



**Saskatoon  
Open Door  
Society**

## **Governance Policy**

**Established June 2015**

**(Last Revised – Jan 22, 2026)**

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## STRATEGIC GOALS



# Building through our Strengths

SODS Strategic Plan 2024-2029

### Mission

Our mission is to assist newcomers to Canada to become participating members of an inclusive and diverse community and country.

### Vision

Saskatoon is a diverse and inclusive community where newcomers fully participate in its economic, social, intellectual and cultural life.

## Strategic Goals

### Goal #1



Achieving excellence as an employer and service provider in the settlement sector

#### Outcomes

- 1.1 Employee experience and job satisfaction is enhanced.
- 1.2 Clients are empowered through access to holistic services.

### Goal #2



Flourishing within our community

#### Outcomes

- 2.1 A vibrant, mutually beneficial membership and partnership base that promotes our mission.
- 2.2 SODS is an Environmental, Social, and Governance (ESG) compliant organization.

### Goal #3



Growing our Capacity

#### Outcomes

- 3.1 Diversified, flexible, and growing revenues propel sustainability for SODS and its stakeholders.
- 3.2 Facilities and Infrastructure meet the growing needs of SODS stakeholders.

## Our Values



Empowerment



Inclusion



Equity



Engagement



Respect



A Holistic Approach

## GOVERNANCE PROCESS

**Policy Type:** GOVERNANCE PROCESS  
**Policy #:** gov/pro-01  
**Approved:** November 17, 2015  
**Amended:** Policy Amended March 20, 2019; June 14, 2023  
Policy Title Amended June 14, 2023

**Policy Title:** GOVERNING AUTHORITY AND GOVERNANCE MODEL

**Monitoring Schedule:** Annual  
**Monitoring Method:** Internal Report - Governance Committee

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Saskatoon Open Door Society's ("SODS") governance authority originates from its constitution and bylaws.

SODS is restricted to carrying on activities for exclusively charitable purposes and in furtherance of the following objectives:

1. To supply services which will assist refugees and immigrants to adjust to and participate in the Saskatoon community;
2. To promote community awareness, understanding, and acceptance of local immigration;
3. To raise funds for the purpose of advancing its objectives.

Governance is the way in which this Board exercises its authority, control and direction over the organization. The Board derives its authority from motions of the membership at the Annual General Meeting or duly called general meetings of the membership. As a governance Board, the Board sets policy and hires a Chief Executive Officer ("CEO") to implement the policy. The CEO is responsible for carrying out the day-to-day work of the organization, with the assistance of paid staff and/or service volunteers. The CEO is directly accountable to the Board.

The Board carries out its governance role by developing and/or monitoring its own policies and those of SODS. Through policy and direction to its employee, this Board defines the important parameters within which SODS carries out its work.

The Board may change its policies and thereby shift the boundary between the Board and CEO domains.

The Board may seek staff input on issues related to the Board's governance policies but will do so only after a discussion between the Board and CEO and approval by the Board of a motion.

The Board, a committee of the Board, or an individual Board member can request a copy of any SODS' policy for review purposes.

In fulfilling its purpose, the Board shall embrace SODS' Values and will:

1. Be respectful of one another and of all SODS staff;

2. Demonstrate a collaborative working relationship with each other and with all SODS staff;
3. Be open to new ideas and seek a variety of opinions to inform decisions;
4. Be united in its decision making, seeking consensus whenever possible;
5. Be clear about its role, assessing its own performance regularly through comparison of Board activity to Governance Process and the Board/ CEO Relationship;
6. Initiate policy that furthers SODS's Ends; and
7. Communicate electronically between meetings if necessary.

**Policy Type:** GOVERNANCE PROCESS  
**Policy #:** gov/pro-02  
**Approved:** November 17, 2015  
**Amended:** Policy Amended June 15, 2017; January 16, 2019  
Policy # Amended June 14, 2023

**Policy Title:** BOARD JOB DESCRIPTION

**Monitoring Schedule:** Annual  
**Monitoring Method:** Internal Report - Governance Committee

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The role of the Board is to:

1. Provide leadership to SODS in the fulfillment of its client-centred Vision and Mission;
2. Monitor the performance of SODS in accordance with its governance policies and Strategic Plan;
3. Ensure the effectiveness and orderly succession of the Board itself; and
4. Engage the SODS membership through the AGM and other activities.

Therefore, the Board shall:

1. Be guided by written governance policies which address:
  - a) ENDS - Strategic Direction: what good, for which needs, at what cost, for what people.
  - b) GOVERNANCE PROCESS: how the Board conceives, carries out and monitors its own tasks.
  - c) BOARD – CEO RELATIONSHIP: how authority is delegated, carried out, and monitored.
  - d) EXECUTIVE LIMITATIONS: the boundaries, which establish the constraints on executive authority.
  - e) The hiring, monitoring, and attending to other appropriate aspects of the employment of the CEO;
  - f) The review and approval of SODS’ annual operating budget;
  - g) The election, at the first regularly scheduled Board meeting, of a President, Vice-President, Treasurer, and Secretary; and
  - h) The appointment of SODS’s auditor to the membership at the AGM.

**Policy Type:** GOVERNANCE PROCESS  
**Policy #:** gov/pro-03  
**Approved:** November 17, 2015  
**Amended:** Policy Amended June 15, 2017, May 15, 2019  
Policy # Amended June 14, 2023

**Policy Title:** BOARD MEMBERS' RESPONSIBILITIES

**Monitoring Schedule:** Annual  
**Monitoring Method:** Internal Report - Governance Committee

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The success of the Board as a whole is dependent on the performance of individual Board members, and their conduct both within and outside of Board meetings.

In order to be effective, each Board member will:

1. Be familiar with SODS's Constitution and Bylaws;
2. Adhere to Board policies and procedures;
3. Prepare for meetings by reviewing materials in advance of the meeting;
4. Attend meetings and participate in discussions;
5. Act in the best interests of SODS;
6. Continually develop their personal knowledge about the refugee and immigrant community in Saskatoon;
7. Speak or act on behalf of SODS matters only when formally given authority to do so by the Chair or the Board;
8. Review and approve Board meeting minutes;
9. Any Board member who is unable to attend three consecutive regularly scheduled meetings, or who attends less than 51% of the meetings, during their term of office shall be deemed to have resigned, but may be reinstated by resolution of the Board; such reinstatement not to exceed the term of office for which they were elected, as per 6 (d) of the Constitution and Bylaws (6/6).

### **SODS Board Norms**

**Use time wisely...**arrive, start and end on time; stay for entire meeting unless there is an emergency; put time limits on agenda items and meetings; have efficient agendas and a purpose for in-camera meetings; take turns speaking; and share committee responsibilities equally.

**Board members are expected to...** be loyal and speak positively of the organization, Board members, staff and clients; respectfully explore issues; display professional conduct; focus disagreements on ideas not people; avoid parking lot meetings; address concerns directly with the individuals who are involved.

**A solution finding approach will be used by...**voting on controversial items; respecting decisions already made by the Board; following a policy-driven approach and keeping committee work to a minimum; avoiding repetitive debate; making fact-informed decisions.

**Discussions will involve active listening characterized by...**considering new ideas and attempting to understand them before responding; respecting the speaker (no interrupting); directing questions

through the Chair to ensure a fair process and equal participation; respecting all SODS' team members' experiences and perspectives; avoiding side conversations.

**Confidential matters will be kept confidential.**

**The Board is committed to...**teamwork; learning from mistakes; evaluating progress towards goals; collecting and using feedback to course correct when necessary; celebrating successes.

As a Board member of the SODS I agree to these norms.

\_\_\_\_\_ (Name)

\_\_\_\_\_ (Date)

**Policy Type:** GOVERNANCE PROCESS  
**Policy #:** gov/pro-04  
**Approved:** November 17, 2015  
**Amended:** Policy Amended February 9, 2016, May 15, 2019  
Policy # Amended June 14, 2023  
Policy Title Amended February 21, 2024

**Policy Title:** ROLE OF THE PRESIDENT

**Monitoring Schedule:** Semi-Annual  
**Monitoring Method:** Board Discussion

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The role of the President is to ensure the integrity of the Board's process. The President acts as a liaison between the SODS Board and its CEO, and speaks on behalf of the Board and represents the Board to outside parties. The President is authorized to make decisions within Board approved policies. Such decisions will be brought to the Board in a timely manner.

In carrying out their role, the President:

1. Plans for and presides at all Board and Annual General meetings;
2. Is an *ex-officio* member of all committees;
3. Determines the agenda for Board meetings, after consultation with the CEO and/or with a Board committee;
4. Delegates duties to other Board members, unless otherwise directed by the Board;
5. Ensures that the Board behaves consistently with its own rules and those legitimately imposed upon it from outside the organization (i.e. Non-Profit Corporations Act, or as otherwise required by law);
6. Discussions are confined to matters that are under the Boards' purview;
7. Acts as an official spokesperson for the Board unless otherwise designated by Board members;
8. Leads the Board in conducting an annual performance appraisal of the CEO;
9. Seeks a variety of opinion, facilitating consensus whenever possible amongst Board members;
10. Ensures that official Board correspondence is distributed to all Board members in a timely manner.

**Policy Type:** GOVERNANCE PROCESS  
**Policy #:** gov/pro-05  
**Approved:** November 17, 2015  
**Amended:** Policy Amended February 9, 2016; May 15, 2019; January 18, 2023  
Policy # Amended June 14, 2023

**Policy Title:** ROLE OF THE VICE-PRESIDENT

**Monitoring Schedule:** Semi-Annual  
**Monitoring Method:** Board Discussion

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The Vice-President:

1. Assists the President with their responsibilities;
2. Assumes duties of the President in their absence;
3. Ensures that directors appointed by the Board (bylaw 3/7g) receive orientation to understand SODS and its issues, organizational structure, and the processes of governance.

**Policy Type:** GOVERNANCE PROCESS  
**Policy #:** gov/pro-06  
**Approved:** November 17, 2015  
**Amended:** Policy # Amended June 14, 2023

**Policy Title:** ROLE OF THE TREASURER

**Monitoring Schedule:** Semi-Annual  
**Monitoring Method:** Board Discussion

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The Treasurer:

1. Chairs the Board's Audit and Finance Committee;
2. Leads the appointment of an auditor;
3. Ensures that the Board's Audit and Finance Committee monitors the organization's financial condition on a quarterly basis and reports the results to the Board;
4. Reviews the budget created by the CEO and advises the Board as necessary on its approval.

**Policy Type:** GOVERNANCE PROCESS  
**Policy #:** gov/pro-07  
**Approved:** November 17, 2015  
**Amended:** Policy # Amended June 14, 2023

**Policy Title:** ROLE OF THE SECRETARY

**Monitoring Schedule:** Semi-Annual  
**Monitoring Method:** Board Discussion

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The Secretary:

1. Ensures that minutes of Board and General Meetings are prepared, reviewed, circulated, and brought forward for Board Approval;
2. Ensures that Board records and files are maintained and made accessible for Board use as required.

**Policy Type:** GOVERNANCE PROCESS  
**Policy #:** gov/pro-08  
**Approved:** November 17, 2015  
**Amended:** Policy Amended January 16, 2019; January 18, 2023  
Policy # Amended June 14, 2023

**Policy Title:** BOARD COMMITTEE PRINCIPLES

**Monitoring Schedule:** Annual  
**Monitoring Method:** Board Discussion

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Board Committees, whether standing or ad hoc, are rooted in areas of policy to support the work of the Board as a whole. Currently, Standing Committees include: 1) Governance Committee, 2) Audit and Finance Committee, and 3) Community Engagement and Nominations Committee.

Board Committees:

1. Established by the Board, and report only to the Board;
2. Comprised of Board members, and may include non-Board members if appropriate;
3. Examine alternate perspectives and options regarding issues within its mandate;
4. Investigate the viability, cost, public relations, and implications of each option;
5. Ad Hoc committees are established to assist the Board in carrying out its duties and are only used as needed;
6. May call upon the CEO to assist in ensuring that information on options and implications is available;
7. Speak or act on behalf of the Board only when given authority to do so;
8. May not commit funds or resources of SODS, except as defined in the Committee's Terms of Reference.
9. Have only the authority specifically delegated to them by Board policy and/or motion. The Terms of Reference for all Board committees shall include a Statement of Purpose which shall comprise of:  
Purpose;
  - a) Composition;
  - b) Administrative Support Services;
  - c) Quorum;
  - d) Term of Office;
  - e) Reporting Procedures;
  - f) Provision for Expenses;
  - g) Timelines.

**Policy Type:** GOVERNANCE PROCESS  
**Policy #:** gov/pro-9  
**Approved:** November 17, 2015  
**Amended:** Policy Amended April 20, 2017; January 19, 2022; January 18, 2023; February 21, 2024, January 22, 2026; Policy # Amended June 14, 2023

**Policy Title:** STANDING GOVERNANCE COMMITTEE TERMS OF REFERENCE

**Monitoring Schedule:** Annual  
**Monitoring Method:** Board Discussion

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### **1. Purpose**

Assist the board of directors of The Saskatoon Open Door Society in ensuring it follows best governance practices and has effective governance procedures.

### **2. Duties:**

- 2.1. Develop and recommend to the Board governance principles, policies, practices and any other issues related to the governance of SODS, either on its own initiative or at the request of the Board.
- 2.2. Develop and lead an annual review of the Board's compliance with its Governance Policies, including the achievement of the Governance Committee's work plan.
- 2.3. Review at least tri-annually the following and, as necessary, recommend changes to the Board:
  - a) the policies of the Board;
  - b) the role of the Board and the methods and processes by which the Board fulfills its duties and responsibilities;
  - c) the terms of reference of all standing committees of the Board;
  - d) the frequency and timing of the meetings of the Board and all committees of the Board;
  - e) opportunities for improving the governance framework, including regular reviews of the Board's evaluation frameworks;
- 2.4. Ensure evaluation frameworks are in place for the Board to conduct yearly performance reviews of its affairs, its committees, individual Board members and the CEO.

### **3. Composition:**

- 3.1. At least three members of the Board who shall be named at the October meeting of the Board by the Chairperson of the Board. The Chair shall appoint committee members based upon expressions of interest from the Board members taking into account their areas of expertise

### **4. Administrative Support Services:**

- 4.1. Support to the committee shall be provided by the CEO.

### **5. Quorum:**

- 5.1. Quorum for the committee shall be three (3). Business may be conducted in the absence of a quorum but any decisions or recommendations to the Board must be subject to quorum decision before being enacted.

**6. Term of Office:**

6.1. 1 year from the date of the appointment to the committee. Committee members may be reappointed to the committee for more than one consecutive term.

**7. Report Procedures:**

7.1. Reports of the committee shall be made in writing to the Board of Directors.

**8. Provision for Expenses:**

8.1. The committee shall be reimbursed for any reasonable expenses directly incurred in the fulfillment of its duties. Examples of reasonable expenses include photocopying and minor entertainment expenses (e.g. coffee) for meetings with potential new Board members.

**9. Timelines:**

9.1. Governance Process Monitoring Report: Due at the March Board meeting of each year;

9.2. Board Development Report: Ongoing, but a report is due at least annually at the March Board meeting each year.

**Policy Type:** GOVERNANCE PROCESS  
**Policy #:** gov/pro-10  
**Approved:** November 17, 2015  
**Amended:** Policy Amended May 15, 2019; January 19, 2022; January 18, 2023, January 22, 2026; Policy # Amended June 14, 2023

**Policy Title:** STANDING COMMUNITY ENGAGEMENT AND NOMINATIONS COMMITTEE  
TERMS OF REFERENCE

**Monitoring Schedule:** Annual  
**Monitoring Method:** Board Discussion

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### **1. Purpose**

Assist the Board of Directors in developing and maintaining a strong and productive relationship with its community through the nominations process and its membership program.

### **2. Duties:**

2.1. Supervise the nominations process for the Board of Directors and facilitate robust succession of board leadership at Saskatoon Open Door Society. Specifically:

- a) Identify current and anticipated skill and/or representational gaps on the Board;
- b) Communicate this information to the membership and other stakeholders 3 months in advance of the Annual General Meeting;
- c) Canvass the community and identify potential Board members, especially those who may address identified gaps, setting a deadline for expressions of interest;
- d) Interview declared candidates to orient them to Board members' roles and responsibilities, the current issues before the Board and the election process, including the importance of attendance at the AGM and the opportunity for a brief address to the meeting;
- e) Ensure that the names and biographies of candidates are circulated to the membership 21 days in advance of the AGM;
- f) The Committee Chair shall conduct the election of board members at the AGM; and,
- g) Follow up with any unelected candidate to encourage and facilitate continuing engagement with SODS.

2.2. Develop a membership program that recognizes the mutual benefits that can accrue to both SODS and its members. Specifically:

- a) Develop an understanding of the reasons people become and stay as members and why others leave the program;
- b) Based on this information and community feedback, including professional and social service communities, build a membership program with a benefits package for individuals and organizations;
- c) Work with the CEO to attract and retain members;
- d) Create opportunities for membership to gather, both virtually and in-person; and,
- e) Maintain a feedback loop aimed at meeting the needs of members and continuous program improvement.

### **3. Composition:**

- 3.1. At least three members of the Board who shall be named at the September meeting of the Board by the Chairperson of the Board. The Chair shall appoint committee members based upon expressions of interest from the Board members;
- 3.2. Members of the Community Engagement and Nominations committee who are up for re-election shall not participate in the Nominations function of the committee, which may be augmented as necessary.

**4. Administrative Support Services:**

- 4.1. Support to the committee shall be provided by the CEO.

**5. Quorum:**

- 5.1. Quorum for the committee shall be three (3). Business may be conducted in the absence of a quorum, but any decisions or recommendations to the Board must be subject to quorum decision before being enacted.

**6. Term of Office:**

- 6.1. 1 year from the date of the appointment to the committee. Committee members may be reappointed to the committee for more than one consecutive term.

**7. Meeting Schedule:**

- 7.1. The Committee shall determine its meeting schedule but will meet a minimum of four times annually.

**8. Annual Work Plan:**

- 8.1. At its first meeting, the Committee shall develop a work plan for the year.

**9. Report Procedures:**

- 9.1. Reports of the Committee shall be made in writing to the Board of Directors.

**10. Provision for Expenses:**

- 10.1. The Committee shall be reimbursed for any reasonable expenses directly incurred in the fulfillment of its duties. Examples of reasonable expenses include photocopying and minor entertainment expenses (e.g. coffee) for meetings with potential new Board members.

**11. Timelines:**

- 11.1. Monitoring Report: June Board meeting.
- 11.2. Nominations Report: June Board meeting.
- 11.3. Committee Report: Each board meeting.

**12. Resignation of Board Members**

The membership shall be advised of the mid-term resignation of board members at the earliest possible opportunity.

**The Task and Criteria to be considered for Potential Board Members and Board Composition**

Be committed to the Mission, Vision, and Values of SODs.

Willingness to undertake responsibilities of board members as outlined in SODs policies and adhere to SODS confidentiality and conflict of interest policies.

The composition of the Board should reflect the cultural diversity of the community.

The composition of the Board should reflect gender balance.

The composition of the board should reflect the lived experiences of SODS clients and its history.

**Resignation of Board Members**

The membership shall be advised of the mid-term resignation of board members elected at the AGM at the earliest possible opportunity.

**Policy Type:** GOVERNANCE PROCESS  
**Policy #:** gov/pro-11  
**Approved:** November 17, 2015  
**Amended:** Policy Amended May 15, 2019; February 21, 2024  
Policy # Amended January 19, 2022; January 18, 2023; June 14, 2023

**Policy Title:** STANDING AUDIT AND FINANCE COMMITTEE TERMS OF REFERENCE

**Monitoring Schedule:** Annually

**Monitoring Method:** Internal Report - Standing Committee on Audit and Finance

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### **Governance Statement**

The Board's stewardship of SODS's financial resources is fundamental to maintaining SODS's integrity and reputation.

### **Purpose**

The Committee assists the Board of Directors in maintaining its understanding, allocation and trusteeship of the financial resources of SODS.

### **Roles and Responsibilities:**

The Audit and Finance Committee has the responsibility to:

1. Make recommendations for Board approval and/or deliver reports to the Board in consultation with the CEO in the following areas:
  - 1.1. Appointment of the external auditor to the Board;
  - 1.2. Annual audited financial statements;
  - 1.3. The travel and hospitality expenses of Board members and the CEO.
2. Provide feedback to the CEO with respect to annual operating and capital budgets prior to their being tabled by the CEO with the Board.
3. Provide information and/or advice as appropriate to the Board on:
  - 3.1. Significant financial planning and reporting issues;
  - 3.2. Interim financial reports on a quarterly basis at a minimum;
  - 3.3. Reports from auditors and management on internal control issues and other matters.
4. Meet with the external auditors to ensure that:
  - 4.1. SODS is a going concern;
  - 4.2. SODS has implemented appropriate systems to identify, monitor and mitigate significant risk;
  - 4.3. The appropriate systems of internal control, which ensure compliance with SODS's policies are in place and operating effectively;
  - 4.4. SODS's annual financial statements are fairly represented in all material respects in accordance with generally accepted accounting principles;
  - 4.5. Any matter that the external auditors wish to bring to the attention of the Board has been given adequate attention.

**Audited Financial Statements:**

1. On behalf of the Board, present the audited financial statement to the members at the Annual General Meeting;
2. Review with management and the external auditor proposed changes in major accounting policies;
3. Annually review the scope of and the plan for the annual audit examination prior to the commencement of the audit;
4. Meet with the external auditor in an in-camera session;
5. Annually review the audited financial statements including notes, the results of the audit, the auditor's report, and the letter of recommendation prior to submission to the Board of Directors for consideration and approval, and circulation to SODS's membership.

**Composition**

At least three members of the Board who shall be named at the first regular meeting of the Board following the Annual General Meeting. Appointments will be based on expressions of interest by Board members.

**Support**

The CEO shall provide support as required by the Committee to carry out its work.

**Quorum**

Quorum for the Committee is three (3) members. Business may be conducted in the absence of a quorum but any decisions or recommendations to the Board must be subject to quorum decision before being enacted.

**Term of office**

1 year from the date of the appointment to the committee. Members may be reappointed to the committee for more than one consecutive term.

**Reporting**

All recommendations and reports shall be made in writing to the Board of Directors.

**Provision for Expenses**

Committee members shall be reimbursed for any reasonable expenses directly incurred in the fulfillment of their duties. Such expenses might include long distance telephone calls and minor entertainment expenses, e.g. coffee.

**Policy Type:** GOVERNANCE PROCESS  
**Policy #:** gov/pro-12  
**Approved:** November 17, 2015  
**Amended:** Policy # Amended April 20, 2017; January 19, 2022, June 14, 2023  
Policy Amended June 15, 2017; June 14, 2023

**Policy Title:** CONFLICT OF INTEREST

**Monitoring Schedule:** Annually  
**Monitoring Method:** Annual Renewal of Conflict of Interest Forms

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Board members owe SODS a duty of loyalty, also known as a fiduciary duty. This fiduciary duty includes the duty to act with integrity, fidelity, confidence, fairness, non-competition and good faith.

Board members are legally bound to act for the best interest of SODS and cannot put bias or personal interest ahead of the interests of SODS.

Board members shall avoid real and apparent conflict between their private interests and public duties so that public confidence can be maintained in the integrity of the process by which the governance of SODS is conducted, including the distribution of funds.

A conflict of interest may exist whether or not a Board member realizes a financial advantage, and includes both actual and perceived conflicts. Furthermore, the identification of a situation where a conflict of interest may exist will depend on the perceptions of those involved and how their actions appear to others. Simply stated, it is a matter of conscience, service to the public, and common sense.

**1. Purpose:**

- 1.1. To outline the expectations placed upon SODS Board members with regard to situations where there may be real, potential, or apparent conflicts of interest;
- 1.2. To protect the public interest and provide guidance to Board members.

**2. Background:**

- 2.1. The law requires the directors of non-profit societies as well as its employees to maintain high standards of honesty, integrity, impartiality, and ethical conduct, and officials must be constantly aware of the need to avoid situations which might result either in actual or perceived misconduct, or conflicts of interest, and to conduct themselves, in their official and personal relations, in a manner which commands the respect and confidence of their fellow citizens;
- 2.2. Board members shall act with loyalty to the interests of SODS.

**3. Definitions:**

- 3.1. Conflict of interest means any situation in which a Board member, either for themselves, their immediate Family, or other person(s) or organizations directly related or associated with that member, or other organization(s), attempts to promote a private or personal interest which results or appears to result in:
  - a) An improper personal material gain or advantage by virtue of their position;

- b) An interference with the objective exercise of their duties.
- 3.2. Immediate Family is defined as the Board member's spouse or partner, parents, children, brothers and sisters.

**4. Policy:**

- 4.1. Board members shall perform their official duties and arrange their private affairs in such a manner that public confidence and trust in the integrity, objectivity and impartiality of SODS are conserved and enhanced;
- 4.2. Board members have an obligation to act in a manner that will bear the closest public scrutiny, an obligation that is not fully discharged by simply acting within the law;
- 4.3. Board members shall not have a financial interest that could conflict in any manner with the discharge of their duties;
- 4.4. On appointment to office, and thereafter, Board members shall arrange their private affairs in a manner that will prevent real, potential or apparent conflicts of interest from arising but if such a conflict does arise between the private interests of a member and the official duties and responsibilities of that member, the conflict shall be resolved in favor of the public interest;
- 4.5. Board members shall not solicit or accept transfers of economic benefit, other than incidental gifts, customary hospitality, or other benefits of nominal value, unless the transfer is pursuant to an enforceable contract or property right of the member;
- 4.6. Board members shall not in their official or outside of their official roles assist private entities, persons or any non-profit agency in their dealings with SODS where this would result in preferential treatment;
- 4.7. Board members shall not knowingly take advantage of, or benefit from, information that is obtained in the course of their official duties and responsibilities and that is not generally available to the public;
- 4.8. Board members shall not directly or indirectly use, or allow the use of SODS property of any kind, including property leased to SODS for anything other than officially approved activities;
- 4.9. Board members shall not act after they cease to be Board members in such a manner as to take improper advantage of their previous Board membership.

**5. Appointment Obligations & Disclosure**

- 5.1. Upon appointment to the Board, Board members shall sign the Conflict of Interest Declaration at or by the Board meeting immediately following their appointment. The Conflict of Interest Declaration includes disclosure of their activities and activities of Board members or their Immediate Family which could give rise to a real, potential or apparent conflict of interest or otherwise impair the ability of the member to perform their official duties objectively;
- 5.2. These declarations shall be updated once a year by all Board members, at the Board meeting immediately following the Annual General Meeting, and the appointment of new Board members.
- 5.3. Should an actual or perceived conflict of interest arise after the Board member has signed the SODS Conflict of Interest Declaration, the Board member shall inform the Board President immediately and sign a new SODS Conflict of Interest Declaration.
- 5.4. Should an actual or perceived conflict of interest exist, the Board member shall disclose their interest and take no part in the discussion or decision. The Minutes of the Board or committee meeting where the actual or perceived conflict of interest is discussed shall in each case record the Board member's disclosure of their conflict of interest, and the fact that they took no part in the discussion or decision.

**6. Activities Constituting Conflict of Interest:**

- 6.1. Such activities may include but are not limited to membership on other Boards or organizations, ownership of assets, receipt of gifts, and employment whether full-time or part-time;
- 6.2. Board members will not act in an official capacity or make recommendations in these activities if financial or professional benefits accrue to the following people or entities:
  - a) The Board member;
  - b) The Board member's Immediate Family;
  - c) The Board member's partner in any business ventures including proprietorships, partnerships, and incorporated businesses;
  - d) An organization, in which the Board member is serving as an officer, director, trustee, partner or employee, including a business, municipality, a non-profit organization;
  - e) Any person or organization with whom a Board member is negotiating or has any arrangement concerning prospective employment.

**7. Restrictions:**

- 7.1. Board members shall be ineligible to participate in any program directly administered by SODS;
- 7.2. Board members, while serving on the Board and for a period of three months following the cessation of their term on the Board, shall not be appointed to a staff position at SODS.

**8. Dispute Resolution:**

- 8.1. The resolution of disputes arising from the interpretation of this Conflict of Interest Declaration shall be the responsibility of an ad hoc Dispute Resolution Committee.
- 8.2. Should a dispute arise, the Board shall cause the Dispute Resolution Committee to be established. The Committee shall be composed of the President of the Board, one other member of the Board, and the CEO of SODS;
- 8.3. If the dispute involves a Board member on the Dispute Resolution Committee, that individual will withdraw from the Committee's membership. The Committee may choose to appoint a fourth person from outside the ranks of the current Board membership if, in its view, circumstances so warrant;
- 8.4. The Committee shall investigate the dispute and if required, will call before it all parties involved in the allegation.

**9. Failure to Disclose:**

- 9.1. If a failure to disclose a conflict of interest or violation of SODS Conflict of Interest Policy is found by the Dispute Resolution Committee, the Committee may:
  - a) Request that the Board member disclose the conflict;
  - b) Remove the Board member from the responsibilities which are causing the conflict of interest; or
  - c) Accept the Board member's resignation.

**CONFLICT OF INTEREST POLICY DECLARATION**

**NAME OF BOARD MEMBER:** \_\_\_\_\_

With reference to the policy and procedures as outlined in the Conflict of Interest Policy please declare memberships, affiliations and positions held by you and the people or entities listed in the policy.

**1. THE BOARD MEMBER:**

List type of potential conflict: state organization, asset, position held, time or tenure or other information as applicable:

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**2. OTHER RELATED PERSONS OR ENTITIES**

State person or entity and applicable information:

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Signature: \_\_\_\_\_

Date: \_\_\_\_\_

**Policy Type:** GOVERNANCE PROCESS  
**Policy #:** gov/pro-13  
**Approved:** November 17, 2015  
**Amended:** Policy # Amended April 20, 2017, January 19, 2022; June 14, 2023  
**Policy Amended:** June 14, 2023

**Policy Title:** CONFIDENTIALITY

**Monitoring Schedule:** Annually  
**Monitoring Method:** Annual Renewal of Confidentiality Form

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The issue of confidentiality is a matter of integrity. To engender faith in the programs of SODS and in the Board itself, all participants including Board members, must adhere to strict professional standards where privileged information is involved. All parties shall not divulge confidential or restricted information to any unauthorized person or release such information in advance of authorization for its release. Furthermore, Board members, employees, and advisors shall not directly or indirectly use for their own purposes any confidential information which they may acquire with respect to the Board's affairs.

**1. Purpose:**

- 1.1. To outline the requirements for SODS Board members in the use and disclosure of confidential information supplied by clients and of other confidential information pertaining to the Board.

**2. Application:**

- 2.1. This policy applies to all Board members.

**3. Policy:**

- 3.1. Board members shall use all best efforts to promote the interests thereof of SODS and will not directly or indirectly disclose the private affairs of the Board or SODS. Members shall not directly or indirectly use for their own purposes any confidential information which they may acquire with respect to the Board's affairs. This restriction on the use or disclosure of information shall be in effect during the term of appointment to the Board and at all times thereafter;
- 3.2. Confidential information pertaining to SODS, its clients, and staff shall be discussed internally and with other related agencies with discretion and only as needed in carrying out one's duties as a member of Board;
- 3.3. Any breach of confidence is considered a serious matter and will be dealt with by the President of the Board as appropriate. The President can request the Board member's resignation. The President will report the breach of confidence to the Board and request that the Board consider termination or withdrawal of the appointment;
- 3.4. Upon appointment to the Board, all members will sign the Confidentiality Policy Declaration at or by the Board meeting immediately following their appointment.

**CONFIDENTIALITY POLICY DECLARATION**

**NAME OF BOARD MEMBER:** \_\_\_\_\_

I have read and understand SODS Confidentiality Policy. I agree to the requirements outlined therein.

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

**Policy Type:** GOVERNANCE PROCESS  
**Policy #:** gov/pro-14  
**Approved:** November 17, 2015  
**Amended:** Policy # Amended April 20, 2017; January 19, 2022; June 14, 2023  
Policy Amended June 15, 2017; May 15, 2019; February 21, 2024

**Policy Title:** BOARD EDUCATION

**Monitoring Schedule:** Annually, approximately mid-way through the year  
**Monitoring Method:** Internal Report - Governance Committee

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The ability of Board members to meet their responsibilities is dependent on their knowledge of the many aspects of SODS: its mandate, Mission, Vision, Values, structure, and programs and services, etc. Therefore:

1. New Board members shall receive a complete orientation to ensure familiarity with SODS and issues surrounding it. The orientation shall include a tour of all facilities at SODS led by the CEO;
2. New Board members shall also receive an orientation to the process and principles of governance;
3. The Board shall complete an evaluation annually in which each member is invited to identify specific areas in which they require additional knowledge related to governance and SODS programs and issues, and the Board shall discuss how to best provide this additional knowledge.
4. Where it exists, and where funding is available, Board members shall be availed trainings related board governances organized by the government, donor agencies, and other training bodies.
5. Time shall be allotted at each regular Board meeting for Board education purposes:
  - a) Management and staff presentations;
  - b) Governance discussion;
  - c) Funding Agency information; and
  - d) Strategic issues of importance to SODS' effectiveness.

**Policy Type:** GOVERNANCE PROCESS  
**Policy #:** gov/pro-15  
**Approved:** November 17, 2015  
**Amended:** Policy # Amended April 20, 2017, January 19, 2022; June 14, 2023  
Title and Policy Amended May 15, 2019  
Policy Amended June 14, 2023

**Policy Title:** BOARD ENGAGEMENT WITH STAKEHOLDERS

**Monitoring Schedule:** Each Board Meeting

**Monitoring Method:** Board Discussion

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The Board is the steward of SODS' mandate for its stakeholders, which include its membership, staff, volunteers, newcomers, funders, and broader community. The Board works strategically, developing the overall goals and policies of SODS for implementation by the CEO.

Accordingly, the Board shall:

1. Act on behalf of the stakeholders as a whole;
2. Develop partnerships, gather input and information from, and otherwise interact with a broad base of communities;
3. Provide regular, ongoing information on its work to its stakeholders.

**Policy Type:** GOVERNANCE PROCESS  
**Policy #:** gov/pro-16  
**Approved:** November 17, 2015  
**Amended:** Policy # Amended April 20, 2017, January 19, 2022; June 14, 2023  
Policy Amended June 14, 2023

**Policy Title:** COMMUNICATION AND COMPLAINTS HANDLING

**Monitoring Schedule:** Semi-Annual  
**Monitoring Method:** Internal Report - Governance Committee

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Governance of SODS is greatly enhanced and facilitated by the manner in which it deals with legitimate communications from staff on matters related to Board policy. Therefore:

Governance of SODS is greatly enhanced and facilitated by the way it deals with legitimate communications from staff and stakeholders in a transparent, orderly, and respectful manner on matters that may have a negative impact on SODS' interests or that put the organization at risk. Therefore:

1. The Board will accept correspondence in letter or e-mail under the following conditions:
  - a) The Board will accept a complaint from SODS staff, newcomers, membership, funders, or out-of-scope management, and other stakeholders after the complaint has been taken through the channels outlined in the Personnel Policies of SODS or the Collective Bargain Agreement.
  - b) The nature of the correspondence concerns the perceived illegal, unethical or unprofessional behaviour of the CEO or a Board Member;
  - c) The Board will not accept unsolicited correspondence or requests for meetings from staff regarding management or operational decisions which are legitimate and within the authority of the CEO; Governance decisions that are within the authority of the Board, or matters that are covered by the collective agreement.
  
2. The correspondence to the Board should be raised as follows:
  - a) The correspondence is addressed and submitted to the Board President, or to the Vice-President if the complaint concerns the President;
  - b) The complaint must be dated and submitted to the Board in writing, in letter or e-mail form; written format can be in any language;
  - c) Photocopies of any documentation, memos, letters, etc. should be included with the written complaint at the time of the submission in order to ensure that all aspects of the complaint are clearly understood;
  
3. When a legitimate correspondence is received, the board will follow the below procedures:
  - a) The correspondence to be shared and discussed during the first upcoming board meeting, and it can be postponed to the next meeting if it was received less than 72 hours before the meeting starts;
  - b) The Board President or a designate may request additional information;

- c) In exceptional circumstances the Board may, by motion, solicit input from SODS staff after having raised the matter with the CEO.
- d) The Board must outline to the complainant and any individuals against whom a complaint has been lodged, the process to be followed. This process must be fair, thorough and confidential.
- e) The Board has the authority to make a final decision after obtaining facts;
- f) The Board must then notify the complainant, in writing, regarding the decision. Board response to complaints shall be carried out in a timely manner.

Staff are encouraged to submit constructive ideas for improvements to the CEO who may communicate the same to the Board.

**Policy Type:** GOVERNANCE PROCESS  
**Policy #:** gov/pro-17  
**Approved:** May 15, 2019  
**Amended:** Policy Amended May 19, 2022; June 14, 2023  
Policy # Amended January 19, 2022; June 14, 2023

**Policy Title:** DAYCARE POLICY

**Monitoring Schedule:** Annual  
**Monitoring Method:** Internal Report

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The Board shall ensure:

1. Compliance with the Saskatchewan *Child Care Act, 2014*, SS 2014, c C-7.31, the Saskatchewan *Child Care Regulations 2015* and any successor legislation;
2. SODS has obtained adequate insurance for the childcare centres; and
3. General oversight of childcare operations.

**Policy Type:** GOVERNANCE PROCESS  
**Policy #:** gov/pro-18  
**Approved:** June 9, 2021  
**Amended:** Policy # Amended January 19, 2022; June 14, 2023

**Policy Title:** ELECTION OF TABLE OFFICERS

**Monitoring Schedule:** Annual  
**Monitoring Method:** Internal Report

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**Purpose:**

To ensure the orderly and transparent succession of table officers\* and maximize leadership opportunities for all board members.

**Parameters:**

That there should be leadership opportunities for all board members who wish to take on such responsibilities.

At any given time the leadership of the Board will be diverse and reflect board and stakeholder composition.

No board member will hold any particular office for more than two years in succession.

The president and treasurer positions should be filled by board members with experience in the working of SODS and the SODS board, a minimum of one year in the case of the Treasurer and two years in the case of the President.

The process for election will be regularized in governance policy.

**Process:**

Following the AGM, the incumbent president and treasurer will continue to serve in these positions until the first regular meeting of the Board, typically in September.

Where one or both of these individuals has finished their term, at the brief Board meeting immediately following the AGM the Board shall fill the vacant position(s) on an interim basis until the first regular meeting.

No later than two weeks prior to the September meeting, members interested in filling one of the positions shall submit a brief statement to the Board as a whole explaining their interest in the position and providing a rationale for their election.

At the board meeting, the first official order of business will be the election of table officers. In the event that there are no volunteers for a particular role, the board will resolve the situation at the September meeting.

\*Table officers are: president, vice-president, treasurer and secretary.

## BOARD / CEO RELATIONSHIP

**Policy Type:** BOARD / CEO RELATIONSHIP  
**Policy #:** bd/ceo-01  
**Approved:** November 17, 2015  
**Amended:** November 20, 2019; June 14, 2023  
Policy Title Amended February 21, 2024

**Policy Title:** ROLE OF THE CEO

**Monitoring Schedule:** Each Board Meeting

**Monitoring Method:** Board Discussion

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1. CEO Appointment and Succession
  - a) The CEO is appointed by the Board. In the case of a planned vacancy of the CEO position, the Board will appoint a CEO Selection Committee consisting of up to 5 elected Board members. The Committee will be responsible to review applications, interview candidates, and prepare a shortlist to be presented to the Board, taking into consideration the responsibilities of CEO.
  - b) The CEO will identify to the board of directors in writing prior to July 1st of each calendar year a member of the senior management team they recommend to fill the role of interim CEO in case of sudden vacancy of the position. The succession plan has to be discussed and approved by the board.
2. CEO General Responsibilities: The CEO is accountable to the board as a whole for all activities of the SODS. The CEO is responsible for executing SODS strategy and developing the plans required to put it in place. The Board will instruct the CEO through written policies, motions, and annual goals based on those policies. The Board of directors may delegate the interpretation and implementation of policies to the CEO. The CEO will be directed by the board towards achieving SODS' mandate through the establishment of Ends and Executive Limitation Policies, which may be amended from time to time.
3. CEO Specific Responsibilities: Provided that the CEO is informed by a reasonable interpretation of the Board's Ends and Executive Limitation Policies, the CEO is authorized to do the following on behalf of the organization:
  - a) Organizational leadership
  - b) Operational and program management
  - c) Human resources management
  - d) Financial management and administration
  - e) Board relations
  - f) External Relations and communications
  - g) Risk management
  - h) Property management
  - i) Fundraising and development
  - j) Other duties as instructed by the board of directors

4. CEO goals: The board of directors will identify to the CEO in writing prior to July 1st of each calendar year with a list of goals that they aim SODS will achieve. The goals must be specific, measurable, achievable, relevant, and time-based.
5. CEO Evaluation: Monitoring executive performance is synonymous with monitoring organizational performance. Executive performance will be based on the Board's policies on Ends and Executive Limitations. The following principles will be considered in the evaluation of the CEO's performance:
  - a) The purpose of monitoring is to determine the degree to which Board policies are being fulfilled and the goals are being met. Monitoring will be regular and concise to ensure that Board meeting time is effectively used.
  - b) Performance may be monitored through internal reports disclosed by the CEO to the board, external reports disclosed by an external auditor, inspector, or judge who is selected and reports directly to the board, and/or a disclosure of compliance information by a Board member, a committee or the Board as a whole.
  - c) In the Board's discretion, any policy can be monitored by any method at any time. With respect to regular monitoring, the schedules and methods in the Ends and Executive Limitations policies will be respected.
  - d) Prior to July 1 of each calendar year, the Board will conduct a formal evaluation of the CEO. The evaluation will be based on the Board's Ends and Executive Limitations policies and will include written evaluations by individual board members of the CEO's performance, as set out in the above policy.
  - e) The Board will conduct a professionally developed and administered 360-degree survey of direct reports, board members and key stakeholder contacts every three calendar years.

## RISK MANAGEMENT

**Policy Type:** RISK MANAGEMENT  
**Policy #:** riskmgt-01  
**Approved:** November 17, 2015  
**Amended:** Policy Amended May 15, 2019, June 8, 2022, March 15, 2023  
Timing of Monitoring Schedule Amended March 15, 2023  
Policy Type and # Amended March 15, 2023

**Policy Title:** GENERAL CONSTRAINTS

**Monitoring Schedule:** Annual  
**Monitoring Method:** Internal Report - CEO

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The CEO shall manage SODS operations in accordance with the highest standards for not-for-profit organizations.

The CEO shall:

1. Only perform or approve acts that are lawful and acts that do not violate funding requirements or policies of regulatory bodies.
2. Provide a policy for ethical dissent by staff and volunteers.
3. Immediately inform the Board in writing if it is not in compliance with Board policy and advise on additional governance policies that may be required.
4. Ensure that SODS' childcare centers are licensed, maintained and in compliance with regulatory obligations under *The Child Care Act, 2014* (as amended).
5. Have in place one or more senior staff members familiar with the Board's and the CEO's responsibilities and processes for organizational and executive continuity.
6. Follow legislated employment standards, including the Collective Bargaining Agreement and The Trade Union Act.
7. Ensure their own compensation and benefits are in keeping with their contract and any specified Board motions.

**Policy Type:** RISK MANAGEMENT  
**Policy #:** riskmgt-02  
**Approved:** November 17, 2015  
**Amended:** Policy Amended March 16, 2022, March 15, 2023  
Timing of Monitoring Schedule Amended March 16, 2022  
Monitoring Method Amended March 15, 2023  
Policy Type and # Amended March 15, 2023

**Policy Title:** STAFF AND VOLUNTEER TREATMENT

**Monitoring Schedule:** Annual  
**Monitoring Method:** Internal Report – CEO; External - 360 Review

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SODS places a high value on its staff and volunteers and recognizes that their contributions are the source of SODS' strength.

The CEO shall:

1. Provide written, culturally sensitive personnel policies and prevent discrimination in the workplace.
2. Provide all new staff and volunteers with an appropriate orientation.
3. Ensure fair and transparent policies are in place with respect to hiring, evaluation, and termination of all staff.
4. Obtain Board approval for the key elements of any Collective Bargaining Agreement with a union representing employees of SODS.
5. Provide a compensation plan for Out-of-Scope management personnel which is not inconsistent with the Collective Bargaining Agreement.
6. As appropriate, ensure that all staff and volunteers are familiar with and adhere to the following:
  - a) the Collective Bargaining Agreement and relevant operating policies;
  - b) SODS' Code of Conduct;
  - c) Operating policies contained in the Employee Handbook;
  - d) The HR Policy Manual; and,
  - e) The Board's Governance Policies.
7. Ensure all staff and volunteers provide suitable references and are subject to appropriate criminal record checks.

**Policy Type:** RISK MANAGEMENT  
**Policy #:** riskmgt-03  
**Approved:** November 17, 2015  
**Amended:** Policy Amended January 19, 2022, March 15, 2023  
Monitoring Method Amended March 15, 2023  
Policy Type and # Amended March 15, 2023

**Policy Title:** FINANCIAL MANAGEMENT  
**Monitoring Schedule:** Each Board Meeting  
**Monitoring Method:** Internal Report – CEO; External Report – Annual Audit

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The CEO is responsible for managing the finances of SODS in accordance with Board approved policies and shall not allow significant deviation from Board priorities as set out in the Strategic Plan.

The CEO shall:

1. Secure Board approval for any discretionary non-budgeted expenditure greater than \$10,000.
2. Not expend any funds that have not been committed by funders for the fiscal year to date unless the debt guidelines (below) are met.
3. Not allow the organization to incur indebtedness in an amount greater than can be repaid by unencumbered revenues within 60 days.
4. Ensure tax payments and other government-ordered payments are filed in an accurate and timely manner.
5. Ensure an adequate amount of cash to settle payroll and debts in a timely manner.
6. Notify the Board of external and internal conditions which may affect SODS' annual operating budget, surpluses and reserves.
7. Ensure a tendering process for contracts over \$10,000.
8. Invest or hold operating capital in fiscally secure accounts.
9. Only incur financial obligations for terms for which revenues can be safely projected.
10. Inform the Board of any budget variance that may substantially affect projections for a balanced budget.
11. Limit access to material amounts of funds to designated personnel.

**Policy Type:** RISK MANAGEMENT  
**Policy #:** riskmgt-04  
**Approved:** March 23, 2017  
**Amended:** Policy Amended May 15, 2019, January 19, 2022, March 15, 2023  
Policy Type and # Amended March 15, 2023

**Policy Title:** RESERVE FUNDS

**Monitoring Schedule:** Annual

**Monitoring Method:** Internal Report – CEO; External – Annual Audit

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Prudent and strategic management of SODS reserve funds is crucial to the sustainability of the organization, the confidence of its stakeholders and its ability to respond to unpredictable developments.

The CEO shall ensure the creation, maintenance and use of the following categories of reserve funds as follows:

**Capital Reserve for:**

- 1.1. capital items, including:
  - a) building renovations, acquisitions and construction;
  - b) repairs and maintenance of SODS' buildings;
  - c) updates to technology and information systems when required.
- 1.2. the safe and good working condition of -owned building(s);
- 1.3. emergencies in which the CEO may access up to \$50,000, in consultation with the Board if possible;
- 1.4. the CEO shall provide the Board with a full report as soon as possible.

**Operating Reserve:**

- 2.1. to assist yearly operations of SODS in responding to unpredictable circumstances.

**Annual Plan:**

- 3.1. The CEO shall recommend an annual plan for the capital for approval by the Board of Directors. The CEO shall also recommend to the Board the annual distribution of any year-end surplus from operations to the reserve funds.

**Policy Type:** RISK MANAGEMENT  
**Policy #:** riskmgt-05  
**Approved:** November 17, 2015  
**Amended:** Policy Amended June 8, 2022, March 15, 2023  
Timing of Monitoring Schedule Amended November 18, 2020, March 15, 2023;  
Policy Type and # Amended March 15, 2023

**Policy Title:** COMMUNICATIONS AND COUNSEL TO THE BOARD

**Monitoring Schedule:** Annual  
**Monitoring Method:** Internal Report - CEO

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The CEO ensures that the Board is provided with all relevant information possible.

The CEO shall:

1. Notify the Board of relevant trends and external and internal change which might impact on the mission of SODS with a written mitigation plan for any identified major risks.
2. Submit reporting required by Board policy
3. Provide written reports whenever possible.
4. Advise the Board in the case of substantial disagreement within the management team on matters that pose risk to SODS.
5. Ensure all board meeting materials are delivered to the Board members one week before any regularly scheduled meeting.
6. Obtain external points of view to inform Board decision making.
7. Make available all Board correspondence received between Board meetings or after the Board meeting mail-out.
8. Advise the Board well in advance of key dates and provide relevant information to enable the Board to carry out its public and fiduciary duties.

**Policy Type:** RISK MANAGEMENT  
**Policy #:** riskmgt-06  
**Approved:** November 17, 2015  
**Amended:** Policy Amended June 8, 2022, March 15, 2023  
Timing of Monitoring Schedule Amended June 8, 2022  
Monitoring Method Amended March 15, 2023  
Policy Type and # Amended March 15, 2023

**Policy Title:** PUBLIC IMAGE AND COMMUNICATIONS

**Monitoring Schedule:** Annual  
**Monitoring Method:** Internal Report – CEO; External - 360 Review

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SODS' public image is integral to establishing and enhancing its reputation in the community. The CEO is the public face of the organization and shall represent it in a positive and strategic manner.

The CEO shall:

1. Establish effective communication and a public relations strategy that reflects SODS' Vision, Mission, Values and Strategic Goals.
2. Ensure that SODS' activities and achievements are widely publicized.
3. Involve Board members in the delivery of the strategy where appropriate.
4. Maintain a branding policy that enhances the organization's profile and recognition in the community.

**Policy Type:** RISK MANAGEMENT  
**Policy #:** riskmgt-07  
**Approved:** November 17, 2015  
**Amended:** Policy Amended March 16, 2022, March 15, 2023  
Timing of Monitoring Schedule Amended March 16, 2022  
Monitoring Method Amended March 15, 2023  
Policy Type and # Amended March 15, 2023

**Policy Title:** PROGRAMS AND SERVICES

**Monitoring Schedule:** Semi-Annual

**Monitoring Method:** Internal Report – CEO; External - 360 Review

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SODS serves clients with its programs and services. Effective delivery, evaluation and renewal of SODS' programs and services are fundamental to the organization's ongoing success and its ability to meet its Mission.

The CEO will:

1. Plan, implement and maintain quality programming consistent with SODS' Strategic Goals;
2. Assess need, costs, revenue sources and benefits prior to initiating new programs and services.
3. Periodically evaluate programs based on outcomes established by the Board, in addition to those required by funders.
4. Ensure that programs offered at SODS operate with qualified personnel and in appropriate facilities.
5. Ensure that written procedures for client complaints relating to SODS programs and services are developed and maintained and that employees are familiar with these procedures.
6. Provide the Board with appropriate notice to facilitate Board discussion of termination of substantial reduction of programming.

**Policy Type:** RISK MANAGEMENT  
**Policy #:** riskmgt-08  
**Approved:** November 17, 2015  
**Amended:** Policy Amended March 16, 2022, March 15, 2023  
Timing of Monitoring Schedule Amended March 16, 2022  
Monitoring Method Amended March 15, 2023  
Policy Type and # Amended March 15, 2023

**Policy Title:** LEADERSHIP AND MANAGEMENT STYLE

**Monitoring Schedule:** Annual  
**Monitoring Method:** Internal Report – CEO; External - 360 Review

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The CEO is the only employee of SODS directly accountable to the Board of Directors. It is therefore critical that the CEO leads and manages in a style that reflects the core values of SODS both within the organization and the general public.

The CEO shall:

1. Model the values of SODS in all their conduct.
2. Treat all staff and management team members in a fair, respectful and equitable manner.
3. Encourage and facilitate the growth and development of all staff and volunteers, including the provision of ongoing communication and feedback of relevant information.
4. Foster a work environment of open debate, collegiality, initiative and collaboration and provide a process for ethical dissent by staff.
5. Encourage the growth of all management team members through mentoring, delegation, and professional development and transparent policies with respect to hiring, evaluation, and termination.
6. Carry out annual written evaluations for management staff, which will periodically include a 360-degree review from direct reports and colleagues.
7. Employ written management plans with input from SODS staff for all major projects.

**Policy Type:** RISK MANAGEMENT  
**Policy #:** riskmgt-09  
**Approved:** May 15, 2019  
**Amended:** March 15, 2023  
**Policy Type and # Amended March 15, 2023**  
**Policy Amended: June 14, 2023**

**Policy Title:** DONATIONS

**Monitoring Schedule:** Annual

**Monitoring Method:** Internal Report – CEO; External – Annual Audit

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A dynamic, transparent and trust-based relationship of SODS to the community of donors is of paramount importance in serving our clients and providing financial flexibility in meeting the opportunities and challenges that SODS may face.

Therefore the CEO shall ensure:

1. Compliance with the [International Statement of Ethical Principles in Fundraising](#) and the Donor Bill of Rights and Canadian tax law as it applies to charitable giving.
2. Establishment of a donations policy and operational capacity in accordance with the above and this policy.
3. Relationships with donors are appropriately acknowledged and stewarded.
4. Appropriate donation records are established to receive and track public donations.
5. Donor requests for anonymity are honoured.
6. SODS has the administrative capacity to accept gifts of cash (in the form of cash, credit card, cheque or as a pledge) and in-kind donations of publicly traded securities, non-publicly traded companies, stock options, bequests and material gifts.
7. The Board's approval of all naming opportunities, which will be in accordance with SODS' Values and Strategic Plan and enhance SODS public profile.
8. The acceptance of gifts is done at arm's length in a transparent manner and such gifts do not impact adversely on the delivery of SODS' programs and services.
9. The SODS board has the right to decline a gift, should the gift not be in alignment with SODS Mission, Vision and Values;
10. Beyond meeting legal requirements attaching to the acceptance of gifts, gifts may need to be assessed at the discretion of the board to ensure the acceptance of the gifts brings no risk of harm, both in terms of reputation or otherwise, to SODS or causes it to incur financial or other liabilities.

**Policy Type:** RISK MANAGEMENT  
**Policy#:** riskmgt-10  
**Approved:** November 17, 2015  
**Amended:** Policy Amended January 19, 2022, March 15, 2023  
Timing of Monitoring Schedule amended November, 18, 2020, Policy # Amended June 8, 2022, March 15, 2023,  
Policy Type amended September 4, 2025

**Policy Title:** ASSET PROTECTION

**Monitoring Schedule:** Annual  
**Monitoring Method:** Internal Report – CEO

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Trusteeship, accountability to stakeholders, reputation, and fiscal sustainability are of paramount importance to SODS.

SODS is responsible for significant assets and wishes to manage them in a prudent manner.

The CEO shall:

1. Ensure regular inspections are conducted by certified personnel of all buildings leased, owned or otherwise occupied and written reports of such inspections are kept on file.
2. Correct any identified unsafe conditions within a reasonable and provide the Board with a full report as soon as possible.
3. Ensure that personnel, the organization and its assets are covered by an acceptable and prudent level of liability insurance and/or replacement value coverage.
4. Not acquire or dispose of real estate without Board approval.
5. Maintain the facility and equipment in good working condition.
6. Protect staff and volunteers from unsafe or unhealthy working conditions.

**Policy Type:** RISK MANAGEMENT  
**Policy #:** riskmgt-11  
**Approved:** Jan 15, 2025  
**Amended:**

**Policy Title:** INVESTMENT POLICY

**Monitoring Schedule:** Regular  
**Monitoring Method:** Internal Report – CEO; External – Annual Audit

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### 1. Purpose

The purpose of this Investment Policy Statement (IP) is to establish a clear framework for the management of Saskatoon Open Door Society's (SODS) financial resources. By aligning our investment strategy with our mission, vision, and values, we aim to preserve and grow our financial assets in a way that supports the sustainability of our programs, enhances community impact, and support strategic initiatives.

This policy is intended to ensure prudent stewardship of resources, balancing risk, return, and mission alignment while enabling the organization to meet both short-term obligations and long-term goals.

### 2. Investment Objectives

The investment strategy of SODS is guided by the following objectives:

- **Capital Preservation:** Ensure the protection of principal by investing exclusively in Guaranteed Investment Certificates (GICs), thereby safeguarding the organization's ability to deliver core programs and services.
- **Risk-Free Growth:** Achieve modest, predictable growth through fixed-rate GICs, maintaining the purchasing power of the organization's assets over time without exposing them to market volatility.
- **Liquidity:** Structure GIC maturities to ensure sufficient liquidity is available to meet operational and programmatic funding requirements as they arise.

### 3. Responsibilities

- **Board of Directors:** Holds ultimate fiduciary responsibility for the oversight of the investment policy. Ensures that the policy aligns with the strategic direction of the organization.
- **Audit & Finance Committee:** Provides governance of investment decisions, maximizing returns where possible, and ensures compliance with the IP. Recommend updates to the policy as needed.
- **Investment Professionals:** The CEO and Director of Finance are responsible for implementing the investment strategy, ensuring adherence to the guidelines in this IP and the Financial Management Policy, and providing regular reporting on investment performance.

#### 4. Asset Allocation Strategy

To achieve the objectives outlined, the portfolio will be managed within the following strategic asset allocation guidelines:

- **Guaranteed Investment Certificates (GICs):** Risk-free returns
- **High Interest Savings Account:** Maintained for operational needs and short-term liquidity.

This allocation will be reviewed regularly and adjusted as needed to respond to organizational priorities.

#### 5. Spending Policy

As approved by the Board through the Annual Budget and Financial Management Policy.

#### 6. Monitoring and Review

The Audit & Finance Committee will review SODS' investments as needed, ensuring alignment with the IP. The Board will also review and approve where investments are held as needed.

#### 7. Use of Funds

The Board will approve an annual plan by the CEO.

This IP will be formally reviewed and updated as needed to reflect changes in the organization's financial needs, strategic direction, or market conditions.

## MONITORING SCHEDULE

Policy #	Policy Title	Timing	Method	Time of Year
gov/pro-01	GOVERNING AUTHORITY AND GOVERNANCE MODEL	Annual	Internal Report – Governance committee	
gov/pro-02	BOARD JOB DESCRIPTION	Annual	Internal Report – Governance committee	
gov/pro-03	BOARD MEMBERS' RESPONSIBILITIES	Annual	Internal Report – Governance committee	
gov/pro-04	ROLE OF THE PRESIDENT	Semi-Annual	Board Discussion	
gov/pro-05	ROLE OF THE VICE-PRESIDENT	Semi-Annual	Board Discussion	
gov/pro-06	ROLE OF THE TREASURER	Semi-Annual	Board Discussion	
gov/pro-07	ROLE OF THE SECRETARY	Semi-Annual	Board Discussion	
gov/pro-08	BOARD COMMITTEE PRINCIPLES	Annual	Board Discussion	
gov/pro-09	STANDING GOVERNANCE COMMITTEE TERMS OF REFERENCE	Annual	Board Discussion	
gov/pro-10	STANDING COMMUNITY ENGAGEMENT AND NOMINATIONS COMMITTEE TERMS OF REFERENCE	Annual	Board Discussion	
gov/pro-11	STANDING AUDIT AND FINANCE COMMITTEE TERMS OF REFERENCE	Annual	Internal Report – Standing Committee on Audit and Finance	
gov/pro-12	CONFLICT OF INTEREST	Annual	Annual Renewal of Conflict of Interest Forms	
gov/pro-13	CONFIDENTIALITY	Annual	Annual Renewal of Confidentiality Form	
gov/pro-14	BOARD EDUCATION	Annual	Internal Report – Governance committee	Approx. mid-way through year
gov/pro-15	BOARD ENGAGEMENT WITH STAKEHOLDERS	Each Board Meeting	Board Discussion	
gov/pro-16	COMMUNICATION AND COMPLAINTS HANDLING	Semi-Annual	Internal Report – Governance committee	

<b>Policy #</b>	<b>Policy Title</b>	<b>Timing</b>	<b>Method</b>	<b>Time of Year</b>
gov/pro-17	DAYCARE POLICY	Annual	Board Discussion	October
gov/pro-18	ELECTION OF TABLE OFFICERS	Annual	Board Discussion	
bd/ceo-01	ROLE OF THE CEO	Each Board Meeting	Board Discussion	
riskmgt-01	GENERAL CONSTRAINTS	Annual	Internal Report – CEO	March
riskmgt-02	STAFF AND VOLUNTEER TREATMENT	Annual	Internal Report – CEO; External - 360 Review	January
riskmgt-03	FINANCIAL MANAGEMENT	Each Board Meeting	Internal Report – CEO; External Report – SODS Auditor	Oct., Jan., Mar., Jun.
riskmgt-04	RESERVE FUNDS	Annual	Internal Report – CEO; External Report – SODS Auditor	June
riskmgt-05	COMMUNICATIONS AND COUNSEL TO THE BOARD	Annual	Internal Report – CEO	January
riskmgt-06	PUBLIC IMAGE AND COMMUNICATIONS	Annual	Internal Report – CEO; External - 360 Review	October
riskmgt-07	PROGRAMS AND SERVICES	Semi-Annual	Internal Report – CEO; External - 360 Review	Oct., Mar.
riskmgt-08	LEADERSHIP AND MANAGEMENT STYLE	Annual	Internal Report – CEO; External - 360 Review	March
riskmgt-09	DONATIONS	Annual	Internal Report – CEO	June
riskmgt-10	ASSET PROTECTION	Annual	Internal Report – CEO	January
riskmgt-11	INVESTMENT POLICY	Each Board Meeting	Internal Report-CEO	Oct., Jan., Mar., Jun.