


BOARD OF DIRECTORS ORIENTATION MANUAL



Date of Incorporation: 29 August 1985
Ontario Corporation Number: 00063486

Mission



Cook's School Day Care Inc's Mission... early
 To provide quality learning and child care for families in the community of Northumberland County with dedicated educators, staff and volunteers in safe, engaging and inclusive environments that promote friendship and life-long learning.

Motto



Learning through play
 building friendships along the way.

values

VALUES
 Respect
 Activity
 Curiosity
 Friendship
 Learning
 Play
 Independence
 Nutrition
 Creativity
 Physical
 Nurturing
 Sharing

Vision



Provide the leading safe and nurturing early learning and child care environment.

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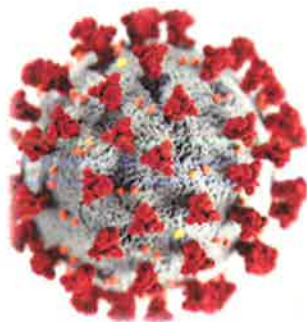
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CORONAVIRUS – COVID-19

Board Members must review the details in the ***Packages for Parents, Centre Staff*** available from the Administrative Staff and the **COVID-19** tab of our website **before** commencing duties, annually thereafter, and whenever changes are made.

The ***Packages*** include:

- **COVID-19 Policy & Supporting Documents**
- **Resources & Training Materials**
 - How to Self-Monitor
 - How to Handrub
 - When & How to Wear a Mask
 - Non-Medical Masks & Face Coverings
 - Facemask Do's & Don'ts
 - How to Remove Gloves
 - Talking with Children About Coronavirus Disease
 - CAMH – Talking to Children about COVID-19
- **COVID-19 Policy & Training Sign-Off**
 - Centre – COVID-19 Policy & Document Review
 - Northumberland County COVID-19 Training for Child Care Staff



History of Cook's School Day Care Inc

1985	Cook's School Day Care Inc established on Danforth Road, Cobourg as a not-for-profit early learning and child care centre.
1987	Cook's Home Child Care Agency founded to meet the needs of families with infants and families whose hours of school or work could not be accommodated within our centre-based program.
1989	Victoria College Square Day Care, a second centre-based program, created in historical Victoria College in Cobourg, to meet the ever-increasing need for regulated early learning and child care in the Cobourg area.
1993	Cook's School Day Care Inc becomes a registered charity; the organization can issue income tax receipts to the many Individuals and Businesses of this community who generously assist this organization through donations of money, goods and services.
1995	Closure of Victoria College and purchase of the Knights of Columbus building on Queen Street in Cobourg; Victoria Park Child Care Centre is established to continue to provide early learning and child care services to those families within the Cobourg area. Cook's Home Child Care Agency is housed within Victoria Park Child Care Centre.
2005	After almost 20 years at the Danforth Road location, our Cook's centre is relocated to 700 D'Arcy Street in Cobourg. Although the name for this division of our program changed from Cook's School Day Care to Cook's Child Care Program, we have maintained and added many great educators and increased our early learning and child care spaces.
2014	Exciting announcement: The Cook's School Day Care Inc family blends under one roof on September 2nd, 2014! The two centres join as one at the current Victoria Park location with a new and exciting extended hours option (6am to 7pm) unique to Cook's School Day Care Inc. The process has been an incredible adventure and proves to be even more fantastic to have all our amazing educators and support educators together as we continue to strive to offer our quality early learning and child care service to this community. Cook's Home Child Care Agency continues to be housed within Victoria Park Child Care Centre.
2015 to 2016	A new addition added to our centre featuring a new accessible main entrance, office at the entrance, an elevator, an educator resource & rest area, and a new staircase to 2 nd floor. Funding support from the County of Northumberland made this dream possible!

History of Cook's School Day Care Inc

2018	<p>Cook's made further strides to provide our service in a way that respects the dignity and independence of children, families, educators and our community with differing abilities. A barrier-free and an extra regular washroom were added on 2nd floor. Automatic door openers were installed on our main entrance and elevator doors. The projects support our goal to reach full accessibility.</p> <p>The Ministry of Education approved our child care centre's maximum operating capacity increase each day from 73 children to 80 children, 12 months to 13 years.</p>
2022	<p>In June of 2022, and after 35 years, Cook's Home Child Care Agency closes its doors. Thank you to all the providers and families that were part of Cook's Home Child Care.</p>

OUR TEAM

Cook's non-discriminatory recruitment practices create a team of Educators and Board Members from diverse backgrounds who support the families and communities we serve.

Our Board of Directors are interested parents and community members who volunteer to govern the organization. All parents are encouraged to consider becoming a part of the Cook's School Day Care Inc Board of Directors, which oversees the operation of the organization.

The Executive Director, RECE Lead, Early Childhood Educators, Dietary Staff, Enhanced Staffing Support, and Administrative Support Staff are the backbone of Victoria Park Child Care Centre.

Our early childhood educators are currently registered with Ontario's College of Early Childhood Educators (CECE) or actively pursuing a diploma in early childhood education to obtain eligibility to register with the CECE.

Cook's educators are well-trained in understanding the developmental needs of children. Educators use the professional resource developed by the Ministry of Education, *How Does Learning Happen? Ontario's Pedagogy for the Early Years* to plan activities that facilitate learning through play and provide a balanced program that supports children's optimum development. Our educators exceed the Ministry of Education's requirements for registered early childhood educators.

PARENTS AS PARTNERS

We believe mutual respect is key to developing healthy relationships with our families. We strive to make regular connections in person or by other means (e.g., notes, posting information on bulletin boards, emails, social media updates). Your child's success in our program is important.

Our educators will share information with you regularly. We are eager for you to share your knowledge about your child's learning strengths and preferences and day-to-day experiences. We invite you to collaborate and work together with us to ensure we are providing the best possible learning experience for your child.

WHO WE WELCOME TO OUR PROGRAMS

The centre's program is designed to serve the needs of children 12 months to 13 years. We offer flexible hours and days of care to accommodate the varied schedules of the families we serve.

We are inclusive and welcome ALL children who may benefit from our programs. Children are encouraged to be themselves and have respect for others.

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WHERE OUR EARLY LEARNING & CHILD CARE HAPPENS

COOK'S SCHOOL DAY CARE INC.

172 Queen Street, Cobourg, Ontario, K9A 5P6
Phone: (905) 372-2143, Fax: (905) 372-2441

Executive Director

Sharon Welsh, RECE, sharon@cooksdaycare.ca and vic.park@cooksdaycare.ca

Accounting Bookkeeper / Finance Administrator

Kelly Sorensen, admin@cooksdaycare.ca

Victoria Park Child Care Centre (Sharon Welsh is the Primary Contact for this Program)

Program Highlights	<ul style="list-style-type: none">• Centre-based program; licensed capacity: 80.• Serving children 12 months - 13 years.• Open 6am - 6pm; Monday-Friday; January-December; closed all statutory holidays.• Subsidized child care supported.• Integration of special needs children; wheelchair accessible.
Additional Information	<ul style="list-style-type: none">• Access to local attractions: library, Victoria Park, Victoria Hall Concert Hall, Northumberland Mall, Legion Fields, CCC, etc.• Staff escort children from C.R. Gummow Public School; bussing to and from St. Michael's Separate School may be available.• Flexible hours to accommodate the various schedules of children and parents/guardians.• Enjoyable, educationally stimulating quality programs and activities provided daily, including school holidays.• Encourage ongoing parent/guardian and family involvement to maintain positive communication and complement child-rearing methods of families.• Snacks and lunches prepared on site are based on the Canada Food Guide.• Ongoing professional development and training are available for all Staff.

EARLY LEARNING & CHILD CARE PROGRAMS

Cook's operates a variety of programs to meet early learning and child care needs. Cook's currently operates toddler, preschool, kindergarten, and school-age programs in our centre from 6am to 6pm, Monday to Friday. Cook's is licensed under the Child Care and Early Years Act (CCEYA) through the Ministry of Education and subject to the regulations established by the Government of Ontario and County of Northumberland.

Geared to the age and developmental levels of the children, the daily activities both indoors and outdoors include:

- small and large group activities
- creative art
- music, songs, and movement
- language and listening and sensory

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AGE OF CHILDREN & GROUP SIZES

Centre-Based

Room	Ages	Max # Children	Worker to Child Ratio	Reduced Ratios *	
			# RECE Workers	Number of Children in Room	Number of Workers Required
1st Floor					
Toddler	12 - 30 mths	15 3 may be 12 – 18 mths	1:5	1-8	1
			1 of 3	9-15	2
Preschool	30 mths - 6 yrs	24 5 children may be 18 - 30 mths or 44 mths - 7 yrs	1:8	1-12	1
			2 of 3	13-24	2
2nd Floor					
Room 1: 2 Options					
Preschool	30 mths - 6 yrs	24 5 children may be 18 - 30 mths or 44 mths - 7 yrs	1:8	1-12	1
			2 of 3	13-24	2
Kindergarten	44 mths - 7 yrs	26 5 children may be 30 mths - 6 yrs	1:13	1-20	1
			1 of 2	21-26	2
Room 2: 2 Options					
School-age	68 mths - 13 yrs	15 3 children may be 44 mths - 7 yrs	1:15	1-15	1
			1		
Preschool	30 mths - 6 yrs	14 3 children may be 18 - 30 mths or 44 mths - 7 yrs	1:8	1-12	1
			1 of 2	13-14	2

DAYS OF CLOSURE

In conjunction with the Municipal government for this area, Cook's recognizes the following days as "Days of Closure" and will be closed for said days:

New Year's Day (Jan 1)	Family Day (Feb)	Good Friday (Mar or Apr)
Victoria Day (May)	Canada Day (Jul 1)	Civic Holiday (Aug)
Labour Day (Sep)	Thanksgiving Day (Oct)	Christmas Day (Dec 25)
Boxing Day (Dec 26)	Christmas Eve and New Year's Eve at noon	

OUR PROGRAM STATEMENT - SUMMARY

Cook's School Day Care Inc has developed and will continually reflect on our detailed program statement that is consistent with the Ministry of Education's policy statement relating to the operation of early learning and child care programs. The program statement outlines how Cook's continues to strive to ensure high quality experiences that lead to positive outcomes for children's learning, development, health, and well-being. The program statement is available on our website and facebook pages. It is available in hard copy upon request. The document will be reviewed on an ongoing basis and updated as appropriate. Input is always welcome.

The program statement will include goals to guide programming and pedagogy (teaching methods) and the approaches that will be implemented in the program to:

- Promote the health, safety, nutrition, and well-being of children.
- Support positive and responsive interactions among the children, parents, child care providers and educators.

- Encourage children to interact and communicate in a positive way and support their ability to self-regulate.
- Foster children's learning through exploration, play, and inquiry.
- Provide child initiated and adult-supported experiences.
- Plan for and create a positive learning environment in which each child's learning and development will be supported.
- Incorporate indoor and outdoor play, as well as active play, rest, and quiet time, into the day, and consider the unique needs of the children receiving child care.
- Foster the engagement of and ongoing communication with parents about the program and their children.
- Involve local community partners and allow those partners to support the children, their families, and educators.
- Support educators or others who interact with children in relation to continuous professional learning.
- Document and review the impact of strategies on children and their families.

The elements above supported the development of the program statement and are now used to strengthen ongoing reflection and discussion in relation to all areas of the program.

HOW DOES LEARNING HAPPEN? ONTARIO'S PEDAGOGY FOR THE EARLY YEARS (HDLH)

The Minister's policy statement names *How Does Learning Happen? Ontario's Pedagogy for the Early Years* as the document to be used for the purpose of guiding programming and pedagogy (teaching methods) in licensed child care programs.

How Does Learning Happen? Ontario's Pedagogy for the Early Years:

- Promotes a shared understanding of children as competent, capable, and rich in potential. It sets out broad goals for children and expectations for programs organized around the four foundations of belonging, well-being, engagement, and expression.
- Describes pedagogical approaches to guide educators and administrators in considering how best to support children's learning and development.

Our Educators and those working with young children and families now have the HDLH professional learning resource at their fingertips to inspire critical reflection and countless discussion opportunities. It provides a framework to really think about the types of experiences, environments, and interactions that we provide to support and engage the children and families. The link to this resource is available on our website. This resource helps to strengthen quality, guide quality initiatives and professional learning opportunities and inspire each and every educator to be the best they can be. It helps educators look carefully at what they do, to think about the why of their practice and to understand how their actions impact the children and families.

FOUR FOUNDATIONS OF “HOW DOES LEARNING HAPPEN?”

These foundations, or ways of being, are a vision for all children's future potential and a view of what they should experience each and every day. These four foundations apply regardless of age, ability, culture, language, geography, or setting. They are aligned with the kindergarten program. They are conditions that children naturally seek for themselves.

Belonging refers to a sense of connectedness to others, an individual's experiences of being valued, of forming relationships with others and making contributions as part of a group, a community, the natural world. **Well-being** addresses the importance of physical and mental health and wellness. It incorporates capacities such as self-care, sense of self, and self-regulation skills. **Engagement** suggests a state of being involved and focused. When children are able to explore the world around them with their natural curiosity and exuberance, they are fully engaged. Through this type of play and inquiry, they develop skills such as problem solving, creative thinking, and innovating, which are essential for learning and success in school and beyond. **Expression** or communication (to be heard, as well as to listen) may take many different forms. Through their bodies, words, and use of materials, children develop capacities for increasingly complex communication. Opportunities to explore materials support creativity, problem solving, and mathematical behaviours. Language-rich environments support growing communication skills, which are foundational for literacy.



A focus on these foundations throughout all aspects of early learning and child care programs ensures optimal learning and healthy development.

Play & Learning in Action

Children's pictures posted in or outside each room with a short story added. These are called learning stories. The photos and captions capture play and learning in progress.

In December 2015, the County of Northumberland provided funding to allow the early learning and child care programs in the County to purchase iPads for every age group to support the documentation process. Very much appreciated!

LEARNING THROUGH PLAY APPROACH

Cook's embraces the Ministry of Education document, *How Does Learning Happen? Ontario's Pedagogy for the Early Years* (set out for children up to eight years old).

Cook's is committed to:

- Offering a highly engaging and interactive play-based environment that values children's learning.
- Creating and supporting caring relationships between children, adults, and families.
- Basing our approach on an understanding of early childhood development and supporting children as they develop.
- Engaging children in their learning through exploration, play and inquiry.

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- Encouraging open communication and expression to create a sense of inclusion and belonging.

Cook's understands that children learn best from active learning experiences under the guidance of adult supervision. Children are given opportunities to learn and prepare for starting and participating in school. Children learn that they are competent, capable, and are able to make decisions and solve problems about meaningful activities.

BOARD MEMBER INFORMATION

AFFILIATIONS

Cook's School Day Care Inc is a member of the Ontario Coalition for Better Child Care and the Canadian Child Care Advocacy Association. Many individual Staff members are members of the above and the Association of Early Childhood Educators, Ontario. **All Early Childhood Educators are required by law to maintain active membership with the College of Early Childhood Educators.**

Each program works closely with:

- Five Counties Children's Centre to ensure that supports are provided for the children with extra needs who are enrolled in the programs.
- Health and fire officials (support and inspections to ensure health and safety measures are adhered to by the program; resources, etc.).
- Local Police Services and Children's Aid Society (criminal background reference checks of prospective Staff and Home Child Care Providers).
- Any and all groups and/or agencies offering support and training for children, parents/guardians, and Staff.
- The Kawartha Pine Ridge District Health Unit to keep abreast of all health issues affecting the operation of the early learning and child care programs.
- Northumberland County Collection Services to assist with fee recovery pertaining to unpaid fees for service.

CONSTITUTION AND BY-LAWS (ALSO REFERRED TO AS BY-LAWS)

By-laws are rules that help govern the corporation's internal business. By-laws regulate the activities or affairs of the corporation; set out the rights and responsibilities of the members, directors, and officers; set out the procedures for decision-making; and provide further details about the corporation's structure. The current by-laws will provide the rules for:

- The number or percentage of votes necessary for the amendment to pass in order for the vote to be valid.
- Who must be at the meeting.
- How many must attend the meeting.

How to Approve Not-for-Profit By-Laws

1. **Review the current by-laws to determine the process for amendment at a Board meeting.** The rules for amending not-for-profit by-laws are actually contained within the by-laws themselves. Typically, the by-laws require a specific percentage of votes in favor to be passed. Usually, the percentage is greater than a majority vote. A thorough review of the current by-laws will alert the Board to any matters that need amending, as well as the process for amending them. The process for amending by-laws is the same regardless of whether you wish to modify existing provisions, add new provisions, or delete provisions.

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2. **Propose the amendment to the Board.** A single Board Member cannot unilaterally decide to amend the by-laws, although any Board Member can propose an amendment. The rules for amendment within the current by-laws will provide for a vote on the proposed amendment and require a certain percentage of votes in favor of the amendment for it to take effect. Proposing an amendment to the Board for input before a vote is a good idea so that the Board can discuss the proposal and adjust it, if necessary, before a vote. If the proposed amendment is a minor one that requires little discussion, you may propose the amendment and vote at the same meeting. If the amendment is more substantial, or discussion is lengthy, consider postponing a vote until the next meeting. If the amendment is a substantial one, consider circulating the proposed amendment in writing to the Board for their feedback.
3. **Vote on the amendment.**
Step One: Board of Directors: When the proposed changes are approved, the Board will vote to accept the amendments in principle. The results of the vote will be documented in the minutes of that meeting.
Step Two: The Membership (Clients and Staff): The approved amended document must be passed by two thirds vote of members present at the annual general or special meeting. Proposed amendments must be posted in the facility, on the website and Facebook pages of the corporation at least thirty (30) days before the annual general or special meeting. Copies must be made available upon request. Record the outcome of the vote and keep a copy with your other corporate papers. By-laws are an internal document and need not be submitted to any government agency for approval.
4. **Write the amendment into the by-laws.** A new document that contains the change to the by-laws should be drafted and circulated to the Board and any other pertinent individuals within the nonprofit corporation. This new document becomes your new by-laws. The not-for-profit's lawyer might need a copy of the by-laws in order to advise you on corporate matters.

CONTRACTS

Cook's School Day Care Inc:

- Holds a Purchase of Service Agreement with the County of Northumberland to allow the programs of the organization to provide care for families who require fee assistance.
- Holds a contract with Five Counties Children's Centre, as required and when approved, to obtain Enhanced Staffing funding.
- Maintains lease and/or service contracts for the photocopiers, telephone system, and dishwasher.
- Enters into seasonal contracts for grounds-keeping.
- Signs a memorandum of understanding annually with the Salvation Army which details each organizations' obligations when utilizing their facility as an evacuation shelter.

DIRECTOR AND OFFICER LIABILITY INSURANCE

Excerpt from the **Not-for-Profit Corporations Act, 2010**, S.O. 2010, CHAPTER 15

Consolidation Period: From October 25, 2010, to the e-Laws currency date (March 23, 2015).

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Insurance

(6) A corporation may purchase and maintain insurance for the benefit of an individual referred to in subsection (1) against any liability incurred by the individual,
 (a) In the individual's capacity as a director or officer of the corporation; or
 (b) In the individual's capacity as a director or officer, or a similar capacity, of another entity, if the individual acts or acted in that capacity at the corporation's request.
 2010, c. 15, s. 46 (6).

Cook's School Day Care Inc carries \$5,000,000.00 commercial liability insurance and \$2,000,000.00 director and officer liability insurance.

FUNCTIONS OF THE BOARD OF DIRECTORS AND SENIOR STAFF

The Board "directs" the business of the organization. The Senior Staff, Executive Director RECE Lead "manage" the operation. The following chart defines the differing and complementary roles of the Board and Staff.

Refer to the job descriptions of the Board Members and Staff to obtain more in-depth details relating to the duties and responsibilities of the positions.

QUESTION	BOARD MEMBER RESPONSIBILITY	SENIOR STAFF RESPONSIBILITY
What's our business?	To determine the services of the organization: centre-based child care, providing support services and training to the community.	To develop the desired services; to manage the day-to-day operations of the organization (staffing, training, financial management, etc.)
What's our business philosophy?	To determine the mission for the organization: Why do we exist? Who are our clients? How do we fit in the community?	To communicate the organization's philosophy to clients, staff, and the community, and demonstrate it in operation and management.
Who manages the organization?	Hire qualified and capable senior staff; allow them to manage.	Manage within delegated authority of the Board; keep the Board informed of issues.
What are our business boundaries?	To determine policies that need to be in place to support the objectives of the organization; to determine areas for policy development: client service, financial management, human resources management, community relations, Board maintenance, etc.; to approve related procedures.	To manage creatively within the policy boundaries; communicate boundaries to Staff; to develop procedures in support of the policy and philosophy of the organization: Staff Manual including procedures pertaining to behaviour management, medication, sanitary, serious occurrence, fire/emergency, progressive discipline, criminal

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		reference checks, grievance, illness, contravention of policy; parent handbook; etc.
From where the operating dollars come?	To determine the funding sources; to determine funding requirements and sources for long-range planning; to approve the annual budget and funding request documents; to plan fundraising efforts when required.	To prepare the annual budget; to operate the organization within the budget; to prepare financial status reports for Board information and action; to prepare necessary documents to obtain dollars from funding sources.
Who secures the future of the corporation?	Ensure long range planning occurs; ensure recruitment and adequate orientation of new Board Members; ensure adequate insurance coverage for liabilities.	Provide professional input on long-range planning efforts; assist in orientation of new Board Members to the organization.

JOB DESCRIPTIONS

Directors - All Members

General Responsibilities

This Board is responsible for making sure the organization is effective and financially sound. Specific responsibilities include:

1. Regularly attends Board meetings and important related meetings.
2. Board Members are legally responsible for making sure that money is being raised and spent in a responsible manner. Board Members must give input into and approve a budget that they fully understand and must review income and expenses on a regular basis.
3. The Board is responsible for making sure the organization has adequate insurance and an annual audit (required by the County of Northumberland and funders.)
4. Board Members are responsible for making sure the organization is well managed. Board Members have the authority and responsibility to hire and fire the Executive Director. They also must make sure that the Executive Director successfully meets role requirements, is supported, and evaluated on a regular basis.
5. Board Members are responsible for raising funds for the organization. While some fundraising work may be supported by Staff, the Board is responsible for creating and approving the budget and for ensuring that the budget is raised.
6. Each Board Member must be willing to participate in fundraising activities.
7. Board Members are responsible for helping to establish, maintain, and support the organization's identity. This means that Board Members need to help develop or support the organization's mission, make decisions about program directions, and take part in long-range planning.
8. Makes a serious commitment to participate actively in Board work.

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9. Volunteers for and willingly accepts duties. Completes tasks thoroughly and timely.
10. Stays informed about Board matters, prepares themselves well for meetings, and reviews and comments on minutes and reports.
11. Gets to know other members and builds a collegial working relationship that contributes to the organization's success and continued growth.
12. Is an active participant in the Board's annual evaluation and planning efforts.

Personal Responsibilities

Every Board should include a diverse group of people who bring a wide and diverse range of life experience, work, wisdom, and wealth to the organization. Board members have key responsibilities:

1. Board Members must be willing to make a **philosophical or emotional commitment** to the organization. In other words, Board Members must believe in the mission of the organization and help shape or support the vision behind that mission.
2. Board Members must be willing to come to Board and Committee meetings and actively participate. Board Members must be willing to make a **time and energy commitment**.
3. Board Members are encouraged to make a **financial commitment**. Every Board Member is not expected to contribute at the same level, but one hundred percent of the Board must support the work of the organization in some way (example: participating in and promoting fundraising activities). Asking service-users and the community to donate (goods, services, and money) and/or participate in fundraising activities. Board Member participation can strengthen the image of Cook's through their participation in these activities.
4. Board Members should bring some special talent, skill, knowledge, contact, or other **contribution to the work of the Board**. This can include experience in the community being served, extensive Board experience, energy, and enthusiasm for the work of the organization, willingness to learn Board skills, or technical skills such as legal or public relations expertise.
5. Board Members must have a desire to serve and be willing to share their ideas, experiences, feelings, insights, fears, questions, etc. They must be willing to **read the organizations materials, ask questions**, think things through, make suggestions, and express honest feelings.
6. Board Members must see themselves as **facilitators for the organization**, providing support to the Administrative Staff and other Board Members. They must be interested in working with other people, respecting new ideas, and taking reasonable risks.

Officers

President

1. Is a member (Director) and Officer of the Board.
2. Serves as the chief volunteer of the organization.
3. Is a partner with the Executive Director in achieving the organization's mission.
4. Provides leadership to the Board of Directors, who sets policy and to whom the Executive Director is accountable.
5. Chairs meetings of the Board; advises the Executive Director of agenda items.

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6. Encourages the Board to support and participate in strategic planning.
7. Maintains contact with the Chairs of Committees to be informed of Committee business.
8. Serves as *ex officio (non-voting)* Member of Committees and attends their meetings when invited.
9. Discusses issues facing the organization with the Executive Director.
10. Helps guide and mediate Board actions with respect to organizational priorities and governance concerns.
11. Reviews with the Executive Director any issues of concern to the Board (example: serious occurrence).
12. Monitors financial planning and financial reports.
13. Is informed about fundraising activities.
14. Formally evaluates the performance of the Executive Director and informally evaluates the effectiveness of the Board Members.
15. Leads the Board's annual performance evaluation of the organization in achieving its mission.
16. Performs other responsibilities assigned by the Board.

Vice President

This position is typically a successor to the President position. In addition to the responsibilities outlined in the Committee Member job description, this position:

1. Is a member (Director) and Officer of the Board.
2. Performs President's responsibilities when the President cannot be available.
3. Reports to the Board President.
4. Works closely with the President and Administrative Staff.
5. Performs other responsibilities as assigned by the Board.

Secretary

1. Is a member (Director) and Officer of the Board.
2. Manages minutes of Board meetings (includes, recording meeting call to order and adjournment times, a summary of discussions, and motion outcomes).
3. Ensures minutes are distributed to members shortly after each meeting.

Treasurer

1. Is a member (Director) and Officer of the Board.
2. In collaboration with the Accounting Bookkeeper / Finance Administrator and Executive Director, the Treasurer is responsible for the following:
 - Ensures that the finances of the organization are managed in the best interest of the organization in preparation for the annual audit and for presentation to the Board and the membership, as a whole.
 - Administers fiscal matters of the organization.
 - Provides the annual budget to the Board for members' approval.
 - Ensures development and Board review of financial policies and procedures.
3. Performs other responsibilities as assigned by the Board.

Other

Committee Chair

1. Is a member (Director) of the Board.
2. Sets the tone for Committee work.
3. Ensures that members have the information needed to do their jobs.
4. Oversees the logistics of the Committee's operations.
5. Reports to the Board President.
6. Reports to the full Board on Committee's decisions and recommendations.
7. Works closely with the Executive Director and other staff as agreed to by the Executive Director.
8. Assigns work to the Committee members, sets the agenda, and runs the meetings, and ensures distribution of meeting minutes.
9. Initiates and leads the Committee's annual evaluation.

MEMBER'S POSITION AND COMMITMENT

All Board Members are legally and morally responsible for all activities of Cook's School Day Care Inc, including but not limited to:

- Board membership, recruitment of new members, as well as, providing opportunities for Board development.
- Setting and reviewing the organization's Mission Statement and Philosophy.
- Planning and evaluating short- and long-term goals.
- Ensuring the financial accountability of the organization.
- Budget approval and review.
- Ensuring adequate funds acquired to support Cook's policies and programs.
- Public relations, which includes awareness that Board Members are always emissaries of the organization in the community.
- Facilitating and maintaining cooperative actions with other organizations.
- Ensuring that the organization and its Board meet all legal requirements.
- Ensuring appropriate and adequate Board and organizational operations.
- Ensuring strict confidentiality of all matters concerning the organization.
- Making decisions on policy affecting the corporation.
- Managing the affairs of the corporation.
- Employing the Executive Director (Executive Officer) of the corporation.
- Appointing Committees to accomplish the work of the corporation.
- Appointing auditors to review the accounts of the corporation.
- Ensuring that the Ministry of Government Services Annual Return is filed within 60 days after the anniversary date of the corporation (August 29).
- Ensuring that the Charitable Status Annual Return is filed within 60 days after the corporation's year-end (March 31).

Requirements of the Position

Willingness to:

- Demonstrate interest in the organization's service goals.
- Represent and advocate for not-for-profit child care.
- Participate in ongoing training to expand knowledge of Board responsibilities.
- Represent the organization in the community.
- Attend and participate in all scheduled and special meetings.
- Prepare for meetings: reviewing minutes of the previous meeting and the agenda and all pertinent information supplied in preparation for the meeting.
- Provide sufficient notification to the Secretary (minimum 24 hours) when it is necessary to be absent from a scheduled or special meeting.
- Demonstrate respect for the input and opinions expressed by other members of the Board.

Time Commitment

Regular Board Meetings	Once per month; approximately two (2) hours.
Committee Meetings	As required and determined by the Committee.
Special Meeting	As needed (i.e., training, development, etc.).

LEGISLATION THAT MAY AFFECT THE BOARD'S OPERATION

Legislation most often used is detailed below.

Service Related

- Child Care and Early Years Act, 2014
<https://www.ontario.ca/laws/statute/14c11>
- Child, Youth and Family Services Act, 2017
<https://www.ontario.ca/laws/statute/17c14/v4>
- Hazardous Products Act
<https://laws-lois.justice.gc.ca/eng/acts/h-3/FullText.html>
- Corporations Act
<https://www.ontario.ca/laws/statute/90c38>
- Consumer Protection Act
<https://www.ontario.ca/laws/statute/02c30>

Employment Related

- Employment Standards Act
<https://www.ontario.ca/laws/statute/00e41>
- Human Rights Code
<https://www.ontario.ca/laws/statute/90h19>
- Freedom of Information and Protection of Privacy Act
<https://www.ontario.ca/laws/statute/90f31>
- Pay Equity Act
<https://www.ontario.ca/laws/statute/90p07>

Electronic Copies of the above documents are available at the links.

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Printed documents are available from the Ontario Government Bookstore, 880 Bay Street, Toronto, Ontario, M7A 1N8, 1-800-268-7540.

OBLIGATIONS AND RESPONSIBILITIES

In-Camera/Executive Sessions

In-camera sessions, also known as executive sessions, are a common point of order during Board meetings, where information is provided that is not reflected in the regular meeting minutes, and not available to the public. Some topics that may be discussed during in-camera sessions include personnel decisions, financial decisions that must be kept secret, or other sensitive issues related to the organization.

At the request of an officer or director of the Board, an "in-camera or executive session" may be called. Without invitation, general members (clients, staff) do not have the right to attend in-camera or executive sessions. Regardless, Boards must keep members informed about the general nature of their in-camera or executive sessions.

Legal Responsibilities

- Adhere to the legislation that applies to your operation.
- Honour your contracts and legal agreements for service with the community, the municipality, and the Ministry of Education.
- Avoid mismanagement, non-management, and conflict of interest problems.

As a Policy-Making Board, although you are legally responsible, you are not involved with the day-to-day client contact, staff supervision, or facility and cash management.

Protection from Legal Action

1. **Become incorporated**

Cook's is incorporated. The corporation is a separate legal entity distinct from its individual members. It has the capacity to own property, to sue and be sued, and gives limited liability protection to its members.

2. **Ensure adequate policies and procedures are in place for:**

- Personnel / human resources management
- Board operation
- Client service
- Financial management
- The agency (i.e., Program Statement)
- Cook's policies and procedures are reviewed regularly to remain current

3. **Ensure complete contracts, legal agreements.**

Responsibilities of the agency and contracting party are spelled out. The contract is dated and signed by both parties. The contract terms are followed.

4. **Have adequate insurance. Insurance needs should be reviewed annually.**

The Child Care and Early Years Act, 2014 requires comprehensive general liability coverage and personal injury coverage. Other coverage is required for buildings and equipment. Cook's carries \$5,000,000.00 commercial liability insurance and \$2,000,000.00 director and officer liability insurance.

Cook's does not have Workers Compensation. All Staff members are required to participate in the Long-Term Disability and Life Insurance coverage provided by

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Sunlife Financial when employed for 6 months (minimum 25 hours per week). The premiums for LTD are covered 100% by the staff members – which may be claimed on income tax.

5. Follow appropriate and established financial procedures.

6. Establish a relationship for legal services.

Cook's has established a relationship with a local lawyer who is readily available to provide legal advice in developing policy as well as responding to problem situations.

7. Perform your role as directors with the best interests of the organization in mind.

Motions - Debate

During meetings, each motion that is debated receives ten minutes of debate. The member initiating the motion speaks first. The President (meeting Chair) asks for a rebuttal.

All members wishing to speak about the motion receive the opportunity to speak before any one member speaks for a second time.

The President will call for a final vote after discussion and determine if all the majority are in favour of the motion.

About Motions	Purpose of Motion	To Enact Motion
Main Motion	To act on behalf of the body.	Debatable; requires majority vote.
Adjourn	End the meeting.	Not debatable; immediately voted upon and requires majority vote.
Call for Orders of the Day	Asks to stick to the agenda.	Not debatable; requires 1/3 majority to sustain.
Call to Question	Closes debate and forces vote.	Not debatable; requires 2/3's majority vote.
Motion to Limit or Extend Debate	Limits or extends debate.	Not debatable; requires 2/3's majority vote.
Point of Order	A question about the process or a particular motion.	Automatic if granted by meeting Chair.
Point of Information	To ask about the process or particular motion.	Automatic.

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Motion to Rescind	To change the results of a vote.	Requires 2/3's majority vote to reverse results of earlier vote.
Motion to Suspend the Rules	Suspend formal process for a short period.	Debatable and requires 2/3's majority vote.

POLICIES - OUTLINE

As a not-for-profit, charitable organization, licensed by the Ministry of Education, Cook's School Day Care Inc is obligated to develop and operate using specific policies and procedures as directed to the organization by the Ministry of Education and the County of Northumberland.

A list of the current policies in place for the organization follow.

An asterisk (*) identifies the policies that have a direct impact on Board Members. A copy of these policies is provided as a separate reference. All other policies may be viewed in the office or electronically upon request.

The Program Statement and Accessibility Action Plans are living documents. The current copy of the Program Statement is provided upon acceptance to the Board and any time a change is made. The Accessibility Action Plans are reviewed annually as per the timing indicated on the **Annual Responsibilities Quick Reference** which is distributed upon acceptance to the Board and after the Annual General Meeting each year.

The Program Statement and Accessibility Action Plans are not included in this manual (**).

Cook's Program Statement		**
Policies:		
1.	A Contravention of Policies & Procedures	*
2.	Accessibility – Standards of Customer Service	*
	Accessibility – Employment Practices	*
	Accessibility – Integrated Accessibility & Human Rights	*
	Accessibility – Action Plans	**
3.	Administration of Medication	
4.	Children's Schedules	
5.	Code of Conduct for Board Members	*
6.	Communication	*
7.	Confidentiality & Privacy	*
8.	Conflict of Interest - Board	*
9.	Criminal Reference Check & Annual Offence Declaration	*
10.	Drop-Off & Pick-Up of School Children	
11.	Early Enrollment	
12.	Educator Training & Development (Centre and Home Child Care)	
13.	Emergency Management	*
14.	Extended Hours (Home Child Care)	
15.	Feedback, Grievances, Issues & Concerns	*
16.	Fire & Emergency (Centre and Home Child Care)	
17.	Head Lice	

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	Health & Safety - General	*
18.	Health & Safety – Bullying, Harassment & Violence	*
	Health & Safety – Mental Health	*
	Illness & Wellness	
20.	Immunization	
21.	Implementation & Monitoring	
22.	Inclusion	
23.	Medical Needs, including Anaphylaxis	
24.	Photography	
25.	Playground Safety (Centre and Home Child Care)	
26.	Privately Placed Children (Home Child Care)	
27.	Progressive Discipline	
28.	Prohibited Practices	*
29.	Reserving a Child Care Space for a Break in Service	
30.	Retention of Records	
31.	Safe Drinking Water	
32.	Safety & Security	
33.	Sanitary Practices	
34.	Self-Regulation	*
35.	Serious Occurrence	*
36.	Sleep & Rest	
37.	Social Media	*
38.	Supervision of Children	
39.	Toys & Equipment, including Provision of Equipment (Home Child Care)	
40.	Volunteer & Student Supervision	
41.	Waitlist	
42.	Water Safety	
43.	Weather	

DISQUALIFICATION & TERMINATION (INCLUDING RESIGNATION)

Disqualification

A member shall be ineligible for office and the office of a director shall be vacated upon the occurrence of any of the following events:

- If the member obtains an unsuccessful criminal reference check with police services and/or the Children's Aid Society.
- If a receiving order is made against the member or if the member makes an assignment under the Bankruptcy Act.
- If any order is made declaring the member to be mentally incompetent, or incapable of managing their affairs.

Termination

A membership is terminated when the member:

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- Resigns. Members are expected to provide written notice of resignation to the Board President and/or Executive Director which is dated and signed and indicates the effective date of the resignation.
- The member's term expires.
- Is absent from three consecutive scheduled Board meetings. The board officers may determine there are extenuating circumstances that justify the absence.
- Impeached. Removed from office or position (see below).
- The corporation is dissolved.

Removal from Office or Position

A director of the corporation can be removed from office by two-thirds vote cast at a regular Board or special meeting.

Notification of the removal may be in person or by registered mail at the discretion of the Board.

Some reasons for impeachment may include, but are not limited to:

- Contravening any policy or procedure of the overseeing authorities (Ministry of Education, County of Northumberland, etc) and/or the organization.
- Overstepping the limits of the position (i.e., undermining the authority of the Executive Director).

MINISTRY OF EDUCATION

<p>MINISTRY OF EDUCATION – BARRIE REGIONAL OFFICE 1091 Gorham Street, Suite 211 Newmarket, Ontario L3Y 8X7 Phone: 1-855-521-7840 Fax: (705) 812-5396</p>	<p>CHILD CARE QUALITY ASSURANCE AND LICENSING, EARLY LEARNING DIVISION 850 King Street Oshawa, Ontario L1J 2L5 Phone: 905-440-1030 Fax: (705) 812-5396</p>
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The Ministry of Education offices are responsible, by legislation, for the protection of children, support to families, compliance with the Child Care and Early Years Act, 2014, and the appropriate use of public funds in community social service work.

Licensing

The Area Office issues and monitors licences for nursery schools, early learning and child care centres, and home child care agencies. To receive a licence, organizations must conform to the Child Care and Early Years Act, 2014 and Regulations. Information and consultation on program development, legislation, and special child care programs (Example: special needs) are offered by the Ministry of Education. The Ministry is also responsible for provincial policy development and the preparation of legislation relating to child care. A Program Advisor of the Ministry of Education conducts an annual visit of each program for the purpose of renewing each program's licence.

PROGRAM	LICENCE EXPIRY DATE*
Victoria Park Child Care Centre	November 22
* Subject to change at the discretion of the licensing body.	

THE CORPORATIONS ACT

<https://www.ontario.ca/laws/statute/90c38>

Similar to the Child Care and Early Years Act, 2014, the Corporations Act is comprised of the Act and accompanying Regulations. The Ministry of Consumer and Commercial Relations administers this Act. It outlines how an agency becomes and remains a corporation. A corporation exists as a legal entity, separate and distinct from its members.

Most early learning and child care services are not-for-profit corporations. This means they have been incorporated under Part III of the Corporations Act and neither directors nor members "own" the corporation or any of its assets. In this case, the organization must be engaged in activities of benefit to the community (e.g., religious, athletic, service-oriented, etc.). They may be further defined as "charitable", as is Cook's School Day Care Inc, and many early learning and child care services. This is determined by the purposes of the organization and can provide tax advantages.

While it is not mandatory for not-for-profit organizations to incorporate, the advantages of incorporation include more liability protection for individual members, eligibility for provincial grants, business transactions made easier, (i.e., banking, owning real estate, signing a lease or contract). Some government funding programs require incorporation; other potential sources of funding, such as the United Way and foundations, require not only regular incorporation but also charitable status. In terms of disadvantages, the corporation is created through law. Therefore, it is subject to some supervision by the Government of Ontario and must abide by that law to retain its privileges.

Items, such as the development of the corporation's By-laws, the election of directors, the calling of meetings, and regular reporting of information to government departments, are specified in the Corporations or Cooperative Corporations Act.

CHILD CARE AND EARLY YEARS ACT, 2014

<https://www.ontario.ca/laws/statute/17c14>

What is the Child Care and Early Years Act (CCEYA)? This legislation replaces the outdated Day Nurseries Act (DNA) to establish new rules governing child care in Ontario.

- The **CCEYA** came into effect on August 31, 2015
- Many of the new provisions strengthen compliance and health and safety in child care settings, and help parents make informed choices about their options.
- Many of the provisions that existed under the regulations of the Day Nurseries Act are unchanged and were carried forward under the CCEYA.

To Whom Does the Act Apply?

- Unlicensed child care
- Home Child Care Providers contracted by a licensed agency
- Licensed home child care agencies; and
- Licensed child care centres

For full information, refer directly to the **Child Care and Early Years Act, 2014**, located in the office or at the link above.

THE EMPLOYMENT STANDARDS ACT

<https://www.ontario.ca/laws/statute/00e41>

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The Employment Standards Act (ESA) provides for minimum terms and conditions of employment. The ESA details the maximum number of hours which can be worked in the day or week; creates a minimum wage; requires overtime pay of at least one and one-half times the employee's regular rate; and states the established paid public holidays.

In addition, The Employment Standards Act:

- Requires equal pay for equal work.
- Prohibits discrimination on the basis of sex, age, or marital status in employer-provided benefit plans.
- Institutes an entitlement to pregnancy leave.
- Forbids lie detector testing.
- Obligates an employer to provide notice of termination or pay in lieu thereof.
- Imposes separate liability severance pay (in certain cases).

For information on employment standards, contact the Ontario Ministry of Labour (listed in the blue pages of your phone book).