



**Big Brothers Big Sisters**  
of Ajax-Pickering

# **Board Member Orientation Manual**

**2014/2015**

# **Big Brothers Big Sisters of Ajax-Pickering**

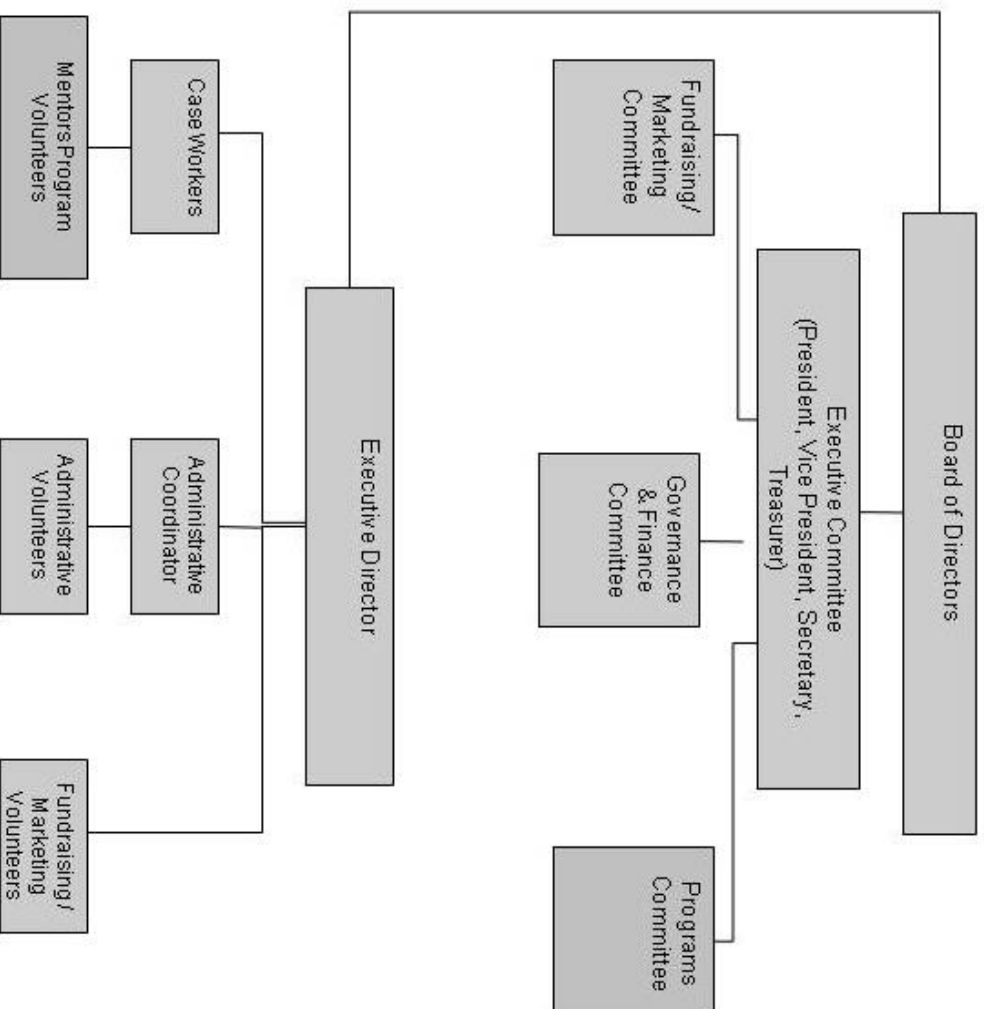
## **Board of Directors Manual 2014**

### **Table of Contents**

<b>1. Agency</b>	
• BBBSAP Organizational Model and Responsibilities Chart.....	3
• Agency service boundaries.....	4
<b>2. Board Responsibilities</b>	
• Constitution & Bylaws revised June 2013.....	5
• Board Member Job Description & Expectations.....	32
• Board Member Recruitment Process.....	33
<b>3. Strategic Plan</b>	
• BBBSAP Strategic Plan 2013-2016 .....	42
<b>4. Policies and Procedures</b>	
• Financial Policies, Procedures & Controls.....	65
• Fundraising Policy .....	68
• Policy Manual (full copy available online)	
• Service Delivery Manual (full copy available online)	
<b>5. Big Brothers Big Sisters of Canada</b>	
• National Standards July 2014 – introduction and table of contents.....	55
(full copy available online)	

# Big Brothers Big Sisters of Ajax-Pickering Organizational Model

## Membership



## Key Responsibilities Overall Organization

- Fiduciary oversight over financial and operational governance of BBBSSAP
- Strategic direction
- Escalation point for ED and Board Committees
- Set direction for Board
- Provide strategic direction and input for organization within specific areas of expertise
- Oversight & delivery of strategic projects that support strategic plan
- Leadership for BBBSSAP
- Oversight of operations
- Oversight of financial management
- Day to day management and development of staff
- Ensure compliance to policies and procedures
- Manage functional areas of responsibility
- Deliver and/or lead as appropriate projects that contribute to BBBSSAP's strategy

## **Big Brothers Big Sisters of Ajax-Pickering Boundaries**

West: East side of Port Union Road, Scarborough  
Regional Road 30, Markham

South: Lake Ontario

East: West side of Lakeridge Road (Regional Road 23)

North: South side of Uxbridge-Pickering Townline Road

Effective February 2004

**BIG BROTHERS BIG SISTERS  
OF AJAX-PICKERING**

**CONSTITUTION  
AND  
BYLAWS**  
(Revised June, 2014)

1735 BAYLY STREET  
UNIT 7C  
Pickering, Ontario  
L1W 3G7

(905) 831-3777

## Table of Contents

ARTICLE 1	HEAD
ARTICLE 2	INTERPRETATION
ARTICLE 3	PURPOSE
ARTICLE 4	MEMBERSHIP
ARTICLE 5	MEETINGS
	a) Annual General Meetings
	b) General Meetings
	c) Members' Agenda Items
ARTICLE 6	REQUISITIONS FOR MEETINGS
ARTICLE 7	NOTICES OF MEMBERS MEETINGS
ARTICLE 8	QUORUM FOR MEMBERS' MEETINGS
ARTICLE 9	PROCEDURE AT ANNUAL MEETINGS
ARTICLE 10	BOARD OF DIRECTORS
	a) Composition
	b) Term of Office
	c) Re-Election
	d) Vacancies
	e) Eligibility
	f) Vacation of Office of Director
	g) Removal of Directors
	h) Responsibilities
	i) Quorum of Directors
	j) Directors' Voting
	k) Meetings of Board of Directors
	l) No Remuneration of Board of Directors
	m) Directors Conflict of Interest
	n) Indemnity
	o) Directors Code of Responsibility
	p) Consent of Director
ARTICLE 11	OFFICERS
	a) Composition
	b) Vacancies
	c) Removal for Cause
	d) Executive Director
	e) Officer's Responsibilities:
	Chair
	Vice-Chair
	Secretary
	Treasurer

- ARTICLE 12 EXECUTIVE COMMITTEE
- a) Composition
  - b) Vacancies
  - c) Responsibilities
  - d) Meetings (Executive Committee)
  - e) Quorum
- ARTICLE 13 COMMITTEES
- a) Composition and Term
  - b) Responsibilities
  - c) Authority
  - d) Voting
- ARTICLE 14 ADMINISTRATION & FINANCE COMMITTEE
- a) Composition
  - b) Vacancies
  - c) Responsibilities
- ARTICLE 15 PROGRAMS COMMITTEE
- a) Composition
  - b) Vacancies
  - c) Responsibilities
- ARTICLE 16 MARKETING
- a) Composition
  - b) Vacancies
  - c) Responsibilities
- ARTICLE 17 FUNDRAISING COMMITTEE
- a) Composition
  - b) Vacancies
  - c) Responsibilities
- ARTICLE 17.1 VOLUNTEER RECRUITMENT COMMITTEE
- a) Composition
  - b) Vacancies
  - c) Responsibilities
- ARTICLE 18 NOMINATION AND ELECTION PROCEDURES
- a) Board of Directors
  - b) Vacancies

ARTICLE 19	SIGNING AUTHORITY
ARTICLE 20	GENERAL
	a) Fiscal Year
	b) Affiliation
	c) Rules of order
	d) Amendments to By-Laws
ARTICLE 21	DISSOLUTION
ARTICLE 22	REPEAL OF PRIOR BY-LAWS



# **BIG BROTHERS BIG SISTERS OF AJAX-PICKERING**

(HEREINAFTER CALLED THE "ASSOCIATION")

---

A by-law relating generally to the conduct of the affairs of the Association.

Be it enacted as a by-law of the Association as follows:

## **ARTICLE 1 HEAD OFFICE**

The office of the Association shall be within the geographic boundaries of the Communities served in the Province of Ontario and at such place therein as the Board of Directors may from time to time determine.

## **ARTICLE 2 INTERPRETATIONS**

In this by-law and all other by-laws and resolutions of the Association, unless the context requires otherwise:

- a) the singular includes the plural
- b) the masculine gender includes the feminine
- c) "Board" means the Board of Directors of the Association
- d) "Association" means the Big Brothers Association of Ajax-Pickering
- e) "Letters Patent" means Letters Patent and any supplementary Letters Patent
- f) "Documents" includes deeds, mortgages, hypotheca, charges, conveyances, and transfers and assignments of property, real or personal, immoveable or moveable, agreements, releases, receipts and discharges for the payment of money or other obligations, conveyances, transfers and assignments of shares, bonds, debentures or other securities and all paper writings.

### **ARTICLE 3 PURPOSE**

The purpose of the Association is to help young people from our communities enjoy a positive relationship with an adult volunteer that is personally, socially and psychologically satisfying. A Little or a Mentee is a young person between the ages of 5 and 18 years of age (but may continue at the discretion of the caseworker) who would benefit from a relationship with a positive adult role model. The Little or a Mentee is one who needs friendship, guidance, support and someone to help them develop a wholesome character and personality so that they may become a responsible person. A Big or a Mentor is a friendly, concerned, mature, stable and personable adult of good character who comes to fill a void in a young person's life. Their friendship must have the qualities of patience, dependability and reliability, as well as a capacity for a sincere, close friendship without conditions.

### **ARTICLE 4 MEMBERSHIP**

- a) The membership of the Association shall include all Big Brothers, Big Sisters, In-School Mentors, all custodial parents or guardians of Little Brothers and Little Sisters, all members of the Board of Directors, all members of all committees of the Board of Directors, employees and volunteers at least 30 days prior to any meeting where a vote may occur. (All Little Brothers, Little Sisters and paid employees shall be considered non-voting members.)
- b) The membership year shall be from the Annual meeting in one year until the Annual meeting in the next year. The annual meeting shall take place in April of every year.
- c) Eligibility:

General Membership - any person;

- i. Who is an individual 18 (eighteen) years of age or over
- ii. And who is not a paid employee of the Association of Big Brothers Big Sisters of Canada
- iii. And who is recognized by the Board of Directors as supporting the purposes and objectives of the Association.

Honorary Membership may be conferred by the Board on any person who has made an outstanding contribution to the Association. Holding of Honorary Membership does not preclude the holding of General Membership by eligible persons.

d) Responsibilities:

General Membership

It is the responsibility of the general membership to be informed; to attend meetings or to delegate attendance when appropriate; to propose motions and resolutions; to speak; to vote or to delegate representation; to hold accountable those to whom authority is delegated; and to exercise all rights and privileges vested in the membership by the law, these by-laws and adopted rules of the Association.

Honorary Membership

Honorary Membership shall not, in itself, carry any of the rights, privileges and responsibilities of general membership.

**ARTICLE 5 MEETINGS**

a) Annual General Meetings.

The Annual meeting of members shall be held within 60 days of the anniversary of the previous AGM at a time and place as shall be determined by the Board of Directors for the transaction of the following business:

- i. Approval of minutes of the previous general meeting of the membership
- ii. Amendment of by-laws (if applicable) according to the provisions
- iii. Receiving reports of the activities of the Association during the preceding year, the annual financial statement and the report of the auditors
- iv. The appointment of auditors for the current year
- v. The election of directors
- vi. Transaction of any other business, either special or general which may properly come before the annual meeting without prior notice

b) General Meetings

In accordance with Article 7, the Chair of the Board of Directors may convene a general meeting of the members at any time or place for business relating to the affairs of the Association.

c) Members' Agenda Items

Any member wishing to have any matter connected with affairs of the Association brought up or discussed at any meeting shall notify the Secretary of the Board of the Association in writing of such matter at least twenty-one (21) days before the meeting; upon receipt of such notification the Secretary shall place the matter on the agenda of the meeting.

**ARTICLE 6      REQUISITIONS FOR MEETINGS**

Not less than one-tenth of the members of the Association entitled to vote at a general meeting of members may present a requisition in writing to the Board of Directors calling for a special General meeting of members for any purpose related to the affairs of the Association. The requisition shall state the general nature of the business to be presented at the meeting and shall be signed by the requisitionists and deposited at the head office of the Association. The requisition may consist of several documents in like form signed by one or more members. Upon deposit of the requisition, the Board of Directors shall forthwith call a general meeting of the members for the transaction of the business stated in the requisition. This meeting shall be held within 60 days of the deposit of the requisition.

If the Board of Directors do not within fourteen (14) working days from the date of the deposit of the requisition call such meeting, any of the requisitionists may call such meeting which shall be held within 60 (sixty) days from the date of the deposit of the requisition. A meeting called by the requisitionists under this section shall be called in the same manner as meetings of shareholders or members are called under the by-law.

Any reasonable expenses incurred by the requisitionists by reason of the failure of the Directors to call such meeting shall be repaid to the requisitionists by the Association unless at such meeting the members by a majority of the votes cast reject payment of the expenses of the requisitionists.

**ARTICLE 7      NOTICES OF MEMBERS MEETINGS**

a) Notice in writing of the annual and all general meetings of members, stating the time and place of the meeting and the general nature of the business to be transacted at the meeting shall be delivered or sent by mail, postage prepaid, at least

fourteen (14) days (exclusive of the day of mailing and the day for which the notice given) before the date of such meeting, to each member at his address as it appears on the books of the Association, and if no address is given therein then to the last address known to the secretary.

- b) Alternatively, notice of the annual and all general meetings of members may be given by a publication of a notice of the meeting at least once a week for two consecutive weeks next preceding in a newspaper or newspapers circulated in the municipality or municipalities in which the majority of members reside as shown by their address on the books of the Corporation.
- c) A meeting of the members may be held for any purpose at any time and at any place within Ajax and Pickering, without notice, if all the members are present in person at the meeting or if the absent members have signified their consent in writing to such a meeting being held. A member may waive notice of any meeting or any irregularity in any meeting or in the notice thereof. The accidental omission to give notice of any meeting or the non-receipt of any notice by any member or members shall not invalidate any resolution passed or any proceeding taken at any meeting of the members.

#### **ARTICLE 8 QUORUM FOR MEMBERS' MEETINGS**

The presence of two members in person shall be a quorum of any meeting of members for the choice of a chairman and the adjournment of the meeting; for all other purposes the presence of five per cent (5%) of the membership entitled to vote in person for an annual or a general meeting shall be necessary to constitute a quorum. No business shall be transacted at any meeting of members unless the requisite quorum is present at the commencement of the transaction of such a business.

#### **ARTICLE 9 PROCEDURES AT ANNUAL MEETINGS**

In the absence of the Chair and every Vice Chair the members present shall choose a Director as chairman of the meeting and if no Director is present or if all Directors present decline to act as chairman of the meeting the members present shall choose one of their number to be chairman. Every question submitted to a meeting of members shall be decided by a majority of votes, and in the case of an equality of votes

the chairman of the meeting shall have the casting vote. Unless a poll is demanded, the declaration of the chairman of the meeting recorded in the minutes that a resolution has been carried or has not been carried shall be conclusive evidence of the fact. Subject to this by-law, all meetings shall be conducted in accordance with "Roberts Rules of Order"

## **ARTICLE 10 BOARD OF DIRECTORS**

### a) Composition

The affairs of the Association shall be governed by a Board of Directors of no less than 6 and no greater than 12 members who shall be elected by the membership and in addition the immediate Past Chair who shall serve as a Director ex officio of the Association.

### b) Term of Office

- i. Each Director shall be elected for a one year period following the Annual General Meeting at which they were elected.
- ii. New Directors are asked to be committed to serve three terms of office (3 Years).

### c) Re-Election

A director is eligible for re-election.

### d) Vacancies

Vacancies on the Board of Directors, except in that directorship position held in ex-officio capacity by the immediate Past Chair, shall, as long as a quorum remains in office, be filled by the board from persons eligible to be members of the Association except that when a vacancy occurs within a period of 60 (sixty) days prior to the date, of the Annual General Meeting such vacancy shall be filled by nomination and election at the Annual General Meeting.

### e) Eligibility

Each candidate for Director shall be a person at least eighteen (18) years of age.

No solicitor acting for the Association or for any client or party adverse in interest to the Association is eligible to be a director while so acting.

f) Vacation of Office of Director:

The office of a director of the Association shall be vacated:

- iii. If by notice in writing to the Association he resigns his office.
- iv. If the director becomes ineligible pursuant to Article 10 or 4 of this by-law.

Any vacancy on the Board so created may be filled in the manner prescribed in article 10 (d) of this by law.

g) Removal of Directors

The members may by resolution passed by at least two-thirds of the votes cast at a general meeting of which notice specifying the intention to pass the resolution has been given, remove any director before the expiration of his/her term of office, and may, by a majority of the votes cast at that meeting, elect any member in his stead for the remainder of his term.

h) Responsibilities

The Board of Directors shall be responsible to the membership for:

- i. The management and conduct of all affairs of the Association in accordance with its letters patent and by-laws and the formulation of necessary policies, and in so doing shall,
- ii. Elect or appoint the officers of the Association and elect members of the executive committee and the chairpersons of the standing committees,
- iii. Appoint and constitute additional committees, as it deems necessary,
- iv. Authorize necessary expenditures including the purchase and rental of property and the making of contracts,

- v. Authorize the borrowing of money upon the credit of the Corporation on cheques, promissory notes, bills of exchange or otherwise in such amount and subject to such terms as may be considered advisable and may assign, transfer, convey, hypothecate, mortgage, charge or pledge to or in favour of the bank any property of the corporation, real or personal, moveable or immoveable, present or future, including book debts, unpaid calls, rights, powers, undertakings, franchises and the Corporation's own debentures, as security for the fulfillment of any liabilities or obligations, present or future, of the Corporation to the bank, and may empower the bank or any person to sell by public or private sale, assign, transfer or convey from time to time any such property, and may sign, make, draw, accept, endorse, execute and deliver on behalf of and in the name of the Corporation all such cheques, promissory notes, bills of exchange, drafts, acceptances, orders for the payment of money, warehouse receipts, bills of lading, agreements to give mortgages, pledges, securities and other agreements, documents and instruments as may be necessary or useful in connection with the borrowing of money and other banking business of the Corporation.
- vi. Authorize the signing by such officers, employees or agents of the Association to exercise the responsibility of any of the rights, powers and authorities conferred by this article.
- vii. Authorize the signing by such officers, employees or agents as shall be determined by the Board, of all cheques, bills of exchange or other orders for payment of moneys, notes or other evidence of indebtedness issued in the name of the Association.
- viii. Appoint managing staff if appropriate and exercise through the Chair such direction over administrative affairs as is necessary for effective pursuit of the Association's objectives, any and all actions of the Board of Directors may be reviewed by the membership at the next annual general meeting of the membership, but no action done or right acquired by such action shall be prejudicially affected by any amendment or rejection of the action.

i) Quorum of Directors



No business of the Association shall be transacted by its Directors except at a meeting of the Board of Directors at which at least 40% of the Directors are present.

j) Directors' Voting

Subject to the provisions of the Constitution, questions arising at any meeting of the Board of Directors shall be decided by a majority of votes. In the case of equality of votes, the chairman of the meeting shall have the casting vote.

k) Meetings of Board of Directors

Meetings of the Board of Directors may be held either at the Head Office or any other place within Ontario as may from time to time be decided upon. 40% of the Directors shall form a quorum for the transaction of business at meetings. Formal notice of any such meeting shall not be necessary if all the Directors are present or if those absent have signified their consent to the meeting being held in their absence. Notice of all meetings of the Board of Directors shall be delivered, mailed or telephoned to each Director not less than two (2) days before the meeting is to take place. The Board of Directors may appoint a day or days in the month or months for a regular meeting at an hour to be named, and no notice of such a regular meeting need be sent. No error or omission in giving notice for a meeting of Directors shall invalidate the meeting or make void any proceedings taken at such meeting. The Board of Directors shall meet at least monthly (except for the months of July and August).

l) No Remuneration of Directors

Directors shall serve without remuneration and no Director shall indirectly or directly receive any profit from his position as such, provided that a Director may be reimbursed for reasonable expenses incurred by him in the performance of his duties.

m) Directors Conflict of Interest

Every Director is in a fiduciary relationship with the Association and is under an obligation to act in the utmost good faith towards the Association in his dealings with it or on its behalf. Every Director who in any way directly or indirectly has an interest in a proposed or existing contract or transaction of the Association

shall make a full and fair declaration of the nature and extent of the interest at a meeting of Board of Directors.

In the case of a proposed contract or transaction, the declaration of interest shall be made at the meeting of the Board of Directors at which the question of entering into the contract or transaction is first taken into consideration, or, if the Director or the Director's spouse is not at the date of that meeting interested in the proposed contract or transaction, at the next meeting of the Board of Directors held after the Director or the Director's spouse becomes interested.

In the case of an existing contract or transaction, the declaration shall be made at the first meeting of the Board of Directors after the Director assumes office and the interest comes into being. After making such a declaration no Director shall vote on such a contract or transaction nor shall he/she be counted in the quorum in respect of such interact transaction. If a Director has made a declaration of interest in a contract or transaction in compliance with this clause, the Director is not accountable to the Association for any profit realized from the contract or transaction. If the Director fails to make a declaration of interest in a contract or Association for all profits realized directly or indirectly from such contract.

n) Indemnity

Every director, and the heirs, executors and administrators and estate and effects, respectively, of every Director may with the Consent of the Association given at an Annual General Membership Meeting, from time to time and at all times, be indemnified and saved harmless out of the funds of the Corporation, from and against:

- i. All costs, charges and expenses whatsoever that is sustained or incurred by the Director, in or about any action, suit or proceeding that is brought, commended or prosecuted against the Director
- ii. All other costs, charges, expenses that are sustained or incurred by the Director in or about or in relation to the affairs thereof, except such costs, charges or expenses as are occasioned by the willful negligence or debt of the Director.

o) Directors Code of Responsibility

Directors shall abide by the following code of responsibility:

- i. Be familiar with the Association's structure, goals, objectives, activities, publications and programs.
- ii. Treat the affairs of the Association with care and diligence.
- iii. Be familiar with the rules and regulations under which programs of the association operate.
- iv. Be familiar with the Association's budget, budget process and financial situation, and insist on an annual audit by a reputable chartered accountant.
- v. Declare all conflicts of interest.
- vi. Regularly attend Board meetings and meetings of committees of which they are members.
- vii. Be familiar with and assume responsibility for the accuracy of the minutes of Board meetings and of meetings of committees of which they are members.
- viii. Ensure that committees, including the executive committee, if any, report on the exercise of any delegated authority to the Board of Directors and do not overstep their authority.
- ix. Ensure that the Association has access to competent legal and accounting services.
- x. Ensure that the Board of Directors as a whole determines the policies and manages the affairs of the Association.

p) Consent of Director

A person who is elected or appointed as a director is not a Director unless:

- i. He was present at the meeting where he was elected or appointed and did not refuse to act as a Director, or
- ii. Where he was not present at the meeting where he was appointed or elected, he consented to act as Director in writing before his election or appointment or within ten (10) days thereafter.

## **ARTICLE 11 OFFICERS**

a) Composition

The officers of the Association shall be Chair, Vice-Chair, Treasurer and Secretary.

- i. The officers of the Association shall be elected by the Board of Directors from among their number at the first meeting of the Board of Directors after the Annual election of the Board of Directors.

b) Vacancies

- i. If the vacancy occurs in the position of Chair or if for any reason the Chair is no longer able to act in that capacity, the Vice-Chair is authorized to act and to assume all responsibilities of the position of Chair.
- ii. A meeting of the Board of Directors shall be held within four (4) weeks for the purpose of electing a Chair.
- iii. Vacancies in other officers shall be filled by the Directors for the balance of the unexpired terms from amongst those eligible to serve.

c) Removal for Cause

The Board of Directors may, by a vote of three-fourths of all Directors at a meeting of which notice specifying the intention to hold such a vote has been given, remove any officer for cause before the expiration of his or her term of office.

d) Executive Director

The Board may from time to time appoint an Executive Director who shall have such duties as are determined by the Board. The Executive Director shall remain in office at the pleasure of the Board or until the Board accepts his/her resignation. The Board may appoint such other staff as may be necessary to carry out the objectives and purposes of the Association. The Board shall determine remuneration and other terms of employment of Executive Director and other staff.

e) Officer's responsibilities

**Chair**

The Chair shall;

- i. Represent the Association in the Community.

- ii. Preside at all General Meetings and Annual General Meetings of the membership and act as chairperson of the Board of Directors and the Executive Committee.
- iii. Exercise general supervision over all Association activities in accordance with policies determined by the Board of Directors.
- iv. Be a member ex officio of all committees.
- v. Conduct annual reviews of the Executive Director and oversee the Executive Director's review of other Association staff.

### **Vice-Chair**

The Vice-Chair shall;

- i. In the absence of the Chair, perform the duties of the Chair.
- ii. Assume other responsibilities in accordance with assignments made by the Board and/or Chair.

### **Secretary**

The Secretary shall;

- i. Be responsible for recording the proceedings at all meetings.
- ii. Issue notification of all meetings and provide a copy of the agenda at the meetings for each member present.
- iii. Be responsible for such correspondence as is authorized by the Board and the Executive Committee.
- iv. Keep an up to date list of all members of the Association.
- v. Publish an organizational roster of names, addresses and telephone numbers at the commencement of the year.

### **Treasurer**

The Treasurer shall;

- i. Be responsible to the Board for the oversight of funds, including the method of bookkeeping and accounting.
- ii. Ensure the Annual Financial Report is audited by an Independent Professional Accountant and is published.

- iii. Be responsible for making financial reports at stated intervals as authorized by the Board, including the Annual Financial Report.
- iv. Conduct the Association's financial business through such chartered banks as directed by the Board of Directors.
- v. When directed by the Board of Directors, may negotiate a loan or line of credit through a chartered bank.
- vi. Be responsible for the preparation of annual budgets and financial applications.

## **ARTICLE 12 EXECUTIVE COMMITTEE**

### a) Composition

The Executive Committee shall consist of the Chair, Vice Chair, Secretary, Treasurer and Past Chair. Additional Directors may be co-opted for specific purposes and shall at that time have all rights and privileges of the Committee.

### b) Vacancies

Vacancies on the Executive Committee shall be filled immediately by the Board of Directors for the remainder of unexpired terms provided that all requirements of these by-laws are met.

### c) Responsibilities

The Executive Committee shall:

- i. Be responsible for the management of the affairs of the Association in the periods between meetings of the Board of Directors.
- ii. Act for the Board in the interim on matters requiring immediate attention except matters, which are counter to, approved Board policies and decisions.
- iii. Consider all emergency requests for funds and may in such circumstances authorize on behalf of the Board expenditures not provided for in the adopted budget.
- iv. Be responsible for the appointment of the Executive Director.

All actions and decisions so taken by the Executive Committee shall be subject to review by the Board at its next regular meeting.

d) Meetings (Executive Committee)

Meetings of the Executive Committee shall be required at the call of the Chair or on written request to the Secretary by any (1) member of the Committee. Notice of all meetings shall be communicated to all members at least one (1) week prior to the meeting except that such notice may be waived by vote of all members of the Committee.

e) Quorum

A quorum for the transaction of any business by the Executive Committee shall be 50% of the members of the Executive Committee.

**ARTICLE 13 COMMITTEES**

a) Composition and Term

The Board of Directors may from time to time appoint standing or ad hoc committees, including an executive committee, consisting of such numbers of Directors and other persons as may be deemed desirable and necessary for competent operation of all programs and activities of the Association.

b) Responsibilities

The Board of Directors shall prescribe the duties and authority of committees, who shall be accountable for their actions to the Board. The Board of Directors may at any time revise the duties and the authority of any committee, may at any time remove any person from any committee or may add persons to any committee.

c) Authority

No committee shall have authority to bind this Association for the payment of money or the performance of any contract or the carrying out of any obligation, or duty, the authority to do so hereby being specifically reserved expressly unto the Board of Directors or the duly authorized and elected officers of the Association.

d) Voting

Subject to the direction of the Board of Directors, committees may meet for the transaction of business, monitoring of specified programs, regulating their meetings as they see fit. A majority of members shall be a quorum and questions arising at any meeting shall be decided by a majority of votes. In the case of equality of votes the Chairman shall have the casting vote. Any decision at any meeting of a committee may be referred by any member of the committee to the Board of Directors for confirmation or revocation.

#### **ARTICLE 14 GOVERNANCE & FINANCE COMMITTEE**

##### a) Composition

The Governance & Finance Committee shall consist of:

- i. A Chairperson who shall be elected by the members of the committee.
- ii. The Treasurer of the Board of Directors
- iii. The Secretary of the Board of Directors
- iv. At least Two (2) members who may or may not be Directors.

##### b) Vacancies

Vacancies for the Governance & Finance Committee shall be filled by the Board from those eligible to serve according to the provisions of Article 14 (a).

##### c) Responsibilities

The Governance & Finance Committee shall be responsible for:

- i. Ongoing and continuous focus on identifying, preparing and recruiting future governance leaders, board members (including the definition of skills and attributes required in Board members)
- ii. Board of Directors election process
- iii. Orientation of new and existing Board members
- iv. Training and education of the Board related to governance roles and responsibilities



- v. Assessment/evaluation of the Board, the Chair, individual directors, including each director's self-assessment, board committees and Board meetings/sessions
- vi. Evaluation and monitoring of governance structures and processes, including policy development and processes for Board monitoring/oversight of operations
- vii. Reviewing and making recommendations on board structure, size, policies and procedures, board attendance, etc.
- viii. Present and obtain Board approval of the annual budget of the Association
- ix. Present to Board monthly financial statements, quarterly budget statements and annual audited financial statements
- x. Oversee banking and related matters
- xi. Make recommendations to the Board with respect to all matters regarding physical plant, Association staff including, hiring, firing, discipline, promotions, salaries, etc.
- xii. Formulate policies with respect to personnel matters, e.g., vacations, hours, working conditions, etc.
- xiii. To formulate and update inventory of Association assets, members, clients, etc.
- xiv. Such other duties as may be assigned by the Board.

## **ARTICLE 15 PROGRAMS COMMITTEE**

### a) Composition

The Programs Committee shall consist of:

- i. A Chairperson who shall be a Director of the Association and elected by the other members of the committee.
- ii. The Executive Director of the Association.
- iii. Association Casework staff.
- iv. A minimum of two (2) members who are not members of the Board and who shall be active professionals in the social services area (i.e., C.A.S., probation etc.)
- v. At least two other members who may or may not be members of the Board of the Association.

### b) Vacancies

Vacancies for the Programs Committee shall be filled by the Board from those eligible to serve according to the provisions of Article 16 (a).

c) Responsibilities

The Programs Committee shall:

- i. Ensure sound casework practices are upheld within the Association.
- ii. Give advice to Association staff re: problem matches, exceptional referrals, etc.
- iii. To formulate and make recommendations to the board re: policies and procedures re: a Big, Mentor, Little or Mentee eligibility or casework policies, guidelines and procedures.
- iv. Act as a professional resource group to the Board and the Association staff.
- v. Plan recreational, educational, social and other events and activities for Littles and Bigs
- vi. Obtain Board approval for all proposed activities and related expenses

**ARTICLE 16    MARKETING COMMITTEE**

a) Composition

The Marketing Committee shall consist of:

- i. A Chairperson who shall be elected by the members of the Committee
- ii. The First Vice-Chair of the Association
- iii. Two members who may or may not be members of the Board of Directors.

b) Vacancies

Vacancies for the Marketing Committee shall be filled by the Board from those eligible to serve according to the provisions of Article 17 (a).

c) Responsibilities

The Marketing Committee shall:

- i. To formulate short and long term plans, future growth and development of the Association.
- ii. Duties as may be assigned by the Board.
- iii. Formulate and implement policies with respect to Big Brother and Mentee recruitment.
- iv. Ensure that Big Brother/Little Brother and Mentor/Mentee activities and the activities of the Association are reported and covered by local media where appropriate.

- v. Ensure that the Association, its purpose and its activities are well known in the community.
- vi. Solicit from the membership and the community at large potential nominees for the election to the board of Directors.
- vii. Submit to the Board of Directors at least fourteen (14 days prior to the Annual General Meeting) its recommendations of nominees for election to the Board of Directors.
- viii. Present to the membership at the Annual General Meeting its recommendation of nominees to the Board of Directors.

## **ARTICLE 17 FUNDING COMMITTEE**

### **a) Composition**

The Fund Raising Committee shall consist of:

- i. A Chairperson who shall be elected by the members of the committee
- ii. A minimum of Two (2) members, one of which shall be a member of the Board
- iii. Additional members may be added to fulfill committee responsibilities.

### **b) Vacancies**

Vacancies shall be filled by the Board from those eligible to serve according to Section (a) of the Article.

### **c) Responsibilities**

- i. To establish ways and means to raise the funds necessary to meet the budget as set out by Administration and Finance Committee and approved by the Board. United Way funding is included in this responsibility.
- ii. To establish ad hoc committees, e.g., "Bowl For Kids Sake" to carry out Committee objectives as necessary.

## **ARTICLE 17.1 VOLUNTEER COMMITTEE**

### **a) Composition**

The Volunteer Committee shall consist of:

- i. A Chairperson who shall be elected by the members of the Committee
- ii. The Executive Director of the Association
- iii. Two members who may or may not be members of the Board of Directors.

b) Vacancies

Vacancies for the Volunteer Committee shall be filled by the Board from those eligible to serve according to the provisions of Article 17.1 (a).

c) Responsibilities

The Volunteer Committee shall:

- i. Promote and coordinate the recruiting of non-program volunteers (those volunteers not dealing directly with youth in BBBSAP programs as part of their volunteer duties).
- ii. Identify specific opportunities for effectively utilizing non-program volunteers.
- iii. Develop orientation and training programs for non-program volunteers.
- iv. Formulate and implement governance with respect to non-program volunteers.
- v. Annually review the organization's utilization of non-program volunteers to identify and mitigate potential organizational risk associated with the use of such volunteers.
- vi. Coordinate the ongoing stewardship between the Agency and non-program volunteers.
- vii. Other duties as may be assigned by the Board.

## **ARTICLE 18 NOMINATION AND ELECTION PROCEDURES**

a) Board of Directors

The Chairman of the Marketing Committee shall place before the members at each Annual General Meeting the names of those persons it is nominating to fill the vacancies on the Board and shall then call for nominations from the floor, and may receive in nomination the names of any person eligible for membership whose consent to act has been given except that names of members who do not have voting rights in the Association under Article 4 of these by-laws may not be received in nomination. Upon nominations being closed, elections shall be held by ballot

and the Chairperson of the Annual General Meeting of members shall declare the members receiving the highest number of votes to be duly elected to the Board of Directors. In the case of a tie for the last positions for the Board of Directors a second ballot shall decide.

b) Vacancies

Elected or appointed officers, Committee Chairpersons and Executive Committee, members at large, shall serve a one (1) year term and shall be eligible for re-election or appointment for additional terms subject to the terms of this by-law.

**ARTICLE 19 SIGNING AUTHORITY**

The Board of Directors shall from time to time by resolution designate which officers may sign documents on behalf of the Association provided that such a resolution includes the Chair, one other member of the Executive Committee and one other person specified by the Board of Directors, and provided that two signatures from the officers designated are required on each such document.

**ARTICLE 20 GENERAL**

a) Fiscal Year

The fiscal year of the Association shall terminate on the 31st day of December in each year.

b) Affiliation

The Association shall comply with the constitution and by-laws of Big Brothers Big Sisters of Canada.

c) Rules of Order

All meetings of the Association shall be conducted in accordance with "Roberts Rules of Order".

d) Amendments to By-Laws

The Board of Directors may pass, amend or repeal by-laws for the management of the Association, but these must be submitted to the next following Annual General Meeting of the Association. If the by-law, amendment or repeal is not ratified, it is automatically revoked.

It is the responsibility of the Association to pass for the management of its affairs by-laws, which are consistent with the by-laws of Big Brothers Big Sisters of Canada. Notice of Motion of Amendment must be given to the members fourteen (14) days before the Annual Meeting at which the amendment or amendments will be voted upon. Amendments must be ratified by a majority of members present at the Annual Meeting.

**ARTICLE 21    DISSOLUTION**

If dissolution is desired at any time, the Association shall notify Big Brothers and Big Sisters of Canada by letter of such desire, and such letter shall be addressed to the head office, giving reasons, not less than sixty (60) days before surrendering the Charter. In the event of dissolution all assets after payment of liabilities will be turned over to Big Brothers Big Sisters of Canada for distribution to one or more charitable organizations designated by the Board.

**ARTICLE 22    REPEAL OF PRIOR BY-LAWS**

All prior by-laws, resolutions or other enactments of the Association inconsistent with this by-law are hereby repealed.

---

Secretary,  
Big Brothers Big Sisters of Ajax-Pickering

Dated this \_\_\_\_\_ day of \_\_\_\_\_ 2014

Revised September 17, 2014 as per approval at the Board Meeting on May 20, 2014



## **Member of the Board of Directors Position Description and Expectations**

**Purpose:** To advise, govern, oversee policy and direction, and assist with the leadership and general promotion of Big Brothers Big Sisters of Ajax-Pickering (BBBSAP) to support the organization's mission.

**Mission statement:** To work with the community to give children a better opportunity to become healthy and confident contributing members of society through mentorship.

### **\*Major responsibilities:**

- Provide strategic guidance and direction to the organization
- Formulate and oversee policies and procedures
- Provide financial oversight, including adoption of the annual budget
- Oversee of program planning and evaluation
- Review of organizational and financial reports
- Promote the organization
- Support fundraising and outreach initiatives

\*Members of the board share these responsibilities while acting in the interest of BBBSAP. Each member is expected to make recommendations based on his or her experience and vantage point in the community.

**Length of term:** Three years, which may be renewed up to a maximum of three consecutive terms, pending approval of the board.

### **Meetings and time commitment:**

- The board of directors meets once a month at the BBBSAP office, 1735 Bayly Street, Unit 7C Pickering, Ontario L1W 3G7. Meetings typically last 120 minutes.
- Committees of the board meet an average of four to six times per year, pending their respective work agenda.
- Board members are asked to attend at least two special events or meetings per year, as they are determined.

### **Expectations of board members:**

- Attend and participate in meetings on a regular basis, and special events as able.
- Participate on a standing committee of the board, and serve on ad-hoc committees as necessary.
- Be alert to community concerns that can be addressed by BBBSAP mission, objectives, and programs.
- Help communicate and promote BBBSAP mission and programs to the community.
- Become familiar with BBBSAP finances, budget, and financial/resource needs.
- Understand the policies and procedures of BBBSAP.



## **Board Recruitment Process Outline**

### **TABLE OF CONTENTS**

<b>IDENTIFY AVENUES FOR BOARD RECRUITMENT</b>	<b>2</b>
<b>INTERVIEW COMMITTEE</b>	<b>2</b>
<b>PREPARATION FOR BOARD RECRUITMENT</b>	<b>2</b>
<b>UPDATE AND POST BOARD JOB DESCRIPTION</b>	<b>3</b>
Charity Village	
Email Distribution	
BBBSAP	
Community Partners	
Board Members	
<b>RECRUIT CANDIDATES</b>	<b>3</b>
Screen Candidates	
Group Interview	
Assess Candidates	
Invite Candidates to the Board	
<b>APPENDIX A: SAMPLE CORRESPONDENCE</b>	<b>5</b>
EMAIL TO BOARD CANDIDATE FOR GROUP INTERVIEW	
EMAIL TO BOARD SUCCESSFUL CANDIDATES (sent after phone contact)	
EMAIL TO CANDIDATE FOR COMMITTEE MEMBERSHIP	
<b>APPENDIX B: GROUP INTERVIEW AGENDAS</b>	<b>7</b>
<b>APPENDIX C: BOARD ANALYSIS CHART</b>	<b>8</b>
<b>APPENDIX D: SAMPLE BOARD POSTING DESCRIPTION</b>	<b>9</b>
<b>APPENDIX E: PRELIMINARY TELEPHONE INTERVIEW</b>	<b>10</b>



## **Identify Avenues for Board Recruitment**

Historically this involved:

- Charity Village
- Email to Community Partners
- Email distribution to current board
- Word of mouth
- Posting on BBBSAP website

Some options discussed in the past include:

- newsletters
- community newspapers
- organizational websites
- membership lists
- bulletin board
- social events

## **Interview Committee**

Recruit members to sit on interview committee. At minimum, this should include a member of Executive, member of Governance Committee, and the Executive Director. Involving other board members and other staff is highly encouraged. Select a date for the group interview that works for members of the interview committee.

## **Preparation for Board Recruitment**

Assign roles from for the following tasks:

- key contact – checks email for new recruits; conducts phone interviews; provides summaries to governance committee; invites selected candidates to meetings and interviews; invites selected candidates to attend AGM and be inducted to board;
- meeting coordinator – organizes f & b; coordinates meeting materials with BBBSAP Staff; coordinates agenda;
- miscellaneous outreach - liaises with staff; forwards posting to board via email

Conduct needs assessment on skill sets required for board based on Strategic Plan and current board composition. See Appendix C for board analysis chart.

## **Update and Post Board Job Description**

Create the BBBSAP Board position posting, and make sure the following is included:

- information about the agency, mission and mandate (up to one paragraph)
- information about the board or committee (size, number of directors, frequency of meetings, timing of meetings if relevant)

- type of skills, competencies required for the board
- board selection process
- email address for the key contact who coordinates recruitment
- general contact information for BBBSAP (address, website, phone)

See Appendix D for a past sample board posting. Once uploaded and circulated, interested people can apply directly to the key contact listed on the posting.

### ***Email Distribution***

***BBBSAP:*** Forward the job posting to BBBSAP’s IT person (Melanie) to be posted on the BBBSAP website.

***Community Partners:*** Forward the job posting to a BBBSAP staff person (Marion, Jasmin, Debbie) to be emailed to BBBSAP’s community partners.

***Board Members:*** Email the job posting to current and former board members and request that they forward to interested people who would be a good fit for BBBSAP.

## **Recruit Candidates to Apply:**

When all your positions are posted, people in the system looking for volunteer Board positions can search for the BBBSAP position and apply directly to the key contact person for more information if they are interested.

### **Screen Candidates**

1. Those candidates that show interest in applying should be email contacted soon after they have expressed interest and cover the following topics:
  - Brief description of process, highlighting the phone interview as a first step
  - Set up time for the phone interview
  - Ask for resume (if not already submitted)
2. Conduct phone interviews with each interested candidate. Describe BBBSAP in greater detail and discuss time and work expectations. See Appendix E for possible phone interview questions and key talking points.
3. Provide summaries of phone interviews and screening process to the Governance Committee.
4. Invite identified candidates to the group interview. At this point, you can also to invite candidates to join a committee if it appears as though full board membership is not a good fit. Candidates can also be invited to sit on committees after the group interview.

## **Group Interview**

1. Appendix B lists sample agendas for the group interview, one for the interview committee and one for the candidates themselves. Staff will coordinate BBBSAP information materials (PowerPoint presentation, annual reports, newsletters, etc.). The key contact for board recruitment will provide summaries of each candidate along with their resume or online profile. Arrange to provide water for the interview and possibly light snacks.

## **Assess Candidates**

1. After the group interview, the interview committee can discuss the candidates and decide which candidate to invite to the board and which candidates to sit on committees. The board analysis chart in Appendix C can assist in this process.

## **Invite Candidates to the Board**

1. Successful candidates are invited to attend the AGM for formal induction onto the board. Ask successful board candidates to submit a brief paragraph bio to be included in the AGM materials.
2. Candidates that were not a good fit for the board at this time can be invited to sit on a committee.

## **Appendix A: Sample Correspondence**

This sampling of email correspondence is provided solely as a guide when completing board recruitment. Edit each one as necessary

### **EMAIL TO BOARD CANDIDATE FOR GROUP INTERVIEW**

#### **RE: BBBSAP Board Member Group Interview Details**

Hi John -

It was great talking with you about BBBSAP and our Board. Here are the details of our group interview for the Board position:

WHAT: BBBSAP Board position group interview

WHEN: Thursday, June 10, 2009

TIME: 7-8 p.m.

WHERE: BBBSAP office, 1735 Bayly Street, Unit 7C, Pickering, ON

Our phone number is 905-831-3777 if you get lost or need to call the day of the interview.

It will be great to meet you! If you think of questions in the meantime, please feel free to phone or email me at 555-555-5555 or janesmith@email.com

See you then.

- Jane Smith

BBBSAP Board Secretary

### **EMAIL TO BOARD SUCCESSFUL CANDIDATES (sent after phone contact)**

#### **RE: AGM Details/Nomination Process**

Hello all.

Congratulations again on your nomination to the Big Brothers Big Sisters of Ajax-Pickering's Board of Directors! We are excited to have such an enthusiastic, skilled group of individuals interested in giving back to the community and helping at-risk youth.

As you know, induction will take place tomorrow at the BBBSAP AGM. Here are the details:

#### **BBBSAP AGM**

When: Thursday, June 16, 2009

Time: 4 - 6 p.m. (reception/networking starts at 6:30 p.m., program starts at 7 p.m.)

Where: OPG Pickering Nuclear Information Centre

If you have questions, please let me know.

I look forward to seeing everyone there and to working with you on the BBBSAP Board!

Sincerely,

Jane Smith, Secretary

Board of Directors

**EMAIL TO CANDIDATE FOR COMMITTEE MEMBERSHIP**

**RE: Invitation to Join Committee**

Frank -

Hello! I want to thank you again for your interest in Big Brothers Big Sisters of Ajax-Pickering.

We had several candidates for the Board of Directors and Committee positions, and it was a tough decision to make (we had 14 candidates and only 7 could be named to the Board).

After deliberation, the nominations committee would like to invite you to join the Fundraising and Marketing Committee. We think your background would be an asset to this committee that really is the 'meat' of the work that BBBSAP does to help sustain programming for youth in our community.

Of course, we would still love for you attend the AGM and get to know other committee and Board members, as well as supporters and participants of our programs.

Here are the details:

BBBSAP AGM

When: Thursday, June 16, 2009

Time: 6:30 - 8 p.m.

If you have questions, please let me know. We would need to know if you accept our invitation to Committee by XXXXX. I look forward to working with you on the Committee and possibly seeing you at the AGM tomorrow!

Sincerely,

Jane Smith

**Appendix B: Group Interview Agendas**

BBBSAP Board Recruitment Group Interview  
**Agenda – Interview Committee**  
 [Date]

Time	Item	Who	Comments
	Setup Drinks & BBBSAP Information Packets	Interview Committee, Staff	
	Networking	All	
	Welcome	Board President	
	Introductions	All	Candidates can state briefly their name and interest
	BBBSAP Past, Present, Future	E.D.	Use slide show
	BBBSAP Programs	Program Staff	Use slide show
	Question/Answer Session	All	
	Candidates Exit		
	Debrief	BBBSAP Representatives	
	Adjourn	BBBSAP Representatives	

BBBSAP Board Recruitment Group Interview  
**Agenda – Board Candidate**  
 [Date]

Time	Item	Who
	Welcome	Board President
	Introductions	All
	BBBSAP Past, Present, Future	E.D.
	BBBSAP Programs	Program Staff
	Question/Answer Session	All
	Adjourn	

**Appendix C: Board Analysis Chart**

Primary Analysis		Representation			
		Good	Some	None	N/A
<b>Strategic Planning Needs (as identified)</b>					
<b>Areas of expertise</b>	Admin/Management				
	Entrepreneurship				
	Financial Management				
	- Accounting				
	- Banking and trusts				
	- Investments				
	Fundraising				
	Government				
	Law				
	Marketing/PR				
	Human Resources				
	Strategic Planning				
	Physical Plant (architect, engineer)				
	Real Estate				
	Representative of clients				
	Special program focus (education, health, public policy, social services)				
	Technology				
Other					
<b>Community Connections</b>	Corporate				
	Education/Academic Institutions				
	Media				
	Political/Government				
	Philanthropy				
	Religious				
	Small Business				
	Social Services				
<b>Qualities</b>	Leadership skills				
	Willingness to work				
	Personal connection with mission				
<b>Board Experience</b>	0-2 yrs				
	2-5 yrs				
	5+ yrs				
<b>Resources</b>	Money to give				
	Access to money				
	Access to other resources (foundations, corporate support)				
	Available for active participation (solicitation visits, write grants)				

## **Appendix D: Sample Board Posting Description**



### **Call for Board & Committee Members**

**Purpose:** To advise, govern, oversee policy and direction, and assist with the leadership and general promotion of Big Brothers Big Sisters of Ajax-Pickering (BBBSAP) to support the organization's mission.

**Mission statement:** Big Brothers Big Sisters of Ajax-Pickering provides positive volunteer adult mentors to young people from our communities, initiating opportunities for friendship and personal development.

#### **\*Major responsibilities:**

- Provide strategic guidance and direction to the organization
- Formulate and oversee policies and procedures
- Provide financial oversight, including adoption of the annual budget
- Oversee of program planning and evaluation
- Review of organizational and financial reports
- Promote the organization
- Support fundraising and outreach initiatives

*\*Members of the board share these responsibilities while acting in the interest of BBBSAP. Each member is expected to make recommendations based on his or her experience and vantage point in the community.*

**Length of term:** Three years, which may be renewed up to a maximum of three consecutive terms, pending approval of the board.

#### **Meetings and time commitment:**

- The board of directors meets once a month at the BBBSAP office, 1735 Bayly Street, Unit 7C Pickering, Ontario L1W 3G7. Meetings typically last 120 minutes.
- Committees of the board meet an average of four to six times per year, pending their respective work agenda.
- Board members are asked to attend at least two special events or meetings per year, as they are determined.

#### **Expectations of board members:**

- Attend and participate in meetings on a regular basis, and special events as able.
- Participate on a standing committee of the board, and serve on ad-hoc committees as necessary.
- Be alert to community concerns that can be addressed by BBBSAP mission, objectives, and programs.
- Help communicate and promote BBBSAP mission and programs to the community.
- Become familiar with BBBSAP finances, budget, and financial/resource needs.
- Understand the policies and procedures of BBBSAP.



## Appendix E: Preliminary Telephone Interview

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

### Introduction

Introduce yourself and BBBSAP

Explain the purpose of telephone interview

1. Familiarize the candidate with the organization
2. Familiarize the candidate with the Board role
3. Discuss opportunities for candidate to contribute to BBBSAP

Question	Answer	Comments
What do you know about BBBSAP [if nothing, then tell candidate about BBBSAP]		
Ask candidate to talk about him/herself and why interested in joining a Board, including what skills they have that would benefit BBBSAP and our Board		
Follow-up or specific questions regarding qualifications in resume (e.g. Are there any potential conflicts of interest? Are the specific items on the resume to explore?)		
Ask whether candidate has any questions		
Talk about Board position, the Board as a group, and what will be expected from candidate (i.e. working board vs policy board, time commitment, committee structure), including the benefits of participation		
If they have answered above to our satisfaction, ask candidate if BBBSAP would be a good fit for what they were looking for and invite them to the group interview.		
<b>NOTE:</b> Remember to follow up with an email with specifics of group interview.		



## **STRATEGIC PLAN** **(Spring 2013 - Spring 2016)**

### **INTRODUCTION**

This is the strategic plan for the Big Brothers Big Sisters of Ajax-Pickering (BBBSAP). It reaffirms the vision, mission statement, values and business objectives of the charity and provides a path over the next several years to help achieve that vision and the objectives.

Inherent in strategic plans is the recognition that refining the approaches to strategic issues and accomplishing major improvements and initiatives is rarely a one year exercise for organizations. The multi-year work takes planning and preparation, consultation with stakeholders and acquisition of sufficient funding and other resources in order to be able to move ahead in a sustainable manner without creating undue risk for the organization. Guided by the overarching BBBSAP values and mission, this strategic plan will, like its past plans, move the charity ever closer to its vision: ***Every Child in Ajax and Pickering who needs a mentor has access to a mentor.***

The Big Brothers Big Sisters of Ajax-Pickering has come through some challenging times since its last strategic plan in 2010 – a time in which the economy was battered, fundraising became far tougher, government financial problems led to decreased support for non-profit service deliverers and the Durham Region population continued to grow at a fast pace and with it the demand for youth mentoring services. Nevertheless in spite of all of that, BBBSAP continued to expand its programs and the number of clients served.

With a highly professional and very effective staff and leadership and a substantial number of dedicated skilled volunteers, the organization is looking forward to further enhancing and expanding its programs in both size and type in order to better serve the youth mentoring needs of the Ajax-Pickering community. There remain many children in Ajax and Pickering who still need a mentor, and that number grows daily. The significant benefits of mentoring programs for children and the community have been proven time and again through research over decades and through the observations of community leaders, teachers, government officials, the parents of mentored children and most importantly by the children who received such mentoring services.

In the past BBBSAP has been able to rely on three primary funding buckets for its finances – grants, bingo and event income. But in the last few years each of those funding sources has seen rapidly growing competition for those funding pots that in themselves are generally not increasing in size or are decreasing. So the challenge for BBBSAP if the organization is to continue to grow and serve the community is to diversify its fundraising and to better target it in a way that maximizes return for the resources required. That also entails improving how BBBSAP gets its message out to the community and potential donors regarding the many benefits of youth mentoring programs for the community

and its children. And to do all of that will require more volunteers to assist with fundraising, events, marketing and as well the administration of our fundraising and volunteer programs. In addition BBBSAP will be seeking out partnerships in the community with organizations that provide or need youth mentoring programs.

Big Brothers Big Sisters Canada (BBBSC), the national organization for the Big Brother Big Sisters movement, has been in the process of developing its own strategic planning framework that it has recently submitted to its agencies for approval. It sees the current time as a watershed moment for Big Brothers Big Sisters, and while their plan articulates challenges on a national scale, most of those challenges are the same ones being faced by individual Big Brothers Big Sisters agencies like BBBSAP. As the Framework notes, the solutions will come from innovations and rededicated efforts of local BBBS agencies, from enhanced and new support programs being developed by the national organization in collaboration with local agencies and by a much more intense approach to partnership development. Although the BBBSC Framework has not yet been approved, the Strategic Plan developed by the BBBSAP Board and staff does align well with that document.

In accordance with its 2013-2016 Strategic Plan, BBBSAP will continue the process of developing a firm long term sustainable footing. And as it seeks out synergies with partners in the community and as it creates lasting relationships with its donors, funders and volunteers, it will be able to provide even better service to its clients and to the community. Most importantly BBBSAP will continue to serve as a strong visible advocate for the benefits of community-based youth mentoring programs.

## **VISION**

*Every Child in Ajax and Pickering who needs a mentor has access to a mentor*

## **MISSION STATEMENT**

The central purpose and role of Big Brothers Big Sisters of Ajax-Pickering is defined as:

**Working with the community to give children a better opportunity to become healthy and confident contributing members of society through mentorship.**

## **VALUES**

We are:

- **Committed – passionate, dedicated, we go above and beyond...we have fun**
- **Collaborative – we have great relationships with our local police, schools, and organizations within our community – team work is of the utmost importance**
- **Approachable – inclusive, we embrace diversity, our environment is open, comfortable**
- **Integrity – we trust each other, we are trusted by others**
- **Reliable – we are respected, valued and needed within our community – we strive for excellence**

## **STRATEGIC PLAN BUSINESS OBJECTIVES, GOALS, STRATEGIES AND TACTICS**

**OBJECTIVE:** *Ensure sufficient resources (financial, volunteers, donors, partners) to support on-going sustainable BBBSAP programs which serve the related youth mentoring needs in the Ajax-Pickering community in an environment of growth and diversity of that community.*

**1.) GOAL:** To financially stabilize the organization and keep it on a course of financial sustainability.

**A.) STRATEGY:** Improve financial forecasting and reporting to enable more timely advanced notice of emerging financial challenges and opportunities.

**TACTICS:**

- Establish a more comprehensive monthly financial reporting system to enable timely consideration of near-term and emerging financial challenges and opportunities by using rolling forecasts and exception reporting. These reports will be in addition to the monthly income statement and balance sheet financial reports currently provided to the Board.

**RESPONSIBILITY:** Executive Director

**B.) STRATEGY:** Build up a cash reserve equivalent to three (3) months operating expenses (\$84,000) plus approximately \$60,000 in additional annual operating funds for new and expanded programs.

**TACTICS:**

- Analyze options for additional non-Board fund raising support (e.g. full or part time Executive Director & fundraising staff, fundraising consultants/contractors and/or volunteers) and Board analyze costs and benefits of the current fundraising mechanisms. Including costs against income earned and the skills and time expense required by staff, consultants and Board/other volunteers.
- From the analysis of fundraising options develop a balanced, efficient and effective fundraising program with appropriate measurable targets, risk identification (e.g. risks to reaching and sustaining targeted funding levels) and implementation plan over time that will meet the BBBSAP fundraising targets.
- Implement a donor relations management program (software, donor registry, donor recognition program, etc.) to better manage fundraising.

**RESPONSIBILITY:** Board of Directors & Executive Director

**C.) STRATEGY:** Obtain value-in-kind (VIK) donations for direct program use.

**TACTICS**

- Develop and implement a VIK program to solicit tickets and discounts (e.g. for movies, auto shows, sports trade shows, paint-ball, laser tag, bowling, Science Centre, CN Tower, food discounts at restaurants/fast food places, etc.) that can be used by program participants (both group programs and individual mentor programs).

**RESPONSIBILITY:** Board of Directors

**2.) GOAL:** To find and retain more volunteers and key donors.

**D.) STRATEGY:** Ensure a sufficient number of volunteers are available to assist with programs, fundraising and administration.

**TACTIC:**

- Identify and quantify the on-going need for volunteers (by event/activity, skill and time/schedule commitment).

**RESPONSIBILITY:** Executive Director

**TACTIC:**

- Establish a Volunteer Committee of the Board (including staff on the Committee) to handle recruitment and retention of volunteers.

**RESPONSIBILITY:** Board of Directors

**TACTIC:**

- Develop and implement an on-going volunteer recruitment program including measurable targets and regular reporting to the Board.

**RESPONSIBILITY:** Board of Directors & Executive Director

**TACTIC:**

- Regularly utilize existing local web-based and community-based notice boards to help solicit volunteers.

**RESPONSIBILITY:** Board of Directors

**TACTIC:**

- Recruit a volunteer for the position of "Volunteer Coordinator" to help manage the volunteer program.

**RESPONSIBILITY:** Executive Director & Board

**E.) STRATEGY:** Maintain the Board of Directors at approximately 10 Board members.

**TACTICS:**

- Identify the specific on-going skill mix the Board seeks for the Board (e.g. accounting, finance, fundraising, administration, operations, marketing, etc.).
- Utilize available access mechanisms to locate Board member candidates (e.g. Charity Village, staff and Board network, advertising, Bigs, In-School Mentors, schools, key donors, business supporters, etc.).

**RESPONSIBILITY:** Board

**F.) STRATEGY:** Improve recognition of volunteers and key donors to better show an appreciation of their support and to increase retention potential.

**TACTICS:**

- Develop and implement a comprehensive recognition program for volunteers and key donors and identify costs, other resource requirements and timetable for implementation.

**RESPONSIBILITY:** Board & Executive Director

**3.) GOAL:** To help improve youth mentoring opportunities and service levels in the Ajax-Pickering community through partnerships with other community organizations.

**G.) STRATEGY:** Explore the development of possible partnerships with other youth mentoring service providers and with other community organizations that may have a need for such services.

**TACTICS:**

- Enter into discussions with the three other BBBS organizations in Durham Region as relates to possible opportunities for sharing services, administration, fundraising, etc. to gain economies of scale, to potentially become more attractive to funders and/or to raise the profile of BBBS in the community for all the partners to such arrangements.
- Enter into discussions with other non-BBBS organizations in (or servicing )Ajax-Pickering that deal in youth mentoring services to explore opportunities for collaboration.
- When financially feasible, identify and approach organizations in (or servicing Ajax-Pickering that currently have, or may have in the near future, a need for youth mentoring services (e.g. unemployed youth, high school dropouts, Aboriginal youth, newcomer youth, etc.) and who may be interested in the possibility of forming some type of partnership beneficial to both parties and their clients.

**RESPONSIBILITY:** Board of Directors & Executive Director

**OBJECTIVE:** *Proactively develop quality mentorship programs that positively impact children in the community.*

**4.) GOAL:** To strengthen the BBBSAP programs to establish a well-rounded and sustainable program base.

**H.) STRATEGY:** Determine what the preferred level of sustainable existing programs should be.

**TACTICS:**

- Provide an annual report to the Board on:
  - The direct and indirect costs of each current program and any dedicated revenue (e.g. targeted grants) for specific programs;
  - The cost effectiveness of each program (including staffing, volunteers, resource requirements, dedicated income, etc.) as relates to the number of clients served and benefits derived;
  - The identified unmet demand and projected growth of the demand for each program;
  - The need to expand/enhance any program due to grant issuer preferences or requirements;
  
  - The recommended best balance of program size against probable future funding availability (over the coming 6 months to a year), any proposed changes to the respective program sizes and resourcing, and the related program impacts of the recommended adjustments; and
  - Options for efficiencies in program and key non-program activities (e.g. use of volunteers, outsourcing, collaboration with other not-for-profits, etc.).

**RESPONSIBILITY:** Executive Director

**I.) STRATEGY:** When financially feasible, add two new programs - the Summer Program and the Teen Mentorship Program.

**TACTICS**

- Confirm the cost (currently estimated at \$60,000) including other start-up and on-going resource requirements (funds, staff time, volunteer time/numbers, assets, etc.) for each of the two new programs, the target audience, the expected sizes of the programs by clients served and the anticipated benefits, and advise the Board.
- When adequate funding is available, develop an implementation plan for the Programs.

**RESPONSIBILITY:** Executive Director

**5.) GOAL:** To enhance the community profile of BBBSAP in order to educate the community as to what BBBSAP does for the community, how that helps the youth served and why BBBSAP is deserving of donations, other support and volunteer time.

**J.) STRATEGY:** Improve the profile/image of BBBSAP in the community through stakeholder relations and communications.

**TACTICS**

- Develop a program to enhance the community profile of BBBSAP including through appropriate marketing mechanisms, speaking engagements by BBBSAP Board members and visits/meetings with key stakeholders.
- Develop a program of improved usage of social media to attract funds and fundraising volunteers.
- Become more proactive within the community, with municipal and provincial government and with key grant organizations as relates to discussions and solutions around mentoring of youth.

**RESPONSIBILITY:** Executive Director & Board of Directors

**6.) GOAL:** To ensure that adequate mechanisms are in place to protect youth from any harm arising from participation in any BBBSAP programs.

**K.) STRATEGY:** Ensure that appropriate program risk assessment and risk mitigation is regularly reviewed by the Board and staff

**TACTICS:**

- On at least a semi-annual basis Board to formally review risk assessment (including staff time available for adequate program administration), and risk mitigation measures for the programs, with the Executive Director and staff.

**RESPONSIBILITY:** Executive Director & Board of Directors





**Big Brothers Big Sisters**  
of Ajax-Pickering

## **Policy Manual**

Policy Section	<b>Fundraising &amp; Finance</b>	Policy Section #	<b>9</b>
Policy Name	<b>Fundraising</b>	Policy #	<b>901</b>
This policy applies to	Board Members, Executive, Employees, Volunteers, Clients	Policy	June 2012

### **PURPOSE**

The purpose of the Fundraising Policy is to ensure that Big Brothers Big Sisters of Ajax-Pickering (BBBSAP) has created and supports a strategy, plan and process that effectively represents the best interests of BBBSAP as it relates to soliciting and generating revenue on behalf of the organization.

Further, the Fundraising Policy provides direction and parameters to both staff and board members on conducting business on behalf of BBBSAP. The policy is in place to ensure the ethical adherence to fundraising by way of fundraising solicitation and tactics that are compliant with the Code of Conduct of fundraising as defined by the Association of Fundraising Professionals.

### **SCOPE**

The policy applies to those individuals or committees involved in the services/act of fundraising on behalf of BBBSAP:

1. BBBSAP Personnel
2. Board members
3. Volunteers

### **POLICY/GUIDELINE:**

#### **Who is responsible:**

The Executive Director is responsible for the sourcing and development of prospects with the approval of the Board of Directors. The Executive Director must approve the prospect list prior to contact. Assignment of prospects is the responsibility of the Executive Director.

#### **Fundraising budgets and business plans**

The Executive Director with the support of the Fundraising Committee will develop and implement annual fundraising goals and strategies to fund ongoing and special projects to ensure financial stability for BBBSAP. The Executive Director and Board of Directors will approve all budgets and new fundraising initiatives.

#### **Managing fundraising results:**

The Executive Director will track fundraising results against the annual plan and provide a detailed report to the Fundraising Committee on a regular basis.

#### **Risk/Exposure Management:**

The Executive Director under the direction of the Board of Directors will work to ensure a diverse revenue stream is maintained at all times to reduce financial risk and exposure.

#### **Code of Ethical Fundraising:**

The Executive Director, Board of Directors, and all representatives of the agency, will adhere to a code of ethical fundraising as outlined by the Association of Fundraising Professionals and Imagine Canada. BBBSAP will engage in fundraising activities with integrity, honesty, truthfulness and adherence to the absolute obligation to safeguard the public trust.

#### **Restrictions on Donor relationships:**

As a guiding principle, BBBSAP should only pursue and accept funding that does not cause us to detrimentally change the way in which we work. BBBSAP will not actively solicit financial, in-kind or other support from organizations whose activities undermine or are widely believed to undermine our mission, vision and values. We will not accept funding from tobacco companies as their product cannot be consumed in a responsible or safe way and leads to a demonstrated addiction is cross-purposes to our mission and values. We will consider funding from companies such as breweries, insofar as they have a demonstrated and public education program to promote responsible drinking among youth and other age groups. Our one caveat in accepting funding would be that we would not permit product sampling by our program participants since they include under-age youth. Advertising would be limited to printed materials for distribution and not include such items as T-shirts or other items that might be used by the children and youth.

#### **Sponsorship policies, restrictions and guidelines**

This section is currently under review to ensure BBBSAP's is adhering to both Big Brothers Big Sisters of Canada and United Way guidelines.

#### **Sub-Committees – who creates, how do we solicit, who manages, who leads, etc.**

Our working groups would consist of a Board appointed Chair for new fundraising committees. Solicitation for members will take place using Charity Village, Boardmatch, DiverseCity, BBBSAP website, and corporate donors and sponsors.

#### **Evaluation of plans/events/committees/volunteers:**

Develop job descriptions with/for committee and volunteer roles.  
Develop a post event analysis template or survey to be completed by volunteers and committee members.

#### **Effective record management:**

Increase financial accountability and data security through effective records management and accurate reporting. The Administrator to ensure controls are in place regarding data entry processes and users.

#### **Financial reporting:**

The Executive Director to provide monthly financial reports to the Board a minimum of 3 business days prior to Board meetings.

## **DEFINITIONS**

**Fundraising** – The soliciting or receiving of monies, resources or other benefits from organizations, trusts or individuals in support of the operation or good works of your organization.

**Solicitation** – A request for a sum of money or product; "an appeal to raise money for your agency"

**Prospect Clearance** – A procedure that exists within the organization's fundraising plan for two reasons:

1. To ensure the rights of donors and volunteers to be approached in a respectful and professional manner by different levels and locations of the organization.
2. To ensure that the right of the donor to have full choice in available donation, sponsorship and volunteer options exists.

**Prospect Management** - The processes and procedures that govern the creation, maintenance, and deletion of prospects from fundraisers' portfolios. Prospect management includes all aspects of the prospect process including research and biographical information obtainment and updating.

**Major Gifts** – A gift of significant amount (size of gift may vary according to organization's needs and goals); may be repeated periodically

**Special Events** – Where an organization develops an event or series of events that are managed and executed by the organization for the purposes of raising money to support the program delivery and general operations of organization, the event is considered a Special Event. These special events can also have a secondary purpose of drawing attention or public awareness to the organization.

**Third Party Events** – A Third Party event is developed, organized and conducted on behalf of the organization by an outside individual, corporation, agency, etc. The purpose of this form of event is to raise funds for the organization. The event, although happens outside of BBBSAP, must be approved by the board of directors.

**Annual Campaign** – Where an organization each year executes an annual campaign to solicit donations to the organization.

**CRM** – Or Cause Related Marketing – a special project is launched by the organization in conjunction with a corporation, organization or individual that has a marketing/retail/consumer element to it.

**Direct Marketing** – Solicitation of funds, resources, or services by way of direct marketing through a strategic mail campaign, or internet campaign

**Sponsorship** – Sponsorship is a business relationship between a provider of funds, resources or services and an individual, event or organization, which offers in return rights, and association that may be used for commercial advantage in return for the sponsorship investment.

## **REFERENCES**

- Association of Fundraising Professionals
- Imagine Canada



**Big Brothers Big Sisters**  
of Ajax-Pickering

## **Policy Manual**

Policy Section	<b>Fundraising &amp; Finance</b>	Policy Section #	<b>9</b>
Policy Name	<b>Finance</b>	Policy #	<b>902</b>
This policy applies to	Board Members, Executive, Employees, Volunteers, Clients	Policy	February 2007 Updated on: October 6, 2009

### **Policy & Procedures**

Administrative processes are documented and reviewed annually through the Governance & Finance Committee of the Board

### **Financial Control**

Yearly budgeting process prepared by Executive Director and Treasurer, approved by Administration and Finance Committee and then by Board of Directors.

Board reviews and approves financial statements on a monthly basis.

Board, in conjunction with Treasurer reviews the draft audited financials

Annual General Meeting where Treasurer and Auditor present audited financial statements & notes for approval.

### **Cash/Banking Policy**

Monthly bank reconciliation reviews are completed by the Treasurer or another Board Representative, banking transactions in accordance with policy of Royal Bank and Board Resolution for signing authority changes.

Current signing officers (2014) are: Executive Director, President, and Secretary.

Staff member responsible for the issuance of cheques, do not have access to the accounts of the Agency. All cheques are serially numbered and accounted for by the QuickBooks financial system. All cheques are signed by two authorized officers.

### **Payroll**

The payroll system is outsourced to an external service provider (ADP). Basic controls include segregation of duties between authorization to add/delete or modify a payroll record and accounting for the payroll expense (reviewed by the Executive Director). Attendance time sheets prepared by staff and are reviewed by the Executive Director prior to payroll submission to the service provider. Paylist of payments made is received by the Executive Director for review prior to entry into the financial system.

## **Receivables**

Invoices (if applicable) are generated by the Agency for any sponsorship or outstanding fund raising events.

## **Safeguarding of Capital Assets**

Properly managed, maintained, and controlled. All assets purchased are generally expenses (unless greater than \$1000)

## **Payables**

Properly approved invoices/cheque requisitions with signature to verify receipt and prices.

Numbered cheques issued with two signatures of authorized signing officers on all cheques. See banking above.

## **Petty Cash**

Big Brothers Big Sisters of Ajax-Pickering maintains a small amount of Petty Cash for the event of emergency requirements. At no time may Petty Cash to be used for employee cash advances or to meet personal expenses.

Any misuse of the Petty Cash fund will result in disciplinary action up to and including termination for cause.

## **Reimbursement for expenses**

Requests for reimbursement for the purchase of supplies is to be made to the Executive Director. All requests for reimbursement must be accompanied by a receipt.

## **OTHER:**

- Signing Authorities - Currently on file with Royal Bank
- Investment Manager - Royal Bank
- External Auditor - Appointed at the AGM by Board of Directors-currently Smith, Chappell, Marsh, Vilander LLP, Chartered Accountants
- Revenue Canada Annual Charity Return - Agency reports financials and programs to Revenue Canada annually due June; public report
- Information Technology - The Agency (through Governance and Finance Committee) insures access control security and system back up arrangements are in place for all computer applications and data on site.
- Insurance Coverage - Covered under policy with provider for Property, Directors, Errors & Omissions, Business Continuity
- Coverage, risk management reports and financial claims history reviewed annually with Board of Directors
- Statutory Remittances - All remittances for CCRA are made on a monthly basis by ADP on behalf of the Agency and reconciled by the Treasurer; all other returns (GST) completed when due.
- Risk Management Fundamentals
  - independent audit

- policy manual and internal control/accounting framework
  - independent investment manager
  - monthly and annual financial statements prepared and presented to Board
  - adequate insurance coverage
  - guidelines for money transactions (daily deposits, monthly bank reconciliations)
  - governing legislative acts eg. Income tax, employment standards, HR policies, etc
  - confidentiality, privacy and security of information
- 
- Donation Receipts - All donations to Agency currently manually signed by Executive Director
  - All receipts conform to CCRA standards - All receipts generated through in house software developed by BBBS National Office
  - On line donations and receipts secure through outside service provider Kintera.

# BBBSC National Standards

Striving for excellence in service delivery—Big Brothers Big Sisters

The National Standards are determined and formally approved by member agencies and reflect their commitment to deliver quality professional services to children and youth in the mentoring programs they provide.

July 2014

*Standards, use of this document is required as of January 1, 2015.*

## TABLE OF CONTENTS

### ORGANIZATIONAL MANAGEMENT STANDARDS

- A. Planning..... 4
- B. Governance ..... 5
- C. Human Resources ..... 7
- D. Financial Management ..... 10
- E. Marketing and Communication ..... 11
- F. Facilities..... 12

### PROGRAM DELIVERY STANDARDS

- G. Risk Management..... 13
- H. Policies..... 15
- I. Confidentiality..... 16
- J. Documentation ..... 17
- K. Eligibility Criteria..... 18
- L. Orientation..... 19
- M. Pre-Match Training Program..... 20
- N. Match Closure..... 21
- O. Re-Matching..... 22
- P. Child Intake and Parent Application Process..... 23
- Q. Mentor Volunteer Enrollment Process..... 24
- R. Matching and Match Monitoring..... 27
- S. Case Management System..... 30