thunder Bay Chill Soccer Club By-laws.
3. Thunder Bay Chill Club Governance Policies.
4. Other relevant statutory, regulatory or affiliation requirements as they apply in any way to the organization.

Any member of the Board of Directors may propose a new policy, a revocation of an existing policy or a change to a policy through a **NOTICE OF MOTION** form provided by the Organization.

The **NOTICE OF MOTION** will include:

1. The current text of the existing policy (if a policy is being revised or revoked)
2. The proposed text for the existing policy or new policy
3. The reason or rationale for revision, revocation, or creation of a policy

All Notice of Motion forms shall be submitted to the Executive Director and shall be placed on the agenda for the next Board of Director's meeting for their consideration and action.

Voting Members

The Organization will consider accepting into Membership, individuals which comply with the by-laws and procedures in accordance with the governing documents.

Non-Voting Members

The Organization will consider accepting into Non-Voting Membership, individuals which comply with the by-laws and procedures in accordance with the governing documents.

Membership Requirements

Each voting member is required to respect the aims and objectives and comply with the Governing Documents of the Organization. Each Member shall maintain Published Rules in conformity with that of the Club.

Each voting Member shall hold their Annual Members Meeting as stipulated in their By-laws. Each voting Member shall notify the Organization in writing of any change of officers or any change of address, within seven days of any change.

Membership Fees

Membership Registration Fees shall be in addition to any fees levied by the Organization.

Any surcharge or supplementary fee in addition to the annual membership fees may only be levied on Members by a majority vote of delegates present and entitled to vote at a general meeting of the Organization.

Renewal of Membership

Each voting and non-voting Member of the Organization shall be required to apply to renew its membership by September 30th for the upcoming Membership Year.

Application for renewal of membership in the Organization shall be made every 2nd year on a Membership Renewal Application Form provided by the Organization. The application must be accompanied by all required documents as stipulated on the form and including:

- a) List of all new By-Law amendments since last application for renewal of membership
- b) Audited Financial Statement presented at the last AGM of the Organization.
- c) Current List of the Organization's Board of Directors

The Executive Director will review the renewal applications and ensure that the application forms are complete and that all the required documents and fees have been submitted.

A new member shall apply not later than two months before a Voting Members' Meeting.

The Order of Business at an Annual Member's Meeting can include but not limited to:

1. Roll Call and Report of the Credentials Committee
2. Period of Remembrance
3. Tributes and Introduction of Guests
4. Minutes of the previous Annual Member's Meeting
5. President's Address
6. Financial Statements
7. Auditor's Report
8. Appointment of Auditors
9. Other Reports
10. Amendments to the By-Laws
11. Roll Call
12. Election of Officers and Directors
13. Other Business
14. Adjournment

The Chair may, at their discretion, introduce any special business for discussion after the approval of the minutes.

All meetings of the Organization shall be conducted in accordance with Robert's Rules of Order as far as they may apply.

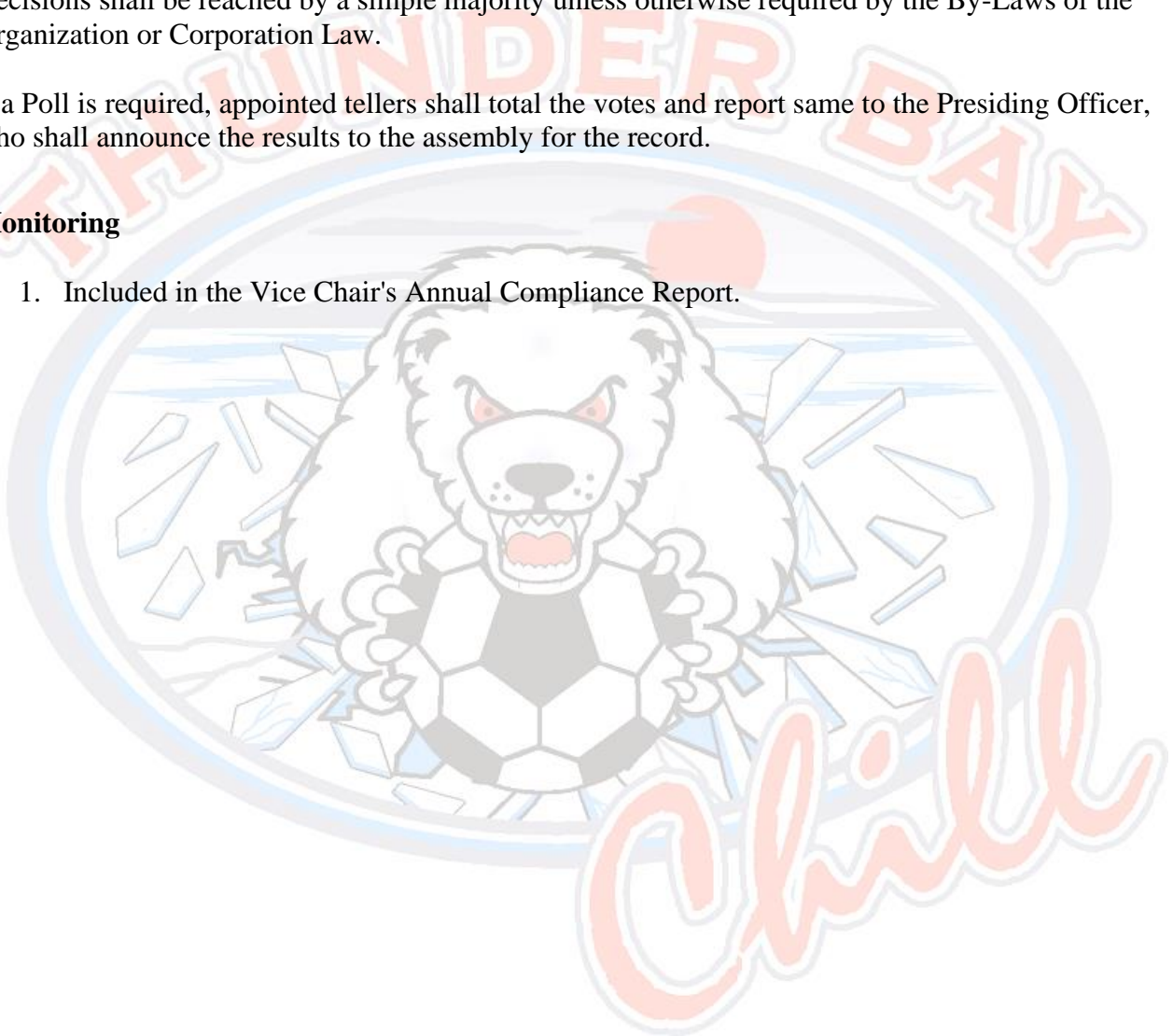
The President shall preside at all Member's Meetings of the Organization, and in their absence the Vice-President shall take the chair. The absence of both of those Officers the President shall select a designate from the Board of Directors as Presiding Officer.

At all meetings of the Organization, voting shall be a show of hands unless a poll is requested. Decisions shall be reached by a simple majority unless otherwise required by the By-Laws of the Organization or Corporation Law.

If a Poll is required, appointed tellers shall total the votes and report same to the Presiding Officer, who shall announce the results to the assembly for the record.

Monitoring

1. Included in the Vice Chair's Annual Compliance Report.



Policy Number:	1.1.3 Vision, Mission, and Values
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The Board of Directors will govern Thunder Bay Chill Soccer Club to achieve its Vision, Mission and Values.

Vision

Through nuanced leadership we will increase membership to an optimum level that results in high membership satisfaction applying best practices to soccer programs, staff retention and asset management to be financially sound.

Mission Statement

The mission of the Thunder Bay Chill Soccer Club is to invite all interested participants into a safe, welcoming and an inclusive environment where everyone feels that they belong and valued.

Values

The goal of the Club is to develop the full inherent athletic, physical, and mental potential of everyone. The Club is dedicated to the development of all participants not only as experts in their discipline, and as citizens who will assume leadership and inspire others to reach the limits of their individual potentials.

1. Prioritize Fun
2. Emphasize Physical, Mental, and Emotional Safety
3. Provide Developmentally Appropriate, High-Quality Programs
4. Maximize Attraction, Holistic Personal Development, Progression, and Long-Term Engagement
5. Focus on Participant-Centered Decision Making
6. Foster Accessible, Inclusive, and Welcoming Environments
7. Function as a Good Corporate and Community Citizen

Monitoring

1. Quarterly Reports by the Executive Director
2. Annual reviews to update the Strategic Plan
3. Comprehensive review every three years.

Policy Number:	1.1.4 Governance Approach
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The Board of the Thunder Bay Chill Soccer Club will approach governance emphasizing outward vision rather than an internal focus, encouragement of diversity in viewpoints, strategic leadership more than administrative detail, clear distinction of Board and staff roles, collective rather than individual decisions, future rather than past or present, and proactively rather than reactively.

More specifically, the Board will:

1. Operate in all ways mindful of the Thunder Bay Chill Soccer Club stated Philosophy and mandate.
2. Ensure the Board collectively and individually is committed to and practices excellence in governing the Thunder Bay Chill Soccer Club. Expressed commitment will apply to matters such as attendance, policymaking principles, respect of roles, and speaking with one voice.
3. Represent all the stakeholders of the Thunder Bay Chill Soccer Club in governing the organization to achieve excellence in its services and programs.
4. Work as a group to achieve the organization's Vision, Mission and Values; strategic directions; quality coaching, and annual outcomes, ensuring the organization operates consistent with all statutory and regulatory requirements and Board Policies.
5. Initiate policy changes and discussions and not merely be a reactor to staff initiatives. The Board, not the staff, will be responsible for Board governance and performance.
6. Support an organizational culture of inclusion, fairness, transparency, and respect for each person.
7. Ensure transparency and stakeholder inclusiveness in Board of Directors governance processes, through effective communications and consultation.
8. Lead, control and inspire the organization through the careful establishment of the broadest organizational values and perspectives (policies).
9. Use the skills and insights of all Directors in reaching Board of Director decisions.
10. Provide effective new Board of Director member orientations and on-going Board of Director development opportunities to enhance individual Director capacity, input, and participation.
11. Be accountable to the Thunder Bay Chill Soccer Club's stakeholders and the public for competent, conscientious, and effective accomplishment of its obligations as a body. It will allow no office, individual or committee of the Board to abuse this role or hinder this commitment.
12. Ensure that an effective and separated clarity of roles exists for the Board of Directors and for the Executive Director. The Board of Directors' responsibilities involve developing, reviewing, and monitoring Board Policies, directions, and priorities. The Executive Director responsibilities involve the execution of strategy direction and priorities and the managing of the day-to-day operations of the organization through the implementation of Board Policies, strategic directions, and priorities, and reporting the results of Board Policies implementation to the Board of Directors as prescribed in each Board policy.

Monitoring

1. Included in Vice Chair's Annual Governance Report.

Policy Number:	1.1.5 Board of Director Eligibility Term Limits
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Eligibility

Board member eligibility will be assessed by the Governance Committee based on the requirements of the Thunder Bay Chill Soccer Club By-Law(s).

Term Limits

To ensure ongoing structured Board refreshment with continuity, Board of Director Term Limits are to be utilized.

1. Each Board member elected at an Annual General Meeting or Special Members Meeting will serve for two years, after which they can be elected for two additional consecutive two-year terms, totaling six consecutive years.
2. Board members up for their two-year renewal who are not re-elected are to leave the Board at that time and the newly elected Board members will take the open Board positions.
3. Board members who fulfill their six-year term or who have resigned during their elected term are not eligible for re-election to the Board of Directors for a two-year period.
4. With the approval of a Board motion, the Board can assign staggered end of term dates for current Board members to implement the Board of Director Term Limits Policy.
5. If a current Board member resigns from the Board during any of their two-year terms, the newly elected Board member will fill the remaining portion of the departing Board member's term on the Board and will remain eligible for three two-year terms thereafter.

Monitoring

1. Included in Vice Chair's Annual Governance Report.

Policy Number:	1.1.6 Board of Director Succession, Nominating, and Orientation Programs
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The Board of Directors will undertake the following steps to support its Board member succession planning and nominating processes:

1. Every year, the Board will, based on an agenda item at a regular Board Meeting, identify the skill sets required to support the Board's works over both the shorter and longer terms related to following points:
 - a. Anticipated retirements from the Board as per term limits.
 - b. Projects, changes, or other initiatives that may require new / different or continuing skill sets on the Board.
 - c. Approve the membership application and fee in accordance with the Thunder Bay Chill Soccer Club by-laws.
2. Current Board members will, where feasible, provide a minimum of six months' notice to the Chair or designate of their intent to retire from the Board if leaving for reasons other than term limits.
3. An inventory of skill set requirements will be prepared by the Board's Governance Committee, acting as the Nominating Committee, to support both Board succession and nominating initiatives, along with meeting By-law's requirements and other criteria.
4. skills identified do not need to be the sole determinant of a Board of Director member's candidacy.
5. The Nominating Committee will source potential Board nominees by soliciting candidate names from current and past Board members, members, parents of participants, other agencies and partners, community leaders, websites, the Executive Director, and other sources, including public requests as appropriate based on the skills inventory, community cultural diversity, the By-law, and other criteria.
6. The Nominating Committee will meet with / interview perspective candidates to discern their interests, commitment, and availability; as well as share pertinent information and answer questions the perspective candidates may have.
7. In support of recruiting Board candidates, the Board of Directors will have a document prepared and updated annually that will identify the following:
 - a. The meeting dates and number of Board meetings per year
 - b. Committee and related responsibilities, including two (2) year term limit on a Standing Committee.
8. Special annual sessions, such as strategic planning, etc., and evaluation requirements.
9. Other commitment requirements of a Board of Director member, along with other clearly stated expectations.

New Board Members Orientation Process and Eligibility Form Signing

The Board of Directors, supported by the Executive Director, will undertake a comprehensive orientation of new Board members to support them in fulfilling their roles and commitment as a Board member of the Thunder Bay Chill Soccer Club based on the following activities:

1. Establish a mentoring program, whereby a new Board member, for a three to six month period, is associated with an existing Board member so that they can ask questions and be

briefed on Board practices, etc.

2. Undertake an orientation program through the Chair or designate and the Executive Director that includes the following:
 - a. A Board member binder that includes the key materials, such as:
 - b. Club By-law;
 - c. Strategic Plan, including the Vision, Mission and Values;
 - d. Audited Financial Statements;
 - e. Current year budget and financials on a year-to-date basis;
 - f. Board Governance Policy;
 - g. Board Policies;
 - h. Key measures and statistics on organizational programs, services, performance, and other elements;
 - i. Organizational chart;
 - j. The annual meeting schedule for the Board and any committees and task forces;
 - k. Signed Conflict of Interest, Confidentiality, Code of Conduct;
 - l. Other appropriate materials
3. The Chair or designate, along with the Executive Director, will host a new member Board orientation session, at which existing Board members can attend if they wish, that will undertake the following:
 - a. Review the core commitments and responsibilities of the Board of Directors and individual members of the Board.
 - b. Review of the documentation provided, including a review of organization structure, services, and financials.
 - c. Outline the practices of the Board in terms of such items as agenda preparation,
 - d. Board meeting procedures, receipt of information / Board packages, etc.
 - e. Profile strategic planning directions and priorities.
 - f. Outline the Governance Model and Board Policies.
 - g. Answer questions of clarification, etc.
 - h. Identify committee memberships and operations.
 - i. Have Board members sign a Confidentiality Agreement, Code of Conduct and Conflict of Interests Policy forms.
 - j. Undertake other tasks as appropriate.
4. A new Board of Directors member will at this time, sign the Director Eligibility Form required by the Not-for-Profit Corporations Act, when that Act is proclaimed, complete the application form, and pay in full the set fee determined by the Board of Directors in accordance with the Thunder Bay Chill Soccer Club By-Laws.

Monitoring

1. Completed annually by the Chair with improvement comments from Board members, reviewed and implemented as appropriate.

Policy Number: 1.1.7 Corporate Officers
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The election of Officers will be undertaken by the Board as follows:

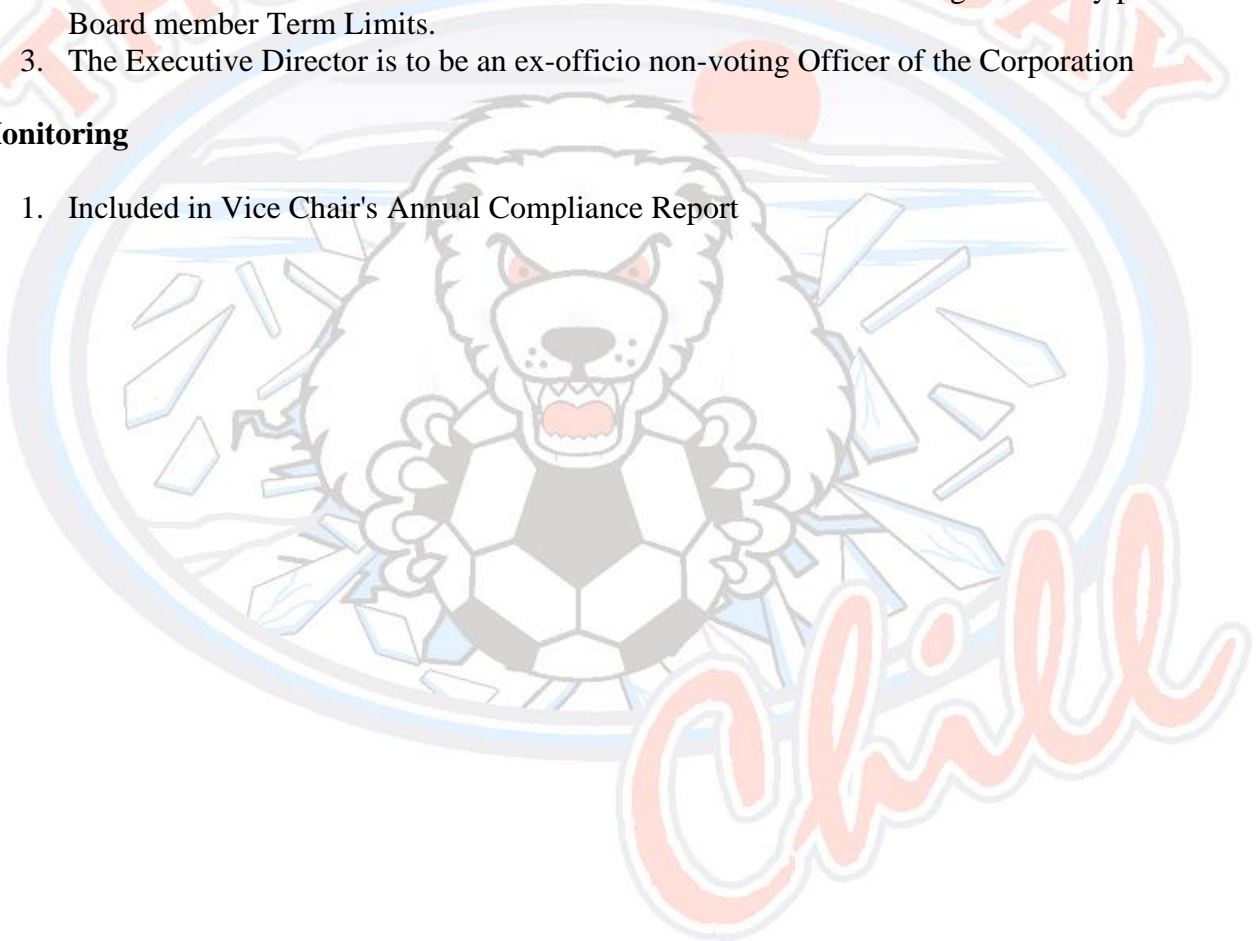
The Officers of the Thunder Bay Chill Soccer Club include the President, Vice President, Secretary, Treasurer, and three (3) Directors. The Secretary and Treasurer can be combined into a single position, Secretary-Treasurer, who will be elected from among the Board of Directors at the first Board meeting after the Annual General Meeting.

The term of an Officer's position is two years.

1. If an Officer's position becomes vacant during their term, then the Board of Directors can fill the position until the next Annual General Meeting. The Board member filling such a position will have all the authorities and responsibilities of the position during that period.
2. Board members can be an Officer for more than one term but not longer than any prescribed Board member Term Limits.
3. The Executive Director is to be an ex-officio non-voting Officer of the Corporation

Monitoring

1. Included in Vice Chair's Annual Compliance Report



Policy Number:	1.1.8 Annual Board Goals and Self-Evaluation
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Board Goals

Each year, the Board will set annual goals for it to achieve in support of its governance responsibilities, including leadership and other roles.

1. During the annual review of the Strategic Plan and the Board's self-evaluation, the Board will develop a set of goals for itself.
2. The Board goals will be approved at the same meeting they are developed or at the next Board meeting.
3. The President, supported by the Board, will assign the research, development, and recommendations formulation for each of the Board's goals to the Board as a whole, or a group of Board members and / or to the Executive Director.
4. The Board will identify desired consultation activities, timelines, and related actions for developing recommendations in support of each Board goal.
5. The Board, each year, will review its goals and determine those that have been completed, those to be carried forward, those to be terminated and new ones to be added.

Board Self-Evaluation

The Board will annually administer and then discuss a self-evaluation of the Board's performance and activities:

1. In September of each fiscal year, the Chair will finalize a Board self-evaluation questionnaire /instrument and circulate it to Board members with a firm return date.
2. Board members will complete the survey independently and submit it to the President signed.
3. The President will report on the results of the survey, at the June Board meeting and present recommendations to the Board at its subsequent Board meeting.

The Board will discuss the self-evaluation report and undertake the following

1. Approve any resultant recommendations to improve Board performance and amending Board Policies and processes as appropriate;
2. Approve recommendations for amending the Board self-evaluation process for future years.
3. The President will develop an action plan to implement the amendments and actions approved by the Board from the Board self-evaluation process.

Monitoring

1. Completed annually by the President and documented in Board minutes

Policy Number: 1.1.9 Board Conflict of Interest
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The Thunder Bay Chill Soccer Club will ensure Conflicts of Interest do not occur and impede its work and the credibility of the Board and the organization, and to ensure transparent decision-making and compliance with legislative, regulatory and affiliation requirements.

This Policy applies to:

1. All Board of Directors and the Executive Director.
2. All Board Directors will be given a copy of the Conflict-of-Interest Policy and be asked to read and sign it before their first Board or Committee meeting.

Definition and Practices

A Conflict of Interest exists when:

1. Any Board Director, or close relative of a director or the employer of either of the foregoing, has an interest in an issue, matter, or transaction in which the Thunder Bay Chill Soccer Club has an interest in.
2. Is an agent for a person or organization with an identified goal of influencing a decision by the Thunder Bay Chill Soccer Club

Conflict of Interest Process

1. Any Director who has an interest or other conflict of interest in any matter which is subject of consideration by the Board must orally disclose the interest and its general nature before any consideration of the matter occurs at a Board meeting.
2. Stated conflicts will be noted in the Board meeting minutes
3. The minutes of the meeting at which the disclosure of any conflict of interest is made shall reflect that the disclosure was made and whether the person with the conflict withdrew after making full disclosure of the matter in question and the nature of the conflict, and was not present for the final discussions of the matter and any vote taken on that matter.
4. The Director with a Conflict of Interest must refrain from any meeting discussions of any type on the topic for which a conflict has been disclosed, unless, at the Board's sole discretion with an approving Board motion, the Board allows that Director's participation in the discussion.
5. No Director can participate in a vote on a motion they have a Conflict of Interest with or attempt to influence a vote on such a motion.
6. The Board quorum can be reduced for a Board meeting by the number of Board members that have a Conflict of Interest for only those motions for which a conflict exists and has been disclosed.

Monitoring

1. Conflicts of Interest are called for at all regular and special Board meetings by the Chair and recorded in the minutes.

Section 2 ROLES and RESPONSIBILITIES

Policy Number:	1.2.1 Board of Directors Role
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The role of the Thunder Bay Chill Soccer Club Board of Directors focuses on the following responsibilities:

Oversight Accountability

1. To be responsible for the legal, financial, programs and services and other operational accountabilities and responsibilities of Bluewater Gymnastics Club.
2. To ensure the on-going sustainability, credibility, and ability of the organization to realize its Mandate, Vision, Mission, Philosophy, and importance of quality coaching resources and leadership.
3. To ensure the organization operates within the requirements of all relevant statutory, regulatory and affiliation requirements.

Strategic and Operational Accountability

1. To establish the strategic directions, priorities, and outcomes of the organization and to regularly monitor their achievement / progress.
2. To set annual organizational goals and outcomes (Annual Work Plan), ensuring their measurement and receiving regular reporting from the Executive Director on what are being achieved.
3. To approve an annual budget, and to regularly monitor budgetary performance, variances, compliances and priorities.
4. To initiate, approve and review Governance and Board Policies and monitor their achievement and outcomes.

Executive Director

1. To establish Executive Limitations / Requirements for the Executive Director position that define the position's authority to act and to monitor performance within the limitations /requirements set.

Representation and Advocacy

1. To undertake directly and/or to facilitate strong working linkages with members and parents, partners, property owner /municipality, communities and publics served.
2. To advocate for effective and needed resources that meet the evolving needs of the Club and the participants served.

Monitoring

1. Reviewed every three years by the Board and amended as approved.

Policy Number:	1.2.2 Individual Board of Directors Roles
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The following points represent the roles and responsibilities of individual Board members acting as a member of the Board of Directors of the Thunder Bay Chill Soccer Club.

1. To attend Board of Director meetings as identified in the By-laws and related Governance Policies, giving prior notice to the President or designated Board member or staff if unable to attend.
2. To read meeting materials and to undertake appropriate research prior to Board and related meetings to facilitate active engagement in meeting discussions and votes.
3. To actively participate in Board and related meetings, providing and encouraging a diversity of views and inputs, being open-minded and listening to all views throughout the course of the deliberations.
4. To support efforts to reach a decision on individual items being addressed at Board and related meetings.
5. To perform the role of a Board of Director member as per the Board of Directors' Code of Conduct in the Governance Policy.
6. To actively advocate for the enhancement and value / importance of the Thunder Bay Chill Soccer Club's services and programs in a manner consistent with Board Policies.
7. To communicate with Club and community members on the organization's initiatives, directions, decisions, events, consultation programs, planning and other activities.
8. To undertake research, attend educational forums, participate in educational development opportunities and to pursue other actions that support a Board member to be informed on opportunities, issues, trends, and policies associated with the Club's mandate.
9. If a Board member knows they will miss a regular or special Board meeting; they are to notify the President or designate as soon as they are aware of their situation.
10. If a Board member misses three consecutive regularly scheduled Board of Director meetings, the Board will review that Board member's reasons for missing such meetings, and at the Board's sole discretion and based on a motion put before the Board, can remove the Board member from the Board of Director's for lack of attendance.

Monitoring

1. Reviewed every three years by the Board.

Policy Number:	1.2.3 Board of Directors Code of Conduct
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Board of Director members will act within the following Code of Conduct parameters:

1. Board members will avoid conflicts of interest, (pecuniary or otherwise) and when they do occur, report them on a timely basis to the Meeting Chair, or as required by any relevant statute and the Board's Conflict of Interest Policy.
2. Any contractual relationships between a Board of Director member and the organization must conform to all Governance and Board Policies and not contravene confidentiality or related statutory, regulatory or funder requirements.
3. Board of Director members agree to respect the confidentiality of in-camera discussions per relevant statutes and Governance and Board Policies.
4. Board of Director members are not to facilitate employment, or financial benefits or preferential treatment within the organization for themselves, family members or close associates. If a Board member is pursuing an employment opportunity with Thunder Bay Chill Soccer Club they must resign from the Board and are not eligible for re-election to the Board for two (2) Annual General Meetings.
5. Individual Board members will not act in any way that disrupts the authority of the Board of Directors in total, or any Officer of the Corporation.
6. Board members are encouraged to contact the Executive Director to source information to fulfill their responsibilities, while being aware of the impacts these requests may have on organizational resources and priorities.
7. Board members agree to not speak officially on behalf of the organization unless delegated the role by the President or an approved motion of the Board.
8. Board members will always treat all people with respect and fairness.
9. Board members who express abusive commentary, refuse to conform to the Board of Directors' Code of Conduct or Governance and Board Policies, or exhibit other unacceptable behaviours, can be asked to leave a meeting immediately by the Meeting Chair, or the meeting can be terminated, or other actions taken by the Meeting Chair supported by the Board of Directors through a Board motion.
10. If the Meeting Chair is the person expressing abusive commentary or refuses to conform to the Code of Conduct or Governance and Board Policies, the Vice President has the authority to intervene by stopping the Board meeting and calling for a Board vote on an appropriate sanction of the Meeting Chair that could involve a motion indicating the Meeting Chair's comments or behaviour are unacceptable and asking for an apology and / or retraction up to and including removing the Meeting Chair from the meeting.
11. Board members agree that once they are no longer a member of the Board of Directors of the Thunder Bay Chill Soccer Club they will not divulge in-camera, confidential or private / privileged information, data, or materials under any circumstances, except where legally required.

Monitoring

1. All breaches cited in regular or special Board meeting minutes as appropriate
2. Any action taken by the Meeting Chair in this regard documented in designated Board file.

President

The President of the Board of Directors is the responsible person to ensure the effective operation of the Board of Director processes. This person is impartial in this role and has significant responsibilities in representing the organization. The following are the key roles and responsibilities:

1. To facilitate preparation of all Board of Director meeting agendas, including regular and special meetings in consultation with the Executive Director.
2. To attend and Chair all Board of Director meetings, relying on the organization's By-laws and Governance Policies to manage the meeting processes or to ensure the appointment of a Meeting Chair on a rotational basis amongst Board members.
3. To ensure that discussions are fair and on topic, and undertaken in a timely and orderly manner.
4. To make decisions that are identified for the Chair within the By-Laws and / or Governance and/or other policies.
5. To administer the Board of Directors' relationship with the Executive Director, including the annual performance appraisal review and the terms and conditions of any Executive Director's contract, or to designate such roles to a Board Committee or member as appropriate, ensuring the evaluation is completed on a timely basis.
6. To be one of the officially designated spokespersons on behalf of the Thunder Bay Chill Soccer Club as per the Board Policy on Media Relations.
7. To represent the organization at meetings, forums, conferences, etc. or to assign designates where appropriate.
8. To ensure the Vice President is designated, or if they are not available, to designate a director to fulfill the Board Chair's (President's) responsibility when the Chair is not available.
9. To be an ex officio member of all Board of Directors committees and working groups.
10. To coordinate with the Board and the Executive Director, the naming of Directors to committees and working groups.
11. To ensure that the work of committees and working groups is proceeding as directed by the Board of Directors, and is integrated into Board of Directors' meeting agendas on a timely basis.
12. To implement and oversee the Board of Directors' Code of Conduct, speaking to/ working with individual Directors on interpretation, compliance, and related considerations.
13. To sign approved Board Policies, contracts, and legal documents / agreements.
14. To undertake other duties and tasks as assigned by the Board.

Vice Chair

The Vice Chair is responsible for supporting the Chair, undertaking specific assignments and is part of the Board's leadership succession plan. The following are the key roles and responsibilities of the Vice Chair:

1. To undertake the Chair's (President's) role as designated by the Chair when the Chair is not available.
2. To provide advice to the Chair on Board governance and other topics as requested by the Chair or felt by the Vice Chair to be appropriate.
3. To complete an annual report on Board Governance Compliance for Board consideration and action.
4. To assume the Chair's (President's) role in the case of an emergency absence of the Chair until the Chair's (President's) return.
5. To attend Board of Director, and any assigned meetings as required
6. To undertake other tasks and / or leadership roles as assigned by the Chair and / or the Board.

Treasurer

The Treasurer is responsible to oversee, on behalf of the Board, and to report to the Board directly or have the Executive Director or designate report on the financial and audit functions of the Thunder Bay Chill Soccer Club. The key roles and responsibilities of the Treasurer are:

1. To ensure the keeping and maintaining of financial records and the financial books of the Thunder Bay Chill Soccer Club as per legislative, regulatory, and Board Policy requirements.
2. To assist the auditor as required in the preparation of the financial statements of the Corporation; and perform any other duties which the Board may from time to time assign as appropriate.
3. To attend Board and assigned meetings as required

Secretary

The Secretary is responsible to oversee, on behalf of the Board and to report to the Board directly or via the Executive Director or designate on contacts, records management, and documents, undertake relevant correspondence and other corporate secretarial activities.

1. To attend directly, or on a delegated basis, to correspondence of the Board as directed by the Chair and / or Board.
2. To ensure that a process is in place for the safe custody of all minute books, documents, registers, seals, and other corporate materials required to be kept by the provisions of all legislative acts.
3. To ensure Board and member meeting notices are issued as required by the By-law, or Board Policies.
4. To perform other such duties as may from time to time be determined by Board.
5. To attend Board and other assigned meetings.

Director and Officer Position Descriptions

1. The President will ensure, through the Executive Director, a Board approved position description

for Board of Director members, and for each Officer position.

2. Each new Board of Director is to receive a copy of the Board of Director position description, and each Officer is to receive the appropriate position description prior to assuming their roles.
3. All Board related position descriptions are to be reviewed annually by the President, and approved by the Board of Directors.

Monitoring

1. Reviewed a minimum of every three years, and amended as appropriate, with recording in Board meeting minutes, except for Board descriptions which are to be reviewed annually.



Policy Number:	1.2.5 Executive Director Position – Roles and Accountability
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The Executive Director is the Board of Directors' sole employee and connecting point to the organization's staff and operations.

1. The Executive Director is responsible to the Board of Directors, acting as a corporate body through the President, for the regular management and operation of the Thunder Bay Chill Soccer Club, involving:
 - a. To ensure appropriate systems and structures for the effective management and control of all corporate resources, including the employment, development, direction, and discharge of all employees of the Thunder Bay Chill Soccer Club.
 - b. To ensure structures and systems for the development, implementation, evaluation and recommendation on new and existing Thunder Bay Chill Soccer Club services and programs
 - c. To prepare, submit and evaluate annual operational and capital budgets to the Board.
 - d. To establish an organizational structure that ensures accountability of all staff for fulfilling the operational requirements of the Mission, and Strategic Plan of the Thunder Bay Chill Soccer Club.
 - e. To provide leadership in support of the Board's responsibility to develop and periodically review the Strategic Plan and Annual Work Plans of the Thunder Bay Chill Soccer Club.
 - f. To develop and foster the values, culture, and philosophy of the Thunder Bay Chill Soccer Club.
 - g. To be responsible for the payment by Thunder Bay Chill Soccer Club of all salaries and amounts due from and owing by the organization which fall within the purview and scope of the approved annual budget as outlined in the Executive Limitations / Requirements or as may otherwise be established from time to time by resolution of the Board.
 - h. To notify the Board of any matter about which it should have knowledge, particularly serious occurrence reports and other issues or opportunities as per Board Policies.
 - i. To speak on behalf of Thunder Bay Chill Soccer Club on program and operational matters but not corporate, governance or policy items, unless designated by the Chair.
 - j. To be responsible to the Board for taking such action as considered necessary to ensure compliance with the By-laws and all relevant statutory, regulatory and affiliation requirements.
 - k. To report to the Board on any matters about which it should have knowledge, and subject to the By-law, be an ex-officio member of Board committees and working groups.
 - l. To perform other relevant duties as directed by the Board.
2. The Board of Directors provides direction to the Executive Director through its written Board Policies, motions, a written position description, an annual performance appraisal and Executive Limitations/ Requirements.

3. The Executive Director is responsible for interpretation of Board Policies where discretion is provided, the implementation of Board Policies and the provision of monitoring reports to the Board as outlined in individual Board Policies.
4. The Executive Director will ensure that written Operating Policies, Standards of Practice and Procedures are developed to affect the implementation and evaluation of each Board Policy and the organization's day to day activities as follows:
 - a. To ensure a process is in place to identify, on a timely basis, areas of service and operations in need of written Operating Policies, Standards of Practice and Procedures or amendments to existing ones.
 - b. To develop directly, or delegate development of written Operating Policies, Standard of Practices or Procedures based on appropriate research, consultation, regulations, and assessment.
 - c. To sign all written Operating Policies, Standards of Practice and Procedures indicating their approval for implementation.
 - d. To ensure a review of all written Operating Policies, Standards of Practice and Procedures at a minimum of once every three years or sooner if events or information exists that indicates such a need.
5. Approved motions by the Board of Directors are binding on the Executive Director unless otherwise identified in a regulatory or statutory act or affiliation agreement.
6. Individual Directors, Officers, standing and ad hoc committees, work groups, etc. do not have the authority to make binding decisions on the Executive Director, except where identified in a Board Policy, or approved by a Board motion.
7. When individual Directors and committees or work groups require information or support from the Executive Director to fulfill their roles and responsibilities, the Executive Director will undertake best efforts to respond on a timely basis, but may choose to decline or refer such requests to the Board of Directors for approval if such requests were to unduly impact the organization's operations, or have other impacts that may contravene Board Policies, affiliation policies, legislative and regulatory requirements.
8. The Executive Director has the sole responsibility for the direction of and accountability for the organization's staff, having full responsibility for the selection, evaluation, and direction of their responsibilities within the Executive Limitations / Requirements, Human Resources, or other relevant Board Policies.

Monitoring

1. To be part of the Executive Director's Annual Performance Appraisal and documented in their personnel file.

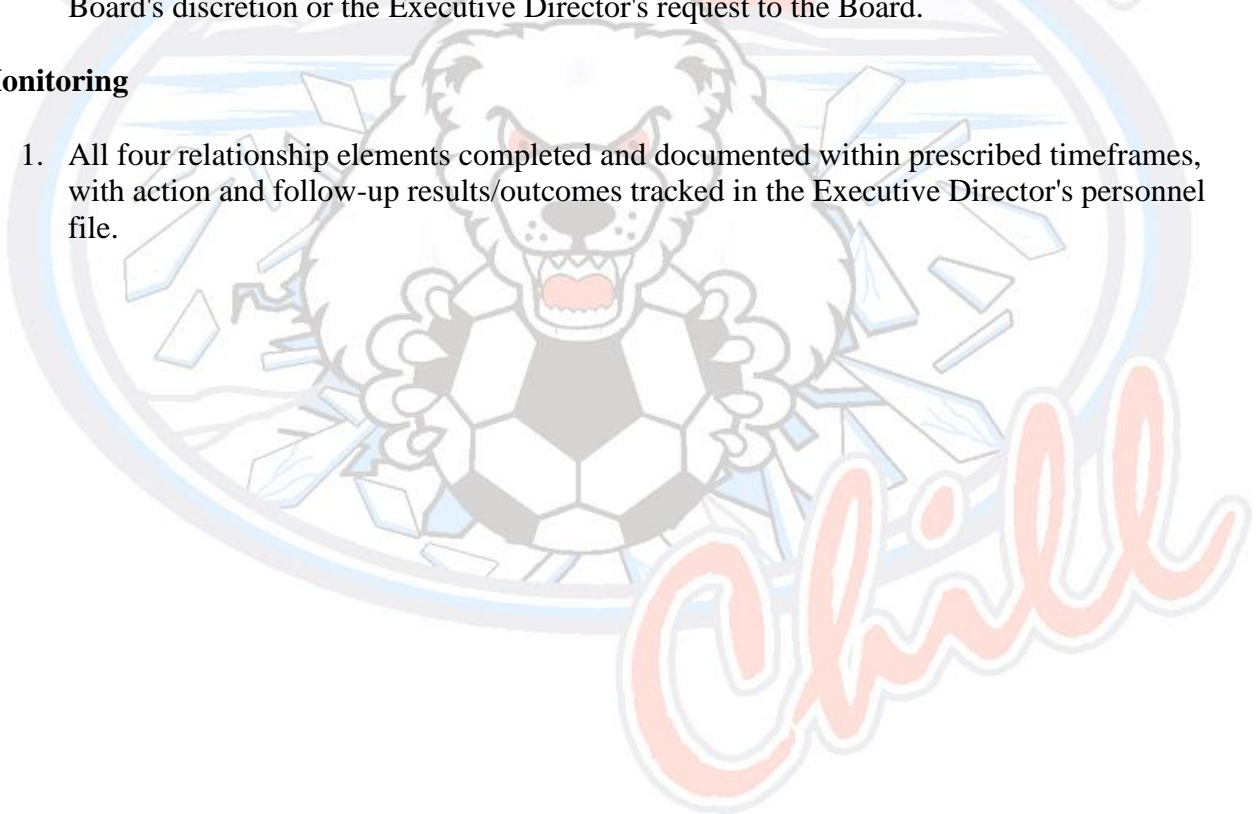
Policy Number:	1.2.6 Board of Directors – Executive Director Relationship
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The Executive Director is the organization's senior staff person, through which the Board of Directors decisions are implemented. The quality of this relationship is important to organizational success and managed through:

1. An annual performance appraisal of the Executive Director, facilitated by the Chair based on clear objectives and performance requirements and the goals established by the Board of Directors, plus interim performance reviews by the Chair on both performance and Annual Work Plan progress at the end of the first, second and third fiscal year quarters.
2. The development of, and on-going monitoring of an Executive Limitations / Requirements Policy for the Executive Director position.
3. Identified reporting requirements, as per approved Board Policies, projects and/or as directed of the Executive Director by the Board of Directors.
4. A review of the Executive Director's position description either every three years, or each time a new Executive Director recruitment occurs, or sooner as events may warrant at the Board's discretion or the Executive Director's request to the Board.

Monitoring

1. All four relationship elements completed and documented within prescribed timeframes, with action and follow-up results/outcomes tracked in the Executive Director's personnel file.



Policy Number: 1.2.7 Board Member Remuneration

Board members of the Board of Directors shall receive no remuneration except where provided by the By-Laws and Acts of the Provincial Government.

1. With the approval of the Chair or Treasurer, and provided that the expenses are consistent with the Board's Policy on Reimbursement of Expenses, members of the Board of Directors shall be reimbursed if warranted by the Board for expenses and mileage for attending conferences and other forums as an approved representative of the Board of Directors.
2. Board members who wish to make a claim for reimbursement for expenses other than mileage will:
 - a. Submit their expenses on the standard expense form; and
 - b. Submit the expense form to the Executive Director who will forward the form to accounting for processing.
3. Board members who prefer to have expenses, such as travel tickets or rooms and meals billed directly to the Thunder Bay Chill Soccer Club will make the necessary arrangements with the Executive Director.
4. Any questions, disputes, etc., regarding interpretation of these policies will be directed by the Board member to the Executive Director and / or President for resolution.
5. If the dispute is not resolved by the Executive Director and / or President, the matter will be brought to the full Board for a decision.
6. If accepted by the Board of Directors, the President will inform the Executive Director in writing of the amount to be reimbursed to the Board member.

Monitoring

1. Implemented at all regular and special Board meetings.
2. Included in Vice Chair's Annual Governance Report

Section 3 BOARD POLICY DEVELOPMENT AND REVIEWS

Policy Number: 1.3.1 Board Policy Development
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Board Policies for Board of Director consideration will be based on the following practice.

1. Board policy development and review will be governed by the following principles:
 - a. To ensure the integration of the Mandate, Vision, Mission and Values of the Thunder Bay Chill Soccer Club.
 - b. To provide public statements through which the Board can be held accountable
 - c. To comply with legal requirements and established parameters around which staff can develop Operating Policies, Standards of Practice and Procedures.
 - d. To afford the opportunity for consultation with stakeholder, partners and others as determined important and necessary by the Board of Directors.
 - e. To strive to ensure Board Policies are written clearly, free of jargon or technical words and use inclusive language.
2. The request for a new Board Policy, where none exists, or the amending of an existing Board Policy, can arise from any source, e.g.: Board members, members, parents, partners, staff, Club representatives, affiliates, government bodies, etc. The need to pursue a Board Policy initiative occurs at the sole discretion of the Board of Directors.
3. In determining the need for a new Board Policy, or an amendment to an existing Board policy, the Board of Directors will consider but are not limited by the following parameters:
 - a. Is the policy required by a government act, regulation, or contract / agreement?
 - b. Is there a defined need related to governance, operational considerations, future perspectives, health and safety, risk management, etc.?
 - c. Is the need at a level that warrants a Board Policy, in that it has organization-wide implications or consistency, risk/liability, equity/fairness, strategic direction or other considerations / impacts?
4. In developing a Board Policy or an amendment to an existing Board Policy, the Board of Directors will define the level of consultation and research to be undertaken in each case.

Monitoring

1. Implemented at all regular and special Board meetings
2. Included in Vice Chair's Annual Governance Report

Policy Number:	1.3.2 Board Policy Approval Process
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The following material outlines the Board of Directors' Board Policy and decision-making process.

1. Board Policy discussions and motions will focus on and be primarily framed around the development and approval/non-approval of a new Board Policy; affirmation of an existing Board Policy; or amendments to/deletion of an existing Board Policy.
2. Board of Director policy decisions will normally be undertaken based on one of two outcomes:
 - a. A motion approving or not approving a recommendation on new Board Policy or to amend an existing Board Policy.
 - b. A referral motion to further review, develop, analyze, or make additional recommendations regarding a new or an existing Board Policy.
3. Where a decision is required as to whether an individual Board Policy's content is policy (Board) or operational (management) in nature, the Board of Directors decides the status of the content and how to proceed.
4. The discussions on and research undertaken in support of developing a new Board Policy, or amending an existing Board Policy, can involve various activities, partners, and stakeholder input, etc., as deemed appropriate by, and as directed by the Board of Directors at its discretion.
5. For a referral motion on a Board Policy, the Board of Directors decides who the referred to party will be, and can identify the types of research, consultation, and other activities to be undertaken in support of the process, as well as reporting timelines, etc.
6. The Board of Directors, at its discretion, can decide to approve a Board Policy outside of this process, e.g.: an emergency response; if timeliness issues prevail; or for any other reasons. The Board can then decide that a new Board Policy or an existing Board Policy amendment is required to be developed and considered by the Board at a future date in such cases.

Monitoring

1. Implemented at all regular and special Board meetings
2. Included in Vice Chair's Annual Governance Report

Policy Number:	1.3.3 Board Policy Notices, Motions, and Monitoring Report
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Board Policy notices, motions and the monitoring of Board Policy implementation will be undertaken as follows:

Board Policy Vote Notices

1. The Chair and / or Executive Director if designed is to notify all current Board of Director members of any Board Policy motion a minimum of five (5) calendar days prior to the Board meeting at which the motion is to be discussed and voted on by the Board.
2. Notification of a Board Policy motion for Board consideration can be provided by mail, email, Board member meeting packages or any other means approved by the Board of Directors.

Board Policy Motions

New, amended and deletion of Board Policy recommendations put forward for Board of Director consideration are to have the following components as relevant:

- a. Board Policy title and index number if a Board Policy exists.
- b. Brief description of the Board Policy needs if new or why it needs amendment or deletion.
- c. Board Policy statement that defines the intent, direction, and specific requirements for new Board policies.
- d. Identification of key performance indicators, outcomes, measures, or specific strategies the Board wishes to be implemented within the context of a new or amended Board Policy.
- e. Identification of the Monitoring Report requirements of the Executive Director and/or others regarding time/frequency, content, etc., consistent with funder, regulatory and statutory requirements as applicable for a new or amended Board Policy.
- f. Next projected review date

Monitoring Reports

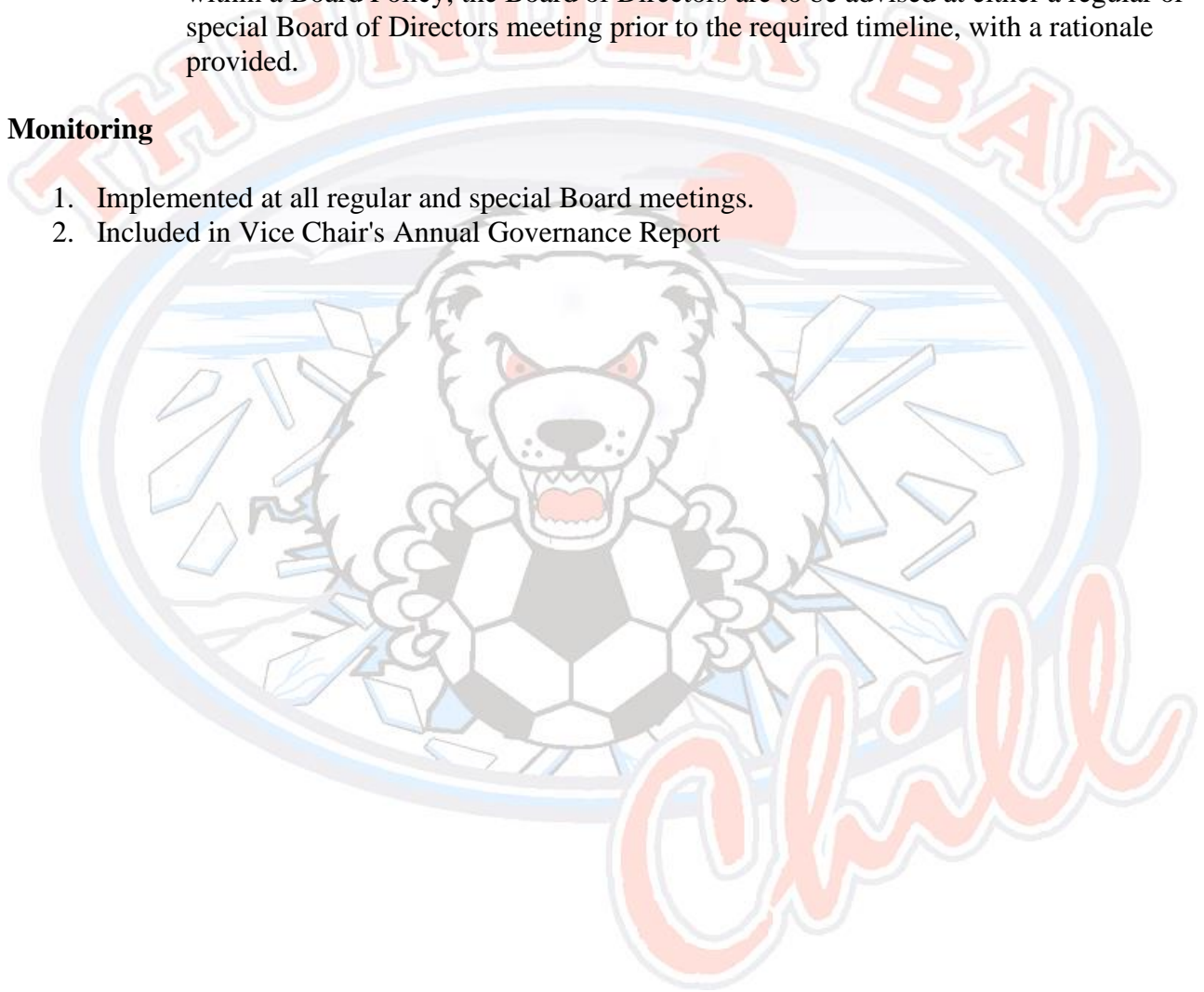
The following points detail Monitoring Report content requirements for Board Policies:

1. Each Board Policy will have monitoring report requirements identified or a statement indicating one is not required.
2. The Executive Director will be responsible for the development of monitoring reports for Board Policies, projects and directions as prescribed by the Board of Directors, within the timelines identified within the Board policy or as otherwise directed by the Board of Directors and based on the content outlined in the Board Policy.
3. The Board of Directors can receive monitoring reports on a circulation only basis with only questions at Board of Director meetings, or via circulation with a presentation to the Board of Directors as determined by the Board of Directors.

4. Monitoring Reports are, at a minimum, to have the following components
 - a. Board Policy number, title, reporting requirements and brief description
 - b. Results, outcomes, etc. for the reporting period with analysis and rationale.
 - c. Future strategic perspectives that could influence the Board Policy over the next reporting period and beyond, such as emerging funder directives, demographic, and sector trends, etc.
 - d. A recommendation as to whether the Board Policy itself does or does not require further Board of Director reconsideration with rationale.
 - e. If the Executive Director is unable to provide a monitoring report as prescribed within a Board Policy, the Board of Directors are to be advised at either a regular or special Board of Directors meeting prior to the required timeline, with a rationale provided.

Monitoring

1. Implemented at all regular and special Board meetings.
2. Included in Vice Chair's Annual Governance Report



Policy Number:	1.3.4 Existing Board Policies Review
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The regular review of existing Board Policies is important to ensure conformity with changing regulatory, statutory, funder, sector, and other requirements, effectively responding to emerging sector and partner expectations and practices; and to assess implementation effectiveness, outcomes, and achievement.

1. The regular review of existing Board Policies is a Board of Director responsibility to ensure that they are working with relevant, practical, and consistent Board Policies.
2. The Board of Directors will undertake a review of each of its Board Policies at a minimum of once every three years, involving the following process:
 - a. Each year, the Governance Committee will review existing Board Policies related to their last review date and identify those Board Policies that require review within the forthcoming fiscal year.
 - b. A motion will be placed before the Board of Directors to assign Board Policy reviews to the Governance Committee who will assign the review itself to an appropriate group and/or the Executive Director with or without instruction to the reviewing party as to specific considerations that should be identified, consultation requirements, etc.
 - c. Those groups / individuals assigned a policy review task will develop and implement a review process for the Board Policy, providing recommendation(s) to the Board of Directors to:
 - i. Affirm the existing Board Policy as written with rationale.
 - ii. Amend the existing Board Policy, identifying proposed amendments with rationale.
 - iii. Integrate the existing policy with another Board Policy, identifying amendments if required with rationale.
 - iv. Delete / terminate an existing Board Policy with rationale.

Monitoring

1. Board discussions and votes recorded in regular and special Board meeting minutes.

The Board of Directors will consider the following agenda template for its meetings.

Regular Meetings of the Board of Directors

1. All regular meetings of the Board of Directors will have an agenda developed by the Chair in consultation with the Executive Director and others as appropriate, including soliciting Board members prior to a Board meeting for agenda items.
2. The Board of Directors can assign a Meeting Chair at its discretion to share the workload of the Chair, develop leadership capacities, and for other reasons. The Meeting Chair's role does not displace any other defined role of the Board Chair.
3. Regular meetings will consider the following agenda components:
 - a. Opening segment, involving:
 - b. Call to Order;
 - c. Announcements;
 - d. Declarations of Conflicts of Interest;
 - e. Agenda Approval;
 - f. Approval of Previous Meeting Minutes;
 - g. Consent Agenda Approvals, if required;
 - h. Presentations / Delegations.
 - i. New Business
 - j. Board Policy Recommendation Reports;
 - k. Committee and Executive Director Reports;
 - l. Other Reports.
 - m. Board Policy Monitoring Reports.
 - n. Strategic Discussions, Reviews and Presentations.
 - o. Board Communications and Open Discussions.
 - p. Future Agenda items and Provisions for Notices of Motion.
 - q. Adjournment.

Special Meeting of the Board of Directors

The Board can schedule a special meeting of the Board of Directors to be held for an item or items that are felt to need discussion and / or a decision before the next regularly scheduled Board meeting.

1. Special meetings of the Board can be called by:
 - a. The Chair.
 - b. By a group of Board members as per the By-law.
2. A special meeting of the Board is to be held within five (5) calendar days of a request or as soon as a quorum can be achieved.
3. A special Board meeting will have minutes taken and circulated as per a regular Board meeting.

4. The agenda for a special Board meeting will only include the item or items that have caused the meeting to be held, or other items at the discretion of the Chair.
5. The Board Chair or designate will Chair the meeting unless the Chair refuses to host an eligible special meeting, in which case, the Vice Chair will call and chair the special meeting of the Board.
6. Decisions made by the Board at a special meeting of the Board are binding like regular Board meetings and the same voting procedures will apply.
7. The quorum for a special Board meeting is one half plus one of the eligible Board members minus any Board member or members who withdraw from the meeting due to a conflict of interest.

Board Meetings and Delegations

1. All regular or Special Board meetings are open to the public but not for any In-Camera sessions.
2. Only registered delegations will be allowed to speak to the Board. individuals or groups who wish to speak to the Board as a delegation must register with the Secretary to the Board or designate a minimum of five (5) working days before the Board meeting if they wish to speak at, identifying the topic, rationale and speaker or speakers.
3. Registered delegations will be provided ten (10) minutes to present their comments and / or materials which can be written or electronic.
4. Individuals or groups invited by the Board or the Executive Director to speak and / or present to the Board do not need to register as a delegation and will be granted adequate time based on the determination of the Chair.

Monitoring

1. Consistently followed in each regular and special Board meeting.
2. Included in Vice Chair's Annual Governance Report.

Policy Number:	1.3.6 Voting Procedures and Quorum
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The Board of Directors will undertake voting procedures as follows on all votes on motions and for any other vote undertaken by the Board of Directors.

1. Voting Eligibility, Results and Recorded Votes

- a. Each qualified Board member is entitled to one vote at a regular or special meeting of the Board of Directors per item voted on.
- b. No proxy votes will be recognized by the Chair.
- c. A Board member attends any regular or special meetings of the Board of Directors if:
 - i. They attend the geographical location of the meeting.
 - ii. They are directly connected via a conference call to the meeting and can speak independently to the Board of Directors in attendance at the location of the meeting.
 - iii. They are connected to the Board of Directors' meeting location by video conferencing and can be heard by the Board of Director members in attendance.
 - iv. If the Board member submits a signed emailed or mailed vote to the Chair prior to the start of a meeting that is:
 1. Verifiable as being received from the Board member in question;
 2. Clearly identifies the motion or decision that the mailed in/ email vote is attached to. Such a vote can only be used if the motion or decision is not amended during the Board's deliberations on that topic /item.

2. Vote results will involve one of the following outcomes:

- a. A simple majority of Directors voting in favour of a motion results in the motion's approval, or a simple majority voting against a motion result in the motion's defeat.
- b. The Meeting Chair of any regular or special meetings of the Board of Directors will vote as a Board member.
- c. A tied vote results in the motion's defeat.
- d. Prior to the vote being held on any motion at a regular or special meeting of the Board of Directors, any individual member can call for a recorded vote and this request is to be honoured by the Meeting Chair. The meeting Secretary will call out each Board member's name, record their vote and ensure the voting record is incorporated into the meeting minutes.
- e. Board of Director discussions will undertake reasonable efforts, at the discretion of the Meeting Chair, to reach a consensus before a vote is taken.

3. Quorum

- a. A quorum exists when 50% of the eligible Board of Directors members, plus one member, are in attendance for a Board of Directors' regular or special meetings with the sole exception as outlined in the Governance Policy on Conflict of interest.

- b. In attendance means that the individual is at the geographical location of the Board of Directors special or regular meeting or is connected by teleconference or video conference or has emailed/mailed in a vote.

4. Voting Procedures

- a. An agenda item before the Board of Directors that is likely to involve a vote, requires the following procedures to be undertaken:
 - i. A mover and a seconder to put the motion on the floor for Board of Director discussion.
 - ii. The Meeting Chair then calls for discussion and comments on the motion.
 - iii. The Meeting Chair will then recognize any amendments to the motion.
 - iv. Amendments agreed to by the mover and seconder will be incorporated into the motion.
 - v. Amendments not agreed to by the mover and seconder will be voted on first. If passed by a Board vote, they will be incorporated into the motion. If defeated, they will not be considered further.
 - vi. The original or amended motion will then be put before the Board for a vote.
 - vii. If the motion is defeated, alternative motions on this topic will be then recognized by the Meeting Chair.
 - viii. The reopening of a discussion on a motion that has been previously voted on by the Board of Directors within the current fiscal year requires two-thirds approval of the Board of Director members. If such a motion is to be reopened in subsequent fiscal years, simple majority approval by the Directors at a Board meeting is required for reopening.

Monitoring

- 1. Consistently followed in each regular and special Board meeting
- 2. Included in Vice Chair's Annual Governance Report

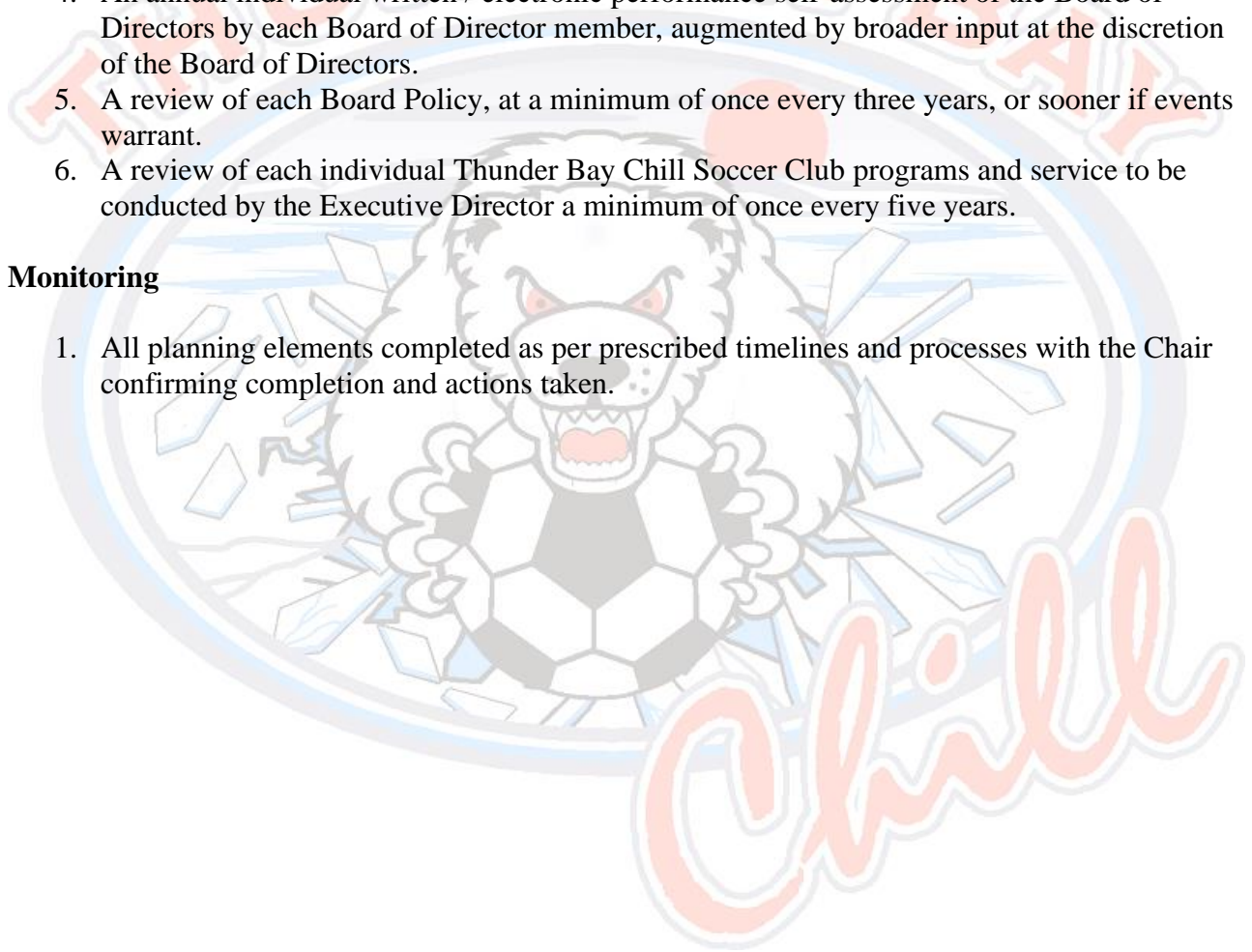
Policy Number:	1.3.7 Board of Directors Planning Cycle and Evaluations
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The Board of Directors will undertake the following evaluation processes:

1. An annual review of the Board's Strategic Plan involving appropriate updating, with a comprehensive review/renewal every three to five years.
2. An annual assessment of the previous year's Annual Plan, including the budget and specific organizational performances.
3. An annual performance appraisal of the Executive Director based on the identification of annual objectives/outcomes and other performance indicators as established by the Board of Directors prior to or at the start of the evaluation year as facilitated by the Chair.
4. An annual individual written / electronic performance self-assessment of the Board of Directors by each Board of Director member, augmented by broader input at the discretion of the Board of Directors.
5. A review of each Board Policy, at a minimum of once every three years, or sooner if events warrant.
6. A review of each individual Thunder Bay Chill Soccer Club programs and service to be conducted by the Executive Director a minimum of once every five years.

Monitoring

1. All planning elements completed as per prescribed timelines and processes with the Chair confirming completion and actions taken.



Policy Number:	1.3.8 Special General Meetings and Annual General Meeting
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The following material outlines the Board's Policy on Special Member General Meetings and Annual General Meetings.

Special Member General Meetings

1. Special Member General Meetings can be held as per Thunder Bay Chill Soccer Club By-Laws requirements.
2. The agenda for a Special Member General Meeting will be based solely on items identified by the Board and / or items presented by members in their rationale for calling a special meeting.
3. Motions circulated for the meeting can be amended and voted on during a Special Member General Meeting but no new motions that were not pre-circulated at least twenty-one (21) days prior to the Special Member General Meeting will be accepted by the meeting Chair.
4. Minutes will be taken of all Special Member General Meetings and approved at the next Members' meeting.
5. All regular rules and process meetings as outlined in the Governance Policies will apply at a Special Member General Meeting.
6. The quorum for a Special Member Meetings is a minimum of five (5) current members at the time of the meeting.
7. Proxy votes will not be accepted by the Chair at a Special Member General Meeting. Emails or written votes by members who cannot attend the Special Member General Meeting can be recognized if:
 - a. The member is eligible to vote at the meeting
 - b. The member clearly identifies the agenda item they are voting on
 - c. The motion under consideration is not significantly amended at the meeting at the discretion of the Chair.

Annual General Meeting

The Board of Directors will host an Annual General Meeting each year, as per Thunder Bay Chill Soccer Clubs Club By-Laws requirements.

1. Notice of the Annual General Meeting and any proposed motions are to be circulated as per Thunder Bay Chill Soccer Club By-Laws Notice of Meeting requirements'
2. The quorum for an Annual General Meeting is a minimum of five (5) current members at the time of the meeting.
3. The Annual General Meeting will be chaired by the Board Chair or designate, and will have the following minimum agenda items:
 - a. Call to Order
 - b. Conflict of Interest declarations
 - c. Approval of previous Annual General Meeting and any Special Members' Meeting minutes.
 - d. Receipt and approval of previous year's financial statements and Auditor's report.
 - e. President address

- f. Officer Reports
- g. Treasurer/Auditor Report
- h. Appointment of the Auditor for the new fiscal year.
- i. Election of Board of Director members up for term renewals or for new board members to fill vacancies.
- j. Annual Board Chair and Executive Director's Reports.
- k. Vote on affirmation of all Board decisions for the previous fiscal year.
- l. Vote on pre-circulated amendment motions to the By-Laws or other member required votes.
- m. Other business.
- n. Adjournment.

Proxy votes will not be recognized at the Annual General Meeting by the Chair. Email or written votes will be recognized by the Chair for an eligible member who cannot attend an Annual General Meeting if the:

- i. Member is eligible to vote at the meeting
- ii. The member clearly identifies the agenda item being voted on in their email or written vote.
- iii. Motions under consideration are not significantly amended during the meeting at the discretion of the Chair.
- iv. Minutes of the Annual General Meeting are to be taken, approved by the Board of Directors acting as members and posted on the Thunder Bay Chill Soccer Club website within sixty (60) days after the Annual General Meeting.
- v. Annual General Meetings cancelled due to weather or for any other legitimate reason will be rescheduled within thirty (30) days of the original Annual General Meeting date.

Monitoring

1. All planning elements completed as per prescribed timelines and processes with the Chair confirming completion and actions taken.

Policy Number:	1.3.9 Executive Director Executive Limitations/Requirements
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The Executive Director is the organization's senior staff person through which the Board of Directors directs the delivery of its services and programs, and the day-to-day management of Thunder Bay Chill Soccer Club. The following Executive Limitations / Requirements define the authority to act associated within the Executive Director's position. They also represent accountabilities that will be assessed in the annual performance appraisal of the Executive Director by the Board of Directors.

Executive Director's General Authority to Act

1. The Executive Director has the authority to function as per the following directives
 - a. Approved Board Policies.
 - b. The current Board approved position description for the Executive Director's position
 - c. Relevant regulatory, statutory or funder requirements.
 - d. As directed by a motion of the Board of Directors consistent with the above-noted directives.
2. The Executive Director will not operate in any manner or make decisions that contravene applicable legislative, statutory or requirements or directives; Board Policies; Human Rights and other compliance codes and requirements; funding agreements; standard business and accounting practices; or other relevant laws, practices, and requirements.

Programs and Services

1. The Executive Director will:
 - a. Ensure all Thunder Bay Chill Soccer Club programs or services are developed and delivered consistent with Thunder Bay Chill Soccer Club's Vision, Mission, Values, Board Policies and affiliation agreements requirements and directives or statutory requirements.
 - b. Prepare an Annual Operations / Service Plan for Board approval that facilitates the achievement of funder directives and policies, the Board's Strategic Plan and includes innovative servicing and best practice programming strategies. The Annual Operations Plan is also to contain objectives, appropriate performance measures and monitoring report processes.
 - c. Continually research strategies and methodologies, service trends and related sector information and data, ensuring its provision across the staff in support of the ongoing development of the organization's plans and programs. As well, to undertake a presentation on such topics when appropriate to the Board of Directors.
 - d. In accordance with affiliation agreements, ensure innovative programs or services or current programs or services adjustments involving a cost of over \$15,000 are

- approved by the Board of Directors and do not impact the intended result of the Board's approved budget.
- e. Prepare a Services and Program Review for each of the organization's services and programs a minimum of once every five years and present the review results to the Board with recommendations.

Financial

1. The Executive Director will:
 - a. Present to the Board of Directors, as per the Board's Corporate Services Committee processes, a draft budget for each fiscal year that:
 - b. Is prepared consistent with the requirements of Board's policies and in a format acceptable to the Board of Directors.
 - c. Incorporates the priorities of the organization's Strategic Plan and Annual Operations and affiliation objectives / directives.
 - d. Ensures an evident focus on maximizing operational efficiencies and revenue generating opportunities.
 - e. Ensure the Board receives monthly financial statements, or on an alternative timeline as approved by the Board, of the organization's financial position for their review and direction, including a variance analysis, with a minimum of two financial year-end projections per fiscal year at the six- and nine-month periods.
 - f. Authorize reallocations of funds within the approved annual budget and up to \$50,000 if the net financial operating position of the budget remains as approved by the Board of Directors, is consistent with funder financial or other statutory requirements, does not distort Board of Director budget priorities and intents, and follows Board financial and other Board policies.
 - g. Have a defined procurement policy in place and approved by the Board
 - h. Ensure that the use of Board's financial reserves and all capital funded projects are approved by the Board of Directors prior to the use of these funds.
 - i. Ensure expenditure commitments beyond the organization's ability to fund them, including payroll requirements, are not authorized, or undertaken.
 - j. Not encumber any Thunder Bay Chill Soccer Club asset in any way via collateral, partnerships, contracts, etc., without Board approval.
 - k. Complete real property acquisitions and disposals based only on Board of Director approval
 - l. Ensure all financial reporting and payment requirements to government bodies are completed in total, within the required timelines and current fiscal year accounts.
 - m. Have in place, payroll, accounting, purchasing and other financial procedures to ensure they meet the organization's financial commitments and reporting requirements and auditor acceptance, and which protect the security of the funds and assets under the organization's control.
 - n. Ensure that the appropriate financial supports are in place in the budget to facilitate Board of Director requirements related to meetings, minutes, documentation and records management, an annual external financial audit, educational opportunities, communications, and similar requirements.

Policies and Procedures

1. The Executive Director will:
 - a. Implement all Board of Director approved Board Policies, ensuring that the appropriate signed Operating Policies, Standards of Practice and Procedures, training, communications, and related initiatives are completed, and to inform staff and others on an effective and timely basis.
 - b. Ensure that all monitoring reports identified within Board Policies or directed by the Board of Directors are completed as per each Board Policy or directive requirements and timelines.
 - c. Identify to the Board of Directors significant breaches in Board Policy, along with the remedial action taken or to be taken on a timely basis.

Board of Director Supports and Communications

1. The Executive Director will:
 - a. Inform the Board of Directors of any significant incident, event or other consideration that could negatively impact the liability, credibility, or safety of the organization, or for which Directors need to be effectively prepared for to fulfill their governance roles on a timely basis.
 - b. Ensure adequate supports are in place for the calling of Board of Director and associated Board and committee meetings, members taking of minutes and notes by a member, their distribution and records management.
 - c. Update the Board of Directors, at regular or special meetings, on emerging opportunities; challenges, trends and related strategic information, data; government policy and affiliation changes; relevant community and partner initiatives; and associated insights and timely impacts.

Leadership

1. The Executive Director will:
 - a. Ensure that all practices and activities of the organization are ethical, legal and protect the integrity and reputation of the Thunder Bay Chill Soccer Club and any of its subsidiaries.
 - b. Ensure that a senior staff member is appointed to cover for regular leaves of the Executive Director, and to identify a person(s) to the President and Vice President. The staff members appointed can vary from time to time.
 - c. Ensure that a minimum of two staff individuals are identified to the President and Vice President of the Board of Directors, who are trained and capable to substitute when the Executive Director is unavailable to fulfill the position's responsibilities due to an emergency. The President or designate will enact the Board's Emergency Executive Director Policy in such cases, when the Board determines it wishes to retain a contractor on an interim basis.
 - d. Deal with the Board of Directors as a whole, except when responding to individual Directors' requests for information or responding to committee and work groups' requests.

- e. Officially speak on behalf of Bluewater Gymnastics Club as per the Board's Communications Policy or on considerations associated with the organization's operations, but not on considerations associated with the Board of Directors itself or the governance of the Thunder Bay Chill Soccer Club.
- f. Ensure that fund development is seen as a needed capacity in the Thunder Bay Chill Soccer Club has an annual fundraising target, does not unduly distract the Board or service delivery staff, and does not hurt or diminish the credibility and community goodwill of Thunder Bay Chill Soccer Club.
- g. Ensure that any complaint, i.e.: participant, family member, staff, volunteer, partner, or a community member/other is treated as important, and that a procedure is in place to assess, address and report back to a complainant on a timely basis and to function, as necessary.

Human Resources

1. The Executive Director will:

- a. Adjust the Executive Director's compensation program based solely on Board of Director approval.
- b. Have a staff compensation program in place that is consistent with Board's Policies and budget capacity and to inform the Board before any staff compensation adjustment or offer is made that is more than 10% outside the compensation program's rates for a position.
- c. Ensure that any offers of employment, whether permanent, part time or contractual, are consistent with approved Board Human Resources Policies or as approved by the Board of Directors if outside these policies.
- d. Effectively communicate and have staff and volunteers trained on an ongoing basis, that the organization does not tolerate discrimination, harassment, bullying, physical or sexual abuse or similar behaviours, and to have in place, the appropriate procedures, communications and training programs that support understanding of and compliance with Board Policies in this regard, the rights of individuals and the processes and procedures individuals can pursue if they believe they have experienced such behaviours.
- e. Develop an organizational culture of service excellence by supporting innovation, staff training and development, recognition of efforts and outcomes, promotion of and support for learning opportunities and forums and other strategies.
- f. Ensure all staff and volunteers are treated fairly and equally, have clarity as to their role and accountabilities within Thunder Bay Chill Soccer Club are effectively supervised, and are periodically asked for their views/opinions on the organization's activities and culture.

Liabilities and Assets

1. The Executive Director will:

- a. Ensure that no leases or contracts for supplies and services are entered into for more than five years without Board of Director approval or encumber/threaten Thunder Bay Chill Soccer Club's ability to sustain itself.
- b. Have in place, and update annually, a Health and Safety Program for the organization that is based on legislative requirements, site inspections, incident assessments and other required inputs.
- c. Ensure that a Disaster Recovery Strategy is in place and annually / regularly updated for all the organization's technology, computer and related operational components and data/information, as well as for all facilities.
- d. Ensure regular in-house and external reviews / tests of all technology-based systems and data storage to minimize threats of improper hacking and loss of confidential data and other electronic materials.
- e. Ensure the safe and controlled storage of all participant and other confidential written records and materials.
- f. Ensure that the organization has in place, active insurance that covers an asset loss of up to at least 80% of replacement value except for vehicles, as well as for an organizational liability and Board of Director and staff indemnification, at levels reflective of current risk parameters, as well as a theft deterrent / loss prevention program in place as appropriate within Thunder Bay Chill Soccer Club to protect portable assets.
- g. Ensure any staff or volunteer that has access to material amounts of cash or other portable assets is bonded to a level that covers a potential loss.
- h. Invest reserves and/or cash available based on the Board's Investment Policy if directed by Board to do so.
- i. Ensure that all facilities and equipment of all types are used as per the organization's needs that sustain the supplier life expectancy targets and warranties and are maintained to the manufacturer's recommendations or industry standards and practices.
- j. Ensure the controlled access of all visitors to the Thunder Bay Chill Soccer Club venue(s) aligned with industry standards.

Strategic Planning

1. The Executive Director will:

- a. Participate in the development of Thunder Bay Chill's Strategic Plan as directed by the Board, by providing input, insight, and data.
- b. Inform the Board of the need to review its Strategic Plan a minimum of six (6) months before the Plan's identified completion date.
- c. Report to the Board of Directors quarterly or as directed by the Board on the progress being made on each Strategic Direction/Priority assigned to the Executive Director.

- d. Ensure all staff and volunteers are aware of the Strategic Plan and its Directions/Priorities, and to connect staff performance appraisals to Strategic Plan outcomes.

Monitoring

1. Included as a significant component in Executive Director Annual Performance Appraisal.
2. Compliance issues and actions taken recorded in regular and special Board meeting minutes, with follow-up reviews taken as appropriate/required.



Section 4 HUMAN RESOURCES

Policy Number: 1.4.1 Administration & Organizational Structure

A. POLICY

- a. The Board, which is responsible for providing quality programs for its Chill membership, acknowledges the practical necessity of discharging its responsibility through the assistance of a staff of professional administrators and through a well-ordered, management structure.
- b. The Board, therefore, endorses a functional organizational structure, headed by a Chief Executive Officer (Executive Director) and a team of supervisory, administrative, and consultative personnel to ensure competent leadership and the efficient management and operation of its club system.

B. GUIDELINES

- a. In any Club system, the final authority lies in the elected body of officials, the Board of Directors, which is answerable to its electorate for the management and operation of all club affairs. The Thunder Bay Chill consists of four (4) members who are appointed to serve for a term of two years.
- b. The composition of the Board includes:
 - c. One (1) director who is appointed to represent the interests of the coaching staff.
 - d. One (1) director who is appointed to represent the interests of the goalie coaching staff.
 - e. One (1) director who is appointed to represent the interests of the volunteer staff
- f. The Board must be sensitive to the needs of the Club. These community needs will be reflected in the Board's approach to its major function, which is to establish the philosophy, purpose, and objectives of the system, which, in turn, influence Board decisions, policies, programs, and innovations in the Club system.
- g. Through its policy-making function, the Board can direct and control the operations. Board policies are formulated to set out terms of reference, limitations, and operational guidelines for all to follow. Since the decisions of administrative officials and other staff personnel must be consistent and harmonious with the spirit of these policies, the Board thereby controls derivative decisions and directly shapes the climate, the working conditions, and the continuous development of the Club.
- h. The role of the Board and Directors is a key one, with significant responsibilities. The Board is required to make decisions on a wide range of issues and problems, including budgeting, construction, personnel, curriculum, and transportation to name a few.

- i. The Board establishes a meeting schedule on an annual basis and meets in accordance with the approved schedule to address matters relating to education, personnel, finance, legal, and administration.

C. POLICY: ADMINISTRATIVE AND ORGANIZATIONAL STRUCTURES

- a. The first meeting in October of each year shall be the Annual Meeting. The purpose of the meeting is to appoint a President, Vice-President, Treasurer, and Secretary based on odd/even years.
- b. The President is a key individual, whose responsibilities include conducting Board meetings in an orderly fashion and acting as the official spokesperson for the Board. It is also the President's responsibility to convey the corporate views and sentiments of the Board to the membership, media and to various organizations. It should be noted, however, that neither the President, nor any individual Board member, has power vested solely in him or her; rather, the Board, by majority decision, gives direction to its administrative staff.
- c. As the Board's formal representative, the Executive Director serves in a dual capacity. The Director acts as an advisor to the Board, mobilizing the administrative staff to provide information, expertise, and guidance, essential for effective Board decisions. The Director also fulfills the role of administrative manager, overseeing the entire operation of the Club, delegating authority wherever possible, interpreting, and implementing Board policies, always ensuring that the Board's wishes and decisions are executed promptly and efficiently.
- d. The Executive Director may hold the additional portfolio of Secretary of the Board.
- e. As Secretary of the Board, the Executive Director is legally responsible for the accurate records of all Board proceedings and decisions and is the official custodian of all legal documents and seals of the Board. The Executive Director coordinates the business which must go before the Board and/or its committees and formulates the agenda for the various meetings. Official Board correspondence originates in that office, and it is through the Director that individual requests, group delegations and reports reach Board level.
- f. The title of Executive Director reflects the function of assisting the Board in the operation of the Club in the best interests of the membership. It also emphasizes the Director's responsibility for providing proper supervision of the Club under the direction of the Board. The primary role of the Executive Director in supervision is to guide, advise, assist, and facilitate staff members in the development of their talents and abilities, in the introduction of latest programs, in the innovation of current ideas and techniques, and in the overall upgrading and progress of the Club.
- g. The Board delegates a great deal of authority and responsibility to the Executive Director. To manage the system efficiently and effectively, the Director must also delegate authority and responsibility to other personnel for daily decision-making

related to various matters. A substantial portion of board policy is transmitted through the Executive Director for implementation and regular monitoring. In this way, the Director is freed from daily involvement in the specifics of administration, to concentrate on the coordination and issues facing the system and to plan on a long-range basis. This, in turn, allows the Director to better advise the Board in its policy-making function, and enables the Director to marshal the entire resources of the system toward meeting the objectives as set out by the Board of Directors.



A. POLICY

- a. The Thunder Bay Chill recognize that quality programming is enhanced by the provision of a variety of activities. To facilitate the delivery of these activities, it is important to encourage and support the participation of volunteers collaborating with the supervised staff. The involvement of volunteers is the life of the Chill family and community and is valued by the Club.
- b. This policy is intended to address the use of volunteers in all capacities in any Chill related activities and includes both parents and community volunteers.
- c. Parent and community volunteer participation is encouraged but remains optional.
- d. The following guidelines have been developed to assist in the safe and efficient use of volunteers in the Club.

B. DEFINITIONS

- a. A volunteer is a parent, youth, community member who is a member or non-member who agrees to undertake, without pay, a designated task which supports any Chill approved programs.

C. GUIDELINES

- a. A Police Vulnerable Sector Check will be required for any Volunteers who are in contact with players in situations where there is no coach/ administrator supervision. If the police determine a different level of check is appropriate, the check provided by the police will be deemed acceptable.
- b. When a Police Vulnerable Sector Check on a Parent or Community volunteer is received by the Board, that document will be kept on file at the official in a secure location only available to the Board of Directors.
- c. Volunteers are assigned at the discretion of the Board or supervisor, and in accordance with the requirements outlined in this and other Board Policies and Procedures.
- d. A Parent or Community Volunteer may assist in the operation of an activities when a supervisor is not available to oversee the activity.
- e. It is the responsibility of the Executive Director to ensure that these volunteers are appropriately screened, oriented, and trained for the assigned tasks.
- f. In the case of soccer specific activities where the volunteer bears sole responsibility for supervision, he/she must hold a recognized coaching certification for this activity.

- g. The Thunder Bay Chill will ensure that school volunteers are covered by liability insurance while performing assigned tasks.
- h. Parent and Community Volunteers shall not assume responsibility for regular soccer programs, or for any evaluation of the player learning.
- i. When it is considered in the best interest of players or club, a Police Vulnerable Sector Check will be required of any Parent or Community Volunteer participating in the life of our Club.



A. POLICY

- a. The Thunder Bay Chill Soccer Club recognizes the importance of a system of performance appraisal to ensure the quality of programs experienced by the players in its care and for the professional growth and assessment of its staff.
- b. It is the policy of the Club to provide its staff with comprehensive professional performance appraisal which reflects the dignity of the human person and is marked by constructiveness, openness, and honesty.
- c. The purposes of the Club's Performance Appraisal policy are as follows:
- d. To ensure that players of the Thunder Bay Chill Soccer Club receive the benefit of a soccer development program staffed by qualified coaches who are performing their duties satisfactorily.
- e. To improve the quality of education and player development.
- f. To ensure that the desired goals of a Chill player are reflected in the delivery of curriculum of the Thunder Bay Chill Soccer Club.
- g. To help guide decisions related to staffing.
- h. To provide a mechanism to ensure regular administrative recognition of the work and efforts of its staff.
- i. To respect and protect the right of staff to receive effective, consistent, and professional performance appraisal of their services.

B. GUIDELINES

- a. The Thunder Bay Chill Soccer Club recognizes that actions and behaviour within our Club should be in accordance with the Mission Statement, the Club Curriculum (Soccer Way) and the requirements set forth by the Board of Directors, CSA, and OSA.

C. PERFORMANCE APPRAISAL

- a. The Club recognizes that competent, enthusiastic, and cooperative staff are essential in imparting a distinctive Chill character to its membership and players.
- b. The Club recognizes that staff in our Club must be provided with opportunities for professional growth and development.
- c. The Club recognizes that regular and cyclical appraisal of performance contributes to both development of staff and the effectiveness of their practices and performance.
- d. This policy applies to every permanent staff employed by the Thunder Bay Chill Soccer Club.

D. EVALUATION SCHEDULE

- a. New employees shall be evaluated by the Executive Director prior to the completion of their probationary period, in accordance with their employment contract.
- b. Employees with more than one year service shall be evaluated once every three (3) years thereafter except as otherwise provided for.
- c. Each September, the Club shall issue a list of those employees for whom evaluations are due.
- d. Temporary employees should be evaluated at least once during their term of employment with the Club.
- e. An employee may also request a performance evaluation. Such requests will be accommodated as expeditiously as possible.

E. PERFORMANCE EVALUATION CRITERIA

- a. Performance evaluation criteria shall be based upon the requirements of the position, as stated in the position description, and the performance objectives agreed upon by the employee and the Technical Director.
- b. The performance evaluation report should be concise, anecdotal, and clear.
- c. The performance evaluation should cover such areas as:
- d. Quality of work (e.g., degree of knowledge, skills, accuracy, thoroughness, etc.)
- e. Quantity of work (e.g., volume of output, meeting deadlines and targets, etc.)
- f. Effectiveness in working with others (e.g., communication skills, interpersonal relations skills, adaptability, cooperation)
- g. Work habits (e.g., initiative, leadership, punctuality, dependability, etc.)
- h. Achievement of objectives (agreed during annual contract review period)
- i. Objectives for the future review period (e.g., performance goals, career goals, training, etc.)