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Toronto, ON
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THPFC Executive Limitations Policy

Applies To: *All THPFC members, players, parents/guardians/caregivers, coaches, volunteers, Board and committee members, staff, contractors, and others participating in or acting on behalf of the Club. This policy applies to THPFC governance, operations, programs, activities, decisions, and the interpretation and enforcement of Club governing documents and applicable soccer regulations and legislation.*

Toronto High Park FC – Executive Limitations Policy

Executive Limitations Overview And Principles

The Executive Limitations policy describes boundaries for the Executive Director established by the Board of Directors of Toronto High Park FC. The Executive Limitations are guided by the following governance principles:

1. The Board needs to maintain oversight of internal operations because it is accountable for all organizational activity; yet the Board needs to be free from operational matters so that it can get its own job done.
2. The Board, through its Executive Limitations policy, establishes limitations on the authority of the Executive Director and then allows the Executive Director latitude to use all reasonable, prudent and ethical means to carry out the responsibilities of his/her position.
3. The Board reserves the right to alter the Executive Limitations from time to time and shall consult with the Executive Director before doing so.
4. The Executive Director shall confirm in writing, at each meeting of the Board of Directors, compliance with all requirements of the Executive Limitations policy and his/her understanding of the policy.

Global Executive Limitation

The Executive Director is charged with the responsibility of following, within the bounds of reasonable interpretation, the Toronto High Park FC Governance Policies and Executive Limitations as prescribed by the Toronto High Park FC Board of Directors.

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The Executive Director shall perform all actions necessary to manage, lead and administer the operations of the Toronto High Park FC in accordance with the Mission, Vision and Values and the priorities of the Strategic Plan, and the budget approved by the Board of Directors.

The Executive Director shall at all times conduct the business affairs of Toronto High Park FC in a prudent and ethical manner.

The Executive Director is responsible for the decisions and activities of the entire staff. Accordingly, the Executive Director shall not:

1. Cause or allow any practice, activity, decision or organizational circumstance that is unlawful, unethical or in violation of commonly accepted business standards, or in violation of regulations of funding agencies or regulatory bodies.

2. Alter any of the Executive Limitations without the approval of the Board.

<u>Employee And Volunteer Management</u>

1. With respect to treatment of employees and volunteers, the Executive Director shall not cause or allow conduct or conditions that are unsafe, disrespectful, unfair, discriminatory, undignified, or offensive. Accordingly, the Executive Director shall not:

2. Permit the hiring of employees or contractors without utilizing an established, transparent and clear selection process that requires adherence to the policies of Toronto High Park FC (including the Conflict of Interest Policy) and pertinent legislation.

3. Fail to ensure that employees and volunteers are informed of the guiding policies and procedures of Toronto High Park FC, and of changes to such policies and procedures that affect their roles and responsibilities.

4. Operate without written personnel policies for Toronto High Park FC employees that include, but are not limited to, policies for disciplinary action, termination, and annual performance appraisals.

5. Operate without written volunteer policies that affirm volunteer rights and responsibilities.

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6. Discriminate or allow discrimination against an employee or volunteer for non-disruptive expression of dissent.
7. Allow employees to work without position descriptions or without appropriate means of performance review.
8. Allow volunteers to work without terms of reference.
9. Fail to ensure respect for confidentiality on organizational and personnel matters.
10. Create or allow a work atmosphere that is not conducive to job satisfaction.
11. Fail to ensure that the staff provides adequate support and direction to volunteers in the organization.
12. Subject employees or volunteers to unsafe or unhealthy conditions.
13. Allow Toronto High Park FC to operate without an employee grievance procedure that is made known to employees.
14. Prevent employees from bringing grievances to the Board when:
    a. Internal procedures have been exhausted and/or
    b. The employee alleges either of the following:
    c. that Toronto High Park FC policy has been violated to his/her detriment or
    d. Toronto High Park FC policy does not adequately protect his/her human rights.
15. Allow Toronto High Park FC to operate without a Conflict of Interest Policy and an incident report form that encourages the reporting of fraudulent or dishonest conduct and protects individuals who make such reports from retaliation.

Compensation And Benefits

With respect to employment, compensation and benefits to employees, consultants, contract workers and volunteers, the Executive Director shall not cause or allow the financial integrity or public image of Toronto High Park FC to be placed at risk. Accordingly the Executive Director shall not:

1. Change the Executive Director's own compensation or benefits.

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2. Operate without a Board approved global compensation plan.
3. Establish or change compensation or benefits for employees that:

   a) deviate materially from the established salary scale or compensation ranges, as approved by the Board;

   b) cause unfunded liabilities to occur, or in any way commit the organization to benefits, that incur unpredictable future costs;

   c) provide less than required levels of benefits to all full-time employees;

   d) allow any employee to lose benefits already accrued from any forgoing plan;
4. Determine severance packages outside of specified limits of existing labor laws or the employee's contract.

Financial Management

The Executive Director shall not endanger the financial future of Toronto High Park FC or fail to take steps to build its future financial capacity. Accordingly, the Executive Director shall not:

1. Fail to have financial planning and control systems in place that include adequate reporting procedures;
2. Fail to present an annual budget to the Board for approval, in consultation with the Business Committee;
3. Budget for an annual operating loss, unless authorized by the Board;
4. Incur an unbudgeted annual operating loss without advising the Board and Business Committee as soon as it seems likely to occur.
5. Operate without promptly informing the Board of material changes in the environment that affect the annual operating plan or budget;
6. Deviate materially from Board approved budgeted priorities in allocating funds;
7. Deviate from established business practices with respect to the acquisition of goods and services;
8. Fail to work with the Business Committee to develop appropriate plans and procedures for the annual audit, in accordance with International Financial Reporting Standards, and for the development and approval of financial policies.

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9. Fail to prepare funding submissions in accordance with the timelines established by Toronto High Park FC's funders.

10. Commit to contractual or other obligations that indebt Toronto High Park FC by an amount beyond the amount approved in the budget.

Financial Planning

The Executive Director shall not budget in a manner so as to depart from generally accepted accounting and planning practices. Accordingly, the Executive Director shall not submit a budget that:

1. Contains too little detail to enable credible projections of revenues and expenses, separation of capital and operational items, projected cash flow, and disclosure of planning assumptions.

2. Plans the expenditure in any fiscal year of more funds than are conservatively projected to be received in that period, unless authorized by the Board.

3. Allows operating reserves to be less than three months' operating expenses based on the expenses reflected in the prior year's audited financial statements, unless authorized by the Board.

4. Fails to include capital expenditure plans for purchases of equipment and any other capital acquisitions.

5. Fails to show a positive progression towards any long-term reserve goals established by the Board.

6. Fails to plan for future human resources needs of the Association.

Financial Practices And Procedures

The Executive Director shall not allow the development of financial practices and procedures that place the Association in a position of financial risk. The Executive Director shall not:

1. Fail to report quarterly any use of lines of credit and/or of reserve funds to the Chair of the Audit and Finance Committee.

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2. Indebt Toronto High Park FC outside of the requirements of the budget.
3. Allow unrestricted fund balances to drop, unless authorized by the Board.
4. Operate without Board-approved policies that establish reasonable and effective controls over bank transfers and the opening of bank or investment accounts.
5. Secure a loan or line of credit from a financial institution without the prior recommendation of the Audit and Finance Committee and the authorization of the Board.
6. Utilize any of Toronto High Park FC's reserves unless authorized by the Board.
7. Use restricted contributions for any purpose other than that designated by the contributor or jeopardize receipt of committed contributions.
8. Allow cash to drop below the amount needed to meet payroll and debts in a timely manner.
9. Allow the collection of accounts receivable to be undertaken in an untimely manner.
10. Allow actual expenditures to deviate materially from the approved budget.
11. Fail to produce, at a minimum, a quarterly financial report for review by the Audit and Finance Committee.
12. Fail to record expenses in a timely manner.
13. Fail to comply with all financial requirements set out by law.
14. Fail to make tax payments or other government-ordered payments or filings in a timely fashion.
15. Fail to make source deductions as required by law.
16. Fail to designate appropriate administrative signing authorities within the Executive Directors responsibility and adhere to established policy with regard to signing authority.

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Asset Protection

With respect to proper stewardship of Toronto High Park FC's assets, the Executive Director shall not allow the tangible and intangible assets of the Club to be unprotected, inadequately maintained or exposed to above average risk. Accordingly, the Executive Director shall not:

1. Operate without an ongoing assessment of risk and where deemed appropriate without acquiring the required property, liability and cancellation insurance to adequately protect Toronto High Park FC's assets and interests.
2. Fail to insure against theft or casualty losses to at least 80% replacement value, and against liability losses to Directors, staff, volunteers or Toronto High Park FC itself to beyond the minimally acceptable prudent level.
3. Allow un-bonded personnel access to material amounts of funds.
4. Operate without adequate insurance coverage, including general liability and Officers and Directors liability insurance.
5. Enter into any contract, not sponsorship-related, without engaging in an open and competitive process for determining the most suitable provider.
6. Enter into any purchase, lease, rental, or service contract contrary to Toronto High Park FC spending approval limits as approved by the Board from time to time.
7. Enter into any purchase, lease, rental, sponsorship or service agreement without obtaining the signatures of those officers who possess signing authority for Toronto High Park FC.
8. Receive, process or disburse funds under controls that are insufficient to meet the auditor's standards.
9. Fail to adhere to Toronto High Park FC's Board-approved policies regarding finances. Fail to protect intellectual property, information and files from loss or damage.
10. Fail to enact a document retention and destruction policy.

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Communication And Support To The Board

With respect to providing information and support to the Board, the Executive Director shall not:

1. Fail to advise the Board in a timely fashion of relevant trends, public events, major agreements involving Toronto High Park FC that generate high public visibility, adverse media coverage, anticipated lawsuits against Toronto High Park FC, or changes in the external and internal environment that might affect Toronto High Park FC in areas of concern to the Board.
2. Fail to advise the Board in a timely fashion of any changes in the assumptions upon which the Board has been operating.
3. Fail to present information or advice to the Board that is timely, complete and accurate.
4. Fail to inform the Board of points of view, issues, or options that are pertinent to fully informed Board decision-making.
5. Fail to provide information sought by the Board in a timely manner, and to ensure that such information is accurate and understandable.
6. Fail to report, in a timely manner, an actual or anticipated instance of non-compliance with any policy of the Board.
7. Fail to advise the Board if, in the Executive Director's opinion, the Board is not in compliance with Toronto High Park FC's Governance Policies or the Executive Limitations.
8. Fail to adhere to the principle that the Executive Director communicates with the Board as a whole, and not with individual Directors, except where authorized by the Board.
9. Fail to provide adequate administrative support for Board activities.
10. Fail to inform the Board of significant Toronto High Park FC events, issues, actions or accomplishments prior to informing the public.

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Public Image

The Executive Director shall not cause or allow operational conditions, procedures, decisions or comments that jeopardize the public image of Toronto High Park FC. Accordingly, the Executive Director shall not:

1. Operate without a social media policy.
2. Permit communications that convey information contrary to Toronto High Park FC policies or directives.
3. Speak publicly regarding Board directives without consulting the President.
4. Speak publicly in any manner that will damage the public reputation and integrity of Toronto High Park FC.
5. Fail to establish and maintain standards for the use of the Toronto High Park FC logo and proprietary marks.
6. Change Toronto High Park FC's legal name or alter its identity or brand.

Relationship With Members And Other Stakeholders

With respect to relations with Members, stakeholders and the public, the Executive Director shall not cause or allow conditions, procedures or decisions that are disrespectful, unfair, or lack transparency. Accordingly, the Executive Director shall not:

1. Operate without policies regarding communication with Members and other stakeholders.
2. Fail to communicate with Members so that:

   a) communication is a two-way process;

   b) there is respect for Members and a genuine, consistent and timely attempt to meet their needs or, at least, understand their positions;

   c) there is follow-through on agreements reached or issues raised.
3. Fail to advise Members of grievance and conflict resolution processes.

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4. Fail to foster and maintain a productive relationship with all stakeholders.
5. Allow sponsorships or partnerships with any organization whose principles, practices or products are inconsistent with Toronto High Park FC's Mission, Values and policies.

Succession Plan

Toronto High Park FC shall not operate without a management succession plan in place. Accordingly, the Executive Director shall not:

1. Operate without a contingency for the Executive Director's absence or incapacity.

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