

Family Day Care Services Board Policy Registry

The Board of Family Day Care Services (otherwise commonly called *Family Day* or signified by the abbreviation *FDCS*) is responsible for establishing the mission, vision and values of the organization. It establishes the strategic direction of the organization and is responsible for its strategic plan. As a policy governance board, it governs through four types of policies:

- Ends (mission, vision, values)
- Executive limitations
- Board-Executive linkages
- Governance processes

1. **Ends (Mission, Vision, Values)**

The mission statement, vision and values of the organization have been developed during strategic planning sessions and are reprinted in the subsections following. They are always subject to review; this is usually done during formal review processes.

1.1 **Mission Statement**

Family Day Care Services, in partnership with families and communities, is committed to leadership in developing and providing exemplary quality child care and early learning services to promote healthy child development.

1.2 **Vision Statement**

Family Day Care Services will be a leader in the field of child care and early learning through research, professional development, partnerships and advocacy. We will be at the forefront in developing and delivering flexible service options that respond to family and community needs. Our work will help children, families and communities to build a strong foundation for continued healthy development so that children will be well prepared to learn and succeed in life. We will create a model workplace where staff's commitment to children and families can be nurtured.

1.3 **Values Statement**

FDCS demonstrates its leadership by adhering on a daily basis to the following Statement of Values and Beliefs:

<i>Primacy of Children and Families</i>	We believe that children and families are central to everything we do.
<i>Commitment to Quality</i>	We believe in quality at all levels of service delivery and management.
<i>Responsiveness</i>	We believe in understanding and responding to the needs of our community.
<i>Staff Contributions</i>	We value the commitment, expertise and creative thinking of our staff.
<i>Stewardship</i>	We believe in responsible stewardship and management of our resources.

<i>Advocacy</i>	We believe that we have an obligation to advocate in areas related to our services.
<i>Partnerships</i>	We value partnerships with organizations and providers in the community.
<i>Teamwork and Mutual Respect</i>	We believe in collaboration, support for each other and mutual respect.
<i>Growth</i>	We believe that growth ought to occur only when there is a demonstrated need for the services that can be provided by Family Day and where the financial soundness of the agency is not compromised.
<i>Financial Access</i>	We believe that all citizens of our service areas should have access to our full range of services despite family income.
<i>Physical Access</i>	We believe our facilities should satisfy all accessibility legislation wherever it applies.

1.4 Core Functions and Client Priorities

Our core functions define the key elements of what we provide as an organization within our mission. The provision of services by Family Day is always constrained by budgetary considerations, however, the core functions and hence service thrust of the agency is driven by the following policies:

<i>Centre-based Child Care</i>	<i>We directly operate child care centres.</i>
<i>Home-based Child Care</i>	We arrange for home-based child care on behalf of families and we provide support to independent, home-based providers.
<i>Community-based Early Learning</i>	We provide early learning opportunities for families, caregivers and children through programming in the community.
<i>Research and Development</i>	We undertake applied research and implement development projects that further the understanding of healthy child development.
<i>Advocacy</i>	We advocate for public policies that support families and children and we promote best practices in child care and early learning.
<i>Centre for Child Care Excellence</i>	Combining aspects of research and development, advocacy and outreach, the Centre is not a physical entity, but a set of current and potential programs intended to keep raising the quality of services provided by Family Day.

1.5 Our Stakeholders

Family Day Care Services is morally accountable to the broader society in which it operates even while our primary attention is focused on children and families within the GTA. Although it is difficult to list and describe all the stakeholders of the organization, the following chart describes the key stakeholders.

<i>Families</i>	They are the customers of the programs and services we provide. (Historically, the primary emphasis has been on the children of the family, but recently, a more holistic approach to the entire family has been the focus.)
<i>Staff</i>	They are essential to achieving Family Day's vision and mission.
<i>Home Child Care Providers</i>	They provide child care in their own homes for families.
<i>Funders</i>	They provide resources to support our activities.
<i>Partner Agencies</i>	They provide value-added partnerships that enhance the delivery of our programming.
<i>Child Development Community</i>	They share our interest in child development and best practices in child care and parenting.
<i>Students and Volunteers</i>	They contribute to achieving our vision and mission through their efforts on our behalf.
<i>Regulators</i>	They establish the legislative and regulatory framework within which we operate. Current regulators:: Ministry of Children and Youth Services City of Toronto Regional Municipality of Peel Regional Municipality of York

1.6 Principles

<i>Growth</i>	Growth will be undertaken when opportunities arise that enhance our mission and reflect the values stated above.
<i>Accessibility</i>	Family Day Care Services will attempt, where possible, to provide services to children and families in need.
<i>Quality in Infant Care</i>	Family Day believes that the earliest years are the most important ones of a child's life. We will provide high quality care for infants wherever feasible.

2. Executive Limitations

According to the principles of policy governance, the FDCS Board has set the following boundaries, within which the Chief Executive Officer (CEO) is responsible for managing the operations of the organization.

1.0 Financial Planning

With respect to planning fiscal events (budgeting for all or any remaining part of a fiscal period), the Chief Executive Officer (the “CEO”) may not jeopardize either programming or the fiscal integrity of the agency. Accordingly, no budget will be allowed that:

- Contains too little detail to:
 - Enable reasonable accurate projections of revenues, expenses and cash flow.
 - View the separation of capital and operational items.
 - Allow for the establishment of audit trails for the comparison of budget to actual performance.
- Plans the expenditure in any fiscal year of more funds than are conservatively projected to be received in that period, except when approved by the Board. The budget may not provide for revenue increases that are not reasonably supportable or that depend on government or other funding support that has not been committed to.

2.0 Financial Condition

With respect to operating the agency in the most efficient and effective manner, the CEO may not jeopardize its long-term financial strength. Accordingly, except by the direction of the Board, the CEO may not:

- Enter into agreements committing FDCS to new programs, services or catchment areas.
- Cause FDCS to incur indebtedness other than trade payables incurred in the regular course of business.
- Deviate from FDCS’s Investment Policy including but not limited to use of FDCS’s marketable securities.
- Settle payroll and debts other than in a timely fashion.
- Allow budgeted expenditures to be made where the related revenue source is no longer anticipated.
- Allow interim financial statements to be prepared less frequently than monthly and on any basis other than in accordance with generally accepted accounting principles, as set out in the agency’s annual audited financial statements.

3.0 Treatment of Staff

The CEO shall treat all FDCS staff with respect and professionalism. FDCS is committed to ensuring a workplace free of discrimination and harassment. As a result of this commitment, the CEO shall comply with the following, ensuring that their provisions are respected by FDCS:

- FDCS Anti-Racism Policy
- FDCS Harassment Policy
- FDCS Staff Values Statement
- The Collective Agreement (FDCS’s unionized employees)
- Oral or Written Employment Agreements (FDCS’s non-unionized employees)
- The Ontario Human Rights Code
- Other applicable policies statutes and laws

Where FDCS has unique policies or procedures in this area, these shall be appended to this document.

4.0 Asset Protection

The CEO may not allow assets to be unprotected, inadequately maintained or put at unnecessary risk. Further, except by direction of the Board, the CEO will ensure that:

- FDCS's insurance against theft and casualty losses is no less than eighty percent [80%] of replacement values.
- FDCS's insurance against liability losses to the organization, staff or board members are no less than the average for comparable organizations.
- Personnel excluded under FDCS's bond have no access to material amounts of funds.
- Buildings and equipment are not subjected to improper wear and treatment and are appropriately maintained.
- The organization, staff or board members are not exposed unnecessarily to claims of liability.
- The recruitment or retention of staff members is in compliance with FDCS's standards for qualifications or reference checks.
- The agency does not deviate from relevant legislation, regulation or standards.
- The purchase of goods and services are governed by purchasing practices generally accepted by non-profit agencies of a similar size and complexity.
- Funds are received, processed or disbursed under controls sufficient to meet generally accepted practices for non-profit agencies.
- The Board has full access to the independent auditors, upon request.
- The acquisition, encumbrance or disposition of real property is done only with board approval.
- FDCS's facilities are compliant with any local fire, health, environmental or other safety standards.

5.0 Communication and Counsel to the Board

The CEO shall will make a written report on the main activities of FDCS at every board meeting. The report may take any reasonable form and must highlight exceptions to general operations with respect to:

- Finance
- Staff relations
- Government relations
- Programs and Services
- Policy issues related to FDCS business

The CEO will report any condition that threatens the general health of FDCS or its ability to maintain normal operations to the President of the Board within 48 hours of recognizing the problem.

6.0 Compensation and Benefits

FDCS remunerates its employees in accordance with applicable pay equity legislation. The proxy employer for our organization was the Municipality of Metropolitan Toronto and therefore our pay scale will be similar to municipal pay scales for similar positions, subject to limitations imposed by our funding sources.

FDCS's intention, subject to economic circumstances, is to provide a benefit package that is equal to or better than those of comparable non-profit Day Care providers.

3. BOARD-EXECUTIVE LINKAGE

3.1 Delegation to the CEO

With the exception of the tasks and responsibilities defined in section 4 of this document, the FDCS Board delegates all authority and accountability to the CEO with the expectation that she/he will be acting in the best interests of the agency.

The Board will direct the CEO through the written policies included in this document. All operational planning and implementation is the responsibility of the CEO. The Board will accept any reasonable interpretation of the Board's policies by the CEO.

Only decisions of the whole Board are binding upon the CEO or any other staff member. No board member, officer or committee of the Board may unilaterally direct the activities of the CEO or any other staff member.

The CEO can request a formal reconsideration of any board decision. This request has to be addressed in the monthly regular meetings. The CEO shall receive a final resolution about the reconsideration no later than the following monthly regular meeting of the Board.

3.2 Monitoring Performance

3.2.1 Monitoring the Performance of the Organization

Several methods of monitoring the performance of the Organization may be utilized.

- **Internal Reporting** - Regular monitoring of CEO reports, financial reports and other internal reporting documents.
- **External Monitoring** - Annual audit of the financial statements of FDCS by an independent audit firm appointed by the Board, in accordance with generally accepted auditing standards. The Board on an "as-needed" basis may approve other external reviews (e.g. in connection with monitoring activities by funding sources).
- **Direct Board Inspection** - The Board treasurer should read all financial statements at least monthly. The Board may direct that a board-chosen agent conduct an examination of any variable(s) on its behalf at any time.

3.2.2 Monitoring the Specific Performance of the CEO

The performance of the CEO will be reviewed annually under the direction of the President. The framework for the performance review will follow the topics of this Policy Registry and other documents and directives as directed by the Board.

The President may request input or advice from board members with specific expertise, including but not limited to financial or legal specialties. The President will report the main results to the Board *in camera* at its first meeting following the evaluation.

The review must be written and filed confidentially within FDCS.

4. GOVERNANCE POLICIES

4.1.1 The Role of the FDCS Board

The FDCS Board as a whole:

- Represents the moral ownership of the agency.
- Is responsible for interpreting, enacting and enforcing all applicable policies which can only be altered by the Board.
- Has ultimate financial and fiduciary responsibility for FDCS.
- Is responsible for monitoring FDCS performance through evaluating the Chief Executive Officer's job performance, as described in this Registry.
- Is accountable for the agency's compliance with the many laws, acts, regulations, guidelines, funding requirements, internal policies and other requirements that direct and constrain agency activity.

4.1.2 Responsibilities of FDCS Board Members

Each FDCS board member is expected to:

- Participate in an orientation program and/or support the orientation of new members.
- Attend meetings regularly and other functions when appropriate.
- Prepare for board meetings by reading material in advance.
- Participate in board meetings by raising issues, asking questions and engaging in informed discussion according to expertise and ability.
- Fully participate in Strategic Planning activities.
- Engage in tasks such as collective bargaining, board development, public relations, fund-raising and other activities as needed and requested by the Board.
- Advocate and enhance the mandate of FDCS when opportunities arise.
- Speak in unison in any matter arising from board discussions, decisions or directions.
- Support efforts to retain confidentiality by limiting the dissemination of information about board discussions and related information about FDCS to those strictly necessary.

4.2 Board Officers and Their Authority/Responsibility

The officers of the FDCS Board are appointed for one-year terms, which are renewable at the request of the Board. Board members may be nominated for officer positions after being on the Board for a minimum of one year. The offices include the President, First Vice President, Second Vice President, Secretary and Treasurer.

The President:

- Chairs all regular board meetings, Executive meetings and the Annual General Meeting whenever possible and appropriate.
- She/he represents the Board at public events, staff functions and meetings with external stakeholders.
- Has responsibility for the integrity of the board process.
- Leads in the creation of the annual Board Development Plan.

The Secretary:

- Signs all by-laws, minutes and other legal documents as required.
- Writes letters as authorized by the Board.
- May be required to take minutes if a staff member is unavailable.
- Monitors board attendance and board member terms.
- Ensures that board records are appropriately archived.

The First Vice President:

- Fulfills the functions detailed above in the absence of the President.
- Performs other functions as indicated by the President.

The Second Vice President:

- Fulfills the functions detailed above if the President and First Vice President are unable to attend.
- This office may be held in conjunction with that of Secretary or Treasurer at the discretion of the Board.

The Treasurer:

- Monitors the agency's compliance with fiduciary and financial responsibilities.
- Monitors compliance with investment policy by external investment and with major donor directives.
- Reviews the budget and interim financial statements and provides commentary to the Board in respect of same.
- Reviews the annual statutory financial statements and discusses the results of the audit with the external auditors. Provides commentary to the Board in respect of same
- If/when requested, offers their expertise in financial matters in support of staff and/or the external auditors.
- Represents the organization at various community and/or business meetings (including meetings with funders, as required).

4.3 Board Parameters

4.3.1 Board Size

The optimal size of the FDCS Board is 15 members. The maximum number of members is 30.

4.3.2. Board Terms

The following items concern the appointment and re-appointment of FDCS board members:

- FDCS board members are appointed for a three-year renewable term.
- Appointment to the Board requires a board decision.
- Appointment decisions are announced at the Annual General Meeting, but terms begin when the officer is elected to the Board.
- Board members may be re-appointed to further three-year terms following a review of their performance by the Board.
- Re-appointments are made before the Annual General Meeting where they will be announced.

4.3.3 Board Attendance

FDCS board members are expected to make every effort to attend all meetings. Non-attendance issues will be addressed the following way:

- An absence of more than three consecutive meetings may result in termination of membership.
- The Board Secretary shall notify the Board President whenever a board member has missed three or more consecutive meetings and the President will discuss the issue with the board member.

Leaves of absence may be granted and the length of leave will not be applied against the board member's term.

4.3.4 Board Committees

The FDCS Board operates with a minimum number of committees in keeping with its commitment to governing by policy. The exceptions to this are the Executive Committee, the Nominations/Recruitment Committee and task-specific committees, which are struck on an ad-hoc basis. No committee, or committee member, shall have direct authority over staff.

The Executive Committee includes:

- The President
- The First Vice President
- The Second Vice President
- The Secretary
- The Treasurer
- The immediate Past President
- The CEO (non-voting)

The Executive Committee acts only when critical decisions are required very quickly and reasonable attempts at convening a meeting of the whole Board have failed. Decisions made by the Executive Committee shall be presented to the full Board when next they meet.

The Nominations/Recruitment Committee includes any 3 board members who volunteer for the task. The Committee's role is to:

- Identify specific gaps in board membership (need for particular expertise).
- Recruit board members as/when needed.
- Review Resumes/CVs from interested parties.
- Nominate individuals who fulfill the requirements of the Board so that the Board can evaluate their potential and accept or deny their membership.
- Ensure that appropriate orientation and mentoring is in place for new members.

Task-specific committees may be formed, on an ad-hoc basis, to address governance or operational needs as they arise. Such committees shall be created and directed by board motion. In occasional situations, board members may volunteer their expertise and time for strictly operational issues such as financial planning, budgeting and collective bargaining. When board members act in these roles it is to be understood that they do not speak or act on behalf of the Board. Any recommendations arising from this work must be presented to the Board for approval.

4.4 Board Governance

The FDCS Board is committed to a consultative, participatory and democratic approach to governance, guided by the principles of policy governance. The following items indicate the specifics of the Board's functioning:

- The Board's quorum is five members.
- Board meetings will have agendas developed by the Board President and the CEO.
- Agendas will be distributed in advance of meetings.
- The agenda may be amended by agreement of members in attendance.
- Any necessary materials will be distributed in advance.
- The Board meets a minimum of eight times a year, September – June and as/when required.
- Meetings will follow the process outlined in Robert's Rule of Order.
- The CEO attends board meetings, reports to the Board and is present and participates in all discussions except those 'in camera' sessions determined by the Board.

4.5 Strategic Planning

The FDCS Board establishes the 'ends' of the organization, which are outlined in Section 1 of this document. In addition, the Board plays an active role in the development and approval of the FDCS' Strategic Plan.

It is the Board's responsibility to:

- Ensure that this document is of the highest quality and reflects the mission and values of the organization.
- Ensure the objectives and strategies it outlines are realistic and achievable.
- Recognize that Strategic Planning must put every element of the agency up for examination:
- Review the Strategic plan every year, but not revise it unless there is sufficient change in the external or internal environment and be guided by the recommendation of the CEO in this regard.
- Receive the CEO's presentations to the Board regarding operational issues and business plans so that they can evaluate their conformity with the Strategic Plan.

4.6 Board Development Plan

The FDCS Board is responsible for creating its own Board Development Plan. Typically, the President leads this initiative each calendar year. Possible learning and development topics for the plan might include:

- Exploration of governance models and best practices
- Learning about the ends of this and other child care organizations
- Succession planning
- Current topics which would lead to improved board effectiveness and knowledge of the agency's work

4.7 Code of Conduct

FDCS board members shall:

- Act honestly and with good faith.
- Speak for the Board as a whole regardless of individual preferences, where the Board has made a decision.

- Be accountable for competent, conscientious and effective accomplishment of the obligations of the Board.
- Understand, advocate and exemplify the mission, vision and values of the agency.
- Adhere to all relevant legislation, by-laws and FDCS policies.
- Speak well of the agency in all circumstances.
- Bring to the table pertinent information even if/when it appears contrary to the thrust of discussion.
- Be tolerant of diverse and contrary opinions and bring information.
- Respect issues regarding personal and professional privacy and confidentiality concerning FDCS and its Board.
- Refuse cash or in-kind for their services or for any actual or perceived favour.
- Operationalize the beliefs, values and policies of FDCS including:
 - The Anti-Racism Policy
 - The Harassment Policy
 - The HIV/Aids Policy
 - FDCS Staff Values Statement
 - The Collective Agreement (FDCS's unionized employees)
 - Oral or Written Employment Agreements (FDCS's non-unionized employees)
 - The Ontario Human Rights Code
 - Other applicable policies statutes and laws
- Declare any actual, potential or perceptual conflicts of interest such as:
 - Providing professional or volunteer services for other child care agencies.
 - Accessing knowledge that could be used for competitive agencies.
 - Having relatives who are involved in allied organizations.

1.1 Board Recruitment

1.1.1 Identification of Candidates

Suitable candidates for the Board may include individuals with demonstrated skills, experience and qualifications in the following areas:

- Senior-level executive, management and leadership
- Previous non-profit governance
- Certification in finance, accounting or law
- Human Resources Strategy, communications or information management
- Child care, human services or the public sector
- Experiences as a consumer of child care or family resource programs
- FDCS service users
- Qualifications and/or experience in early childhood education

Additionally, the Board will seek new members who represent the diversity of the communities in which FDCS serves.

When recruiting new members, the Board may use a variety of ways of attracting the appropriate individuals. These may include newspaper advertisements, Board Match Parent Advisory Committees, recommendations from staff, parents, board members or business associates. Once potential board members have been identified and expressed an interest in joining the FDCS Board, they should:

- Identify their interest to the Board.
- Submit a recent Resume/CV to the Nominations/Recruitment Committee.

4.8.2 Election of Members

The Board welcomes potential recruits to sit-in on one or more board meetings in a non-voting capacity, prior to putting their name forward for nomination. After their interest has been confirmed, nominations are put forward to the Board for approval. New recruits to the Board are introduced to the agency at the Annual General Meeting.

When accepted to the Board, new members will:

- Provide a Criminal Reference Check (CRC) which will be paid for by the agency.
- Participate in an orientation process.
- Become fully voting members at the next board meeting.

1.0.0 Board orientation and mentoring

Orientation to the Board shall include:

- A review of the Board's manual and policies.
- Meeting other members of the Board.
- Site visits.
- Meeting informally with a "mentor" assigned from the Board.
- Meeting the CEO and key staff.
- Reading about the history of the organization and viewing videos about FDCS.