

KENORA ASSOCIATION FOR COMMUNITY LIVING

POLICY MANUAL

10/14/2011

Kenora Association for Community Living

Table of Contents

Table of Contents	2
SECTION 1 – INTRODUCTION	4
Mission	4
Vision	4
Principles	4
SECTION 2 – CONDUCT	9
Violence In the Workplace	9
Workplace Harrassment Policy	12
Section 3-EMPLOYMENT	13
Inclement Weather Policy	13
Section 4-SUPPORTS AND SERVICES	14
Micro Bank	14
Policy: General Conditions on Micro Bank Loans	15
AVERSIVE CONDITIONING and Physical Restraint Policy	16
Abuse Policy	17
SECTION 5 – GENERAL POLICIES	19
Deinstitutionalization	19
Privacy Policy	20
Pet Policy	21
Customer Service Accessibility Policy	26
SECTION 6 – SAFETY	34
Health and Safety Policy	34
Workplace Harrassment Policy	35
SECTION 7-PROGRAM	36
Lifesharing Policy	36
Nursery Policy	37
Kids’ Zone Playground Safety	38
Inclusive Education Policy	39
Residential Programs Policy	40
Section 8-BOARD	41
The Governing Body	41

Board - Executive Relationship Policies _____	44
Section-9- FINANCE AND INVESTMENT _____	46
Fiscal Management Policies _____	46
KACL Investment Policy _____	47
ACKNOWLEDGMENT _____	50

SECTION 1 – INTRODUCTION

Letter of Introduction

Mission

The goal of KACL is to ensure that all people with special needs have the opportunity to live a meaningful and satisfying lifestyle and interact as an equal in their community by providing continuing opportunities for personal growth through education, training, support, advocacy and an informed public.

Vision

“A Meaningful and Satisfying Life for All”

Principles

1. Respect of an individual requires recognition of his humanity before his or her handicap.
2. Everyone is deserving of respect as an individual.

Corollary principles:

2(a). Principle of Individualization

The individual must be the focus in the planning, development and delivery of human services and supports. Each person has the basic human right and the freedom to have his/her capabilities, interests and needs used as the basis for planning, development and delivery of services and work, play and worship in their community or neighbourhood.

2(b). Principle of Individual Case Management and Individual Program Planning

Individual case management and Individual program plans must be prepared in such a way as to ensure that the individual concerned has opportunities to live a meaningful and satisfying lifestyle and to interact as an equal in their community with opportunities for personal growth through education and training.

2(c). Principle of Self-determination and Control

Every individual has the right to be as fully in control of their life as possible. To the degree that individuals have the ability to choose between alternatives they are responsible for their actions.

2(d). Principle of Promotion of Client Autonomy and Rights

A human service agency should extend and support appropriate autonomy for its clients to enable them to exercise their rights and autonomy responsibly and adaptively.

3. All persons have the right to participate in all aspects of living, learning, working and playing in the community.

Corollary Principle(s):

3(a). Principle of Family and Community Involvement

Ensuring the right of all persons with special needs to participate in all aspects of living, learning, working and playing is a shared responsibility among parents, siblings, friends and the association (including its paid staff and volunteers). All must be encouraged to be actively involved in the life of such persons.

3(b). Principle of building personal and enduring relationships

Every person should have the necessary support to help him/her become involved in personal and enduring relationships with non-paid persons who love, respect and care for the person.

3(c). Principle of Partial Participation

Where a person cannot participate fully in all aspects of living, playing and working in the community because of a handicap he or she can and should be encouraged to participate as fully as possible.

Partial participation in chronological age appropriate environments and activities are educationally more advantageous than exclusion from such environments and activities.

Handicapped individuals, regardless of their degree of dependence or levels of functioning, should be permitted to participate in as wide range of environments and activities as possible.

The kinds and degrees of participation should be increased through direct and systematic instruction and reasonable adaptations.

The kinds and degrees of participation in various environments and activities should result in an individual being perceived by others as a more valuable, contributing, striving and productive member of society.

Systematic, coordinated and longitudinal efforts must be initiated at as young an age as possible in order to prepare for partial participation in as many environments and activities with non-handicapped chronological age peers and other persons.

3(d). Principle of the Dignity of Risk

Respect for the individual requires that the individual has opportunities to succeed with the inherent risks of failure.

3 (e). Principle of Personal Security

Every person should have the necessary support to keep him/her and the community safe from harm.

4. The manner and context within which support service is offered should affirm normal patterns of living, learning, working and playing in the community including normal needs, processes, relationships and rhythms of life.

Corollary Principles:

4(a). Principle of Relevant and Prioritized Dreams, Desires and Aspirations

In addressing support services the association must clearly and consciously identify, (a) what dreams, desires or aspirations clients have, (b) which of those dreams, desires or aspirations are most pressing and deserve highest priority, and (c) which are within the mandate of the association.

4(b). Principle of Challenging Expectation and Intensive Use of Time

In order to promote client's competencies the association should provide programs and supports that are developmentally very challenging, and that move clients along a continuum of development as far and as fast as is possible for each individual.

4(c). Principle of Integration

Every person should have as much support as is appropriate, to help him/her become involved in day to day activities in the community.

4(d). The Least Restrictive Alternative

In all decisions affecting the placement, care, education and training of an individual, in choosing among alternatives that adequately serve the client, the least restrictive or intrusive alternative should be chosen.

4(e). Principle of Social Role Valorization

The uses of familiar valued techniques, tools, and methods ensure that people with intellectual handicaps live in conditions that are socially valued.

4(f). Conservative Corollary to Principle of Social Role Valorization

The more vulnerable a person is to being devalued by society, the more important it is to reduce/prevent any such vulnerabilities, and/or to balance off such vulnerabilities by building up the person's positively valued characteristics.

4(g). Principle of Positive Image-related Requirements of Physical Setting

Because there is such a strong association of a human service with the physical service in which it is located it is of the utmost importance that the physical setting project a positive image. Characteristics of a physical setting which carry messages about the social status, roles, and competencies of its users include:

1. the harmony of the service setting and service program with the neighbourhood in which it is located
2. the aesthetic appearance of the building(including state of repair and maintenance)
3. the congruence of the setting's appearance with the appearance of settings that house/conduct analogous programs for valued persons
4. the age image projected by the setting's appearance
5. the setting's proximity to other sites with their images
6. the history of the setting

4(h). Principle of Positive Image-related Service-structured Grouping Relationships Among People

Positive image-related service-structured grouping relationships reflect upon the client's image and must be consciously selected. These include:

1. the nearness of one human service program to another
2. the number of clients grouped together in one program, setting or neighbourhood
3. the composition of within-service client groupings and sub-groupings
4. the nature of the client's social involvements with members of the public, or with clients of other human services.

5. identities of service workers and the degree of "match" between the identities of the staff, the nature of the program and the needs of the program.

4(i). Principle of Enhancing Program Activities and Timing

To enhance the client's social image, programs, activities, and related time use patterns, that are valued by the culture, must be utilized and clients encouraged to practice activities and observe schedules that reflect positively upon them.

4(j). Principle of Positive Language, Symbols and Imagery

To enhance the client's social image, attention must be addressed to matters that reflect on the clients including:

1. personal appearance of clients
2. client's personal possessions
3. the language used to and about the clients
4. the name of the Association and its buildings.

SECTION 2 – CONDUCT

Violence In the Workplace

The Kenora Association for Community Living recognizes the right of all employees to work in an environment free from violence.

Workplace violence means,

- (a) The exercise of physical force by a person against a worker in a workplace that causes or could cause physical injury to the worker,
- (b) An attempt to exercise physical force against a worker in a workplace that could cause physical injury to the worker
- (c) A statement or behaviour that is reasonably interpreted as a threat to exercise physical force against the worker in a workplace that could cause physical injury to the worker.

Without limiting the generality of the forgoing, workplace violence includes,
threats
ganging up, bullying and intimidation
physical or sexual assault
armed robbery
malicious damage to the property of staff, customers or the business.

Management shall develop and maintain a program to implement this policy. Without limiting the generality of the foregoing the program shall,

- (a) Include measures and procedures to control the risks identified in an assessment as likely to expose workers to physical injury;
- (b) Include measures and procedures for summoning immediate assistance when workplace violence occurs or is likely to occur, or when threats of workplace violence is made;
- (c) Include measures and procedures for workers to report incidences or threats of workplace violence to their supervisor:
- (d) Set out how the Association will investigate and deal with incidents, complaints or threats of workplace violence.

All new staff will be provided with training regarding violence in the workplace through the orientation process.

All staff will receive a review of all policies and guidelines related to violence in the workplace on a biannual basis during staff meeting.

The Kenora Association for Community Living believes that it is the responsibility of all staff to identify situations of risk occurring during the course of their employment, so that appropriate planning for prevention, intervention and follow-up can be implemented.

Risk Identification / Assessment

(1) Management shall assess the risks of workplace violence that may arise from the nature of the workplace, the type of work or the conditions of work

(2) The assessment shall take into account,

- (a) circumstances that would be common to similar workplaces;
- (b) circumstances specific to the workplace.

(3) Management shall,

(a) Advise the committee or a health and safety representative, if any, of the results of the assessment, and provide a copy if the assessment is in writing; and

(b) If there is no committee or health and safety representative, advise the workers of the results of the assessment and, if the assessment is in writing, provide copies on request or advise the workers how to obtain copies.

(4) The Association shall reassess the risks of workplace violence as often as is necessary to ensure that the related policy and the related program continue to protect workers from workplace violence.

(5) Identification of situations of risk of violence is the responsibility of all Kenora Association for Community Living employees.

(6) Identified situations involving risk of violence are to be reported to the immediate supervisor who shall advise the Program Director.

(7) The Supervisor/Director shall review the situation, in consultation with the appropriate staff and determine action to be taken. Every effort will be made maintain confidentiality in an attempt to protect the privacy of the individuals involved.

(8) The supervisor shall report to the Program Director the steps taken to eliminate the risk of violence to workers.

Reporting of All Incidence of Violence

(1) All staff shall immediately or as soon as practical complete a written incident report on any violence that occurs at the workplace.

(2) Once an incident of violence has occurred an investigation will occur promptly, fairly and effectively by the Program Director or designate. Copies of incident reports outlining the risk along with a summary of action taken will be filed with the joint health and safety committee, (if any) and the Executive Director of Kenora Association for Community Living.

(3) Violence is a serious offence. Any employee found to have perpetrated an act of violence may be subject to disciplinary action up to and including dismissal. In addition, individuals may be subject to action under the Criminal Code of Canada.

Action Taken

(1) A written report will be filed with the Executive Director and where applicable the Health and Safety Committee.

(2) Where applicable a support plan will be developed that should include consultation with the worker involved, identify who might be affected, highlight factors contributing to the risk, the likelihood of the incident occurring and how serious the outcome.

(3) Recommendations will be made for victims of violence to receive confidential counseling through the KACL Employer Assistance program.

(4) Every effort should be made to eliminate the hazard or to control the risk by making changes that protect people.

Domestic violence

If it the Association becomes aware of domestic violence that would likely expose a worker to physical injury that may occur in the workplace, The Association shall take every precaution reasonable in the circumstances for the protection of the worker.

Provision of informationThe employer's duty to provide information to a worker under clause 25 (2) (a) and a supervisor's duty to advise a worker under clause 27 (2) (a) of the Occupational Health and safety Act include the duty to provide information, including personal information, related to a risk of workplace violence from a person with a history of violent behaviour if,

(a) The worker can be expected to encounter that person in the course of his or her work; and

(b) The risk of workplace violence is likely to expose the worker to physical injury.

No supervisor shall disclose more personal information in the circumstances described above than is reasonably necessary to protect the worker from physical injury.

This policy shall be posted in the workplace. This policy will be reviewed as often as is necessary, but at least annually.

Workplace Harrassment Policy

The Kenora Association for Community Living (Association) recognizes the right of all employees to work in an harassment free workplace.

Workplace harassment" means engaging in a course of vexatious comment or conduct against a worker in a workplace that is known or ought to be known as un welcomed.

Without limiting the generality of the forgoing workplace harassment includes,

Any behaviour that demeans, embarrasses, humiliates, annoys, alarms or verbally abuses a person and that is known or would be expected to be unwelcome; including words, gestures, intimidation, bullying or other inappropriate activities;

Verbal abuse - swearing, insults or condescending language

The Association shall develop and maintain a program to implement this policy with respect to workplace harassment . This program shall include measures and procedures for workers to report incidents of workplace harassment to their supervisor and will set out how the Association will investigate and deal with incidents and complaints of workplace harassment.

The Association will provide employees with information and instruction that is appropriate on the contents of the policy and program with respect to workplace harassment.

Program and Procedures

All Staff shall attend a training session on Workplace harassment { Management Training Manual}

2. All staff shall be required to complete a written report of any workplace harassment and submit this to their supervisor, copy to the Executive Director
3. The Executive Director will assign an investigator to investigate the allegation of the workplace harassment and to report to the Executive Director
4. The Executive Director shall review the findings of the investigation and determine action to be taken. Every effort will be made maintain confidentiality in an attempt to protect the privacy of the individuals involved.

Section 3-EMPLOYMENT

Inclement Weather Policy

Background

On occasion, inclement weather may make it difficult for employees to get to work. Employees are expected to make arrangements during periods of inclement weather which will enable them to arrive as soon as possible. Departments are not to close without prior consultation with the Executive Director or Designate. The decision to cancel programs operated by the Association cannot be made lightly. Some services and facilities can only be closed under the most extreme circumstances; others must be maintained whatever the weather. Only when the situation is extreme will the Executive Director make the decision to cancel a program. Staff should contact their Supervisor for directions,

Policy

The Association will not penalize an employee for lateness or absence if a genuine effort has been made to get to work. Normally, employees will be provided the opportunity to select from the choices listed in the Procedures below to cover the missed time.

When an employee is unable to report to work or will be late to work because of inclement weather conditions, the employee shall contact their Department Head/designate as soon as possible to advise them of their absence or delay. Normally, the employee will be given the option of:

1. Using annual vacation leave (if absence is one half day or a whole day);
2. Making up the time;
3. Using lieu time (when applicable);

4. Using unused sick leave,
5. Taking leave without pay.

Section 4-SUPPORTS AND SERVICES

Micro Bank

A micro bank is a fund that is available to make small loans to small businesses. The primary purpose of the loan is to support social and economic development goals that would not otherwise be achieved.

Need for a Micro Bank for Persons with Special Needs

The idea of a Micro Bank for KACL Consumers has grown out of a number of circumstances existing over a number of years. These included the following:

1. Opportunities for persons with special needs to enter meaningful and satisfactory very small business have been passed up because of lack of funds to purchase inventory or very minor equipment or other capital requirements.
2. Local banks and LOWBIC have not wanted to become involved with small loans because of claims that costs of administration exceed any possible interest revenue returns on such loans.
3. Ontario provides a Ontario Disability Support Pension (ODSP) of \$516 plus a Shelter allowance for persons renting accommodations. This amount has remained virtually unchanged since 1993. ODSP have simply failed to maintain a subsistence income since 1993. Persons with special needs who have employment are able to keep the first \$160 and 25% of the next so many dollars. Another way of looking at this is that there is a minimum claw back of 75% of welfare dollars above the first \$160.
4. Various obstacles such as the Ministry of Community and Social Services rules relating to cost recovery of a second persons wages makes it almost impossible for a person on ODSP to employ a second person in the business. Hence another individual must nominally own the business and employ the real owner and additional employees. This discourages any incentive for a large profit to made which could fund the inventory or minor capital.

Kacl commenced to purchase inventory for small businesses from its float - especially for seasonal businesses - and the remaining inventory at the end of the season would be charged off against the business. Next it purchased equipment and rented the equipment to small businesses on a purchase price recovery basis. Finally it desires to make small loans to permit small businesses to rent equipment with a option to purchase the equipment at a nominal price once the equipment has been paid.

To date no interest has been charged or proposed. The sole purpose of the loan has been to increase the numbers opportunities for persons with special needs to have meaningful and satisfactory lifestyles.

In the future the Association is hopeful of attracting additional funding from socially minded individuals who appreciate the worthiness of all useful occupations and the benefits of employment for the persons employed in such occupations and businesses

Policy: General Conditions on Micro Bank Loans

1. The purpose of the loan is to secure or maintain employment of persons with special needs.
2. A general likelihood that the business will survive during the duration of the loan and that the loan will be repaid.
3. Such other conditions as the Executive Director believes is necessary to achieve the purpose of the Loan or the mission of the Association.
4. Amount of the loan can not increase the total loans beyond the amount of the reserve fixed by the Board.

AVERSIVE CONDITIONING and Physical Restraint Policy

No employee, volunteer or agent of the Kenora Association for Community Living shall permit aversive conditioning techniques as described below, or will such techniques be tolerated in any service program of this association.

Aversive conditioning which involves some or all of the following:

Systematic infliction of physical pain, illness, physical and/or emotional trauma.

Dehumanization of the individual.

Techniques inappropriate for the individual's age.

Treatment out of proportion to the target behaviour.

Procedure which are normally unacceptable for non-handicapped individuals and, in particular, social segregation, social isolation, verbal abuse, electrical shock, mechanical restraint, water/lemon juice spray, and noxious stimulation (taste, smell, or noise).

No employee, volunteer or agent of the Kenora Association for Community Living shall permit the following in any service program of this association:

Corporal punishment of a child

Deliberate harsh or degrading measures to be used on a child that would humiliate or undermine a child's self-respect

Lock an individual for the purpose of confinement in a room

Apply physical restraints to any individual

Abuse Policy

Abuse refers to any act or situation which may be physical, verbal, sexual and/or psychological in nature which demeans, harms or infringes on personal rights or dignities, or places an individual at risk to personal health or safety.

The Vulnerable Individual under the Substitutes Decision Act is defined as a person who, because of a moderate to severe mental or physical disability, illness or infirmity, whether temporary or permanent and whether actual or perceived,

(a) is unable to express or act on his or her wishes or to ascertain or exercise his or her rights, or

(b) has difficulty in expressing or acting on his or her wishes or in ascertaining or exercising his or her rights.

The Kenora Association for Community Living will maintain an environment that is free from any form of abuse. It will not tolerate the abuse of any vulnerable individual.

The Association will report all allegations to the appropriate ministry (MCSS, MOH) and to any other external agencies as required.

REPORTING ABUSE

Any individual coming across an abusive situation must follow these steps:

1. Intervene to ensure the individual's health, safety and well being whenever possible,
2. Immediate first aid and/or physician care is to be accessed for the victim;
3. Immediately contact the Supervisor of KACL staff involved or the Director and state the situation. Should the alleged abuser be the Supervisor or Director, contact any other Supervisor or Director;

NOTE:

The longer the delay in reporting the more difficult it is to ensure the individuals safety and to deal with the matter effectively.

4. Internal reporting is a requirement and management will meet with the person reporting the incident as soon as possible. Appropriate external authorities will be contacted depending on the situation. Parents/Guardians will be notified by a Director as soon as practical:

5. At any time, from the time of incident, that the witness/reporter feels it necessary, he/she may also contact appropriate external authorities to report the incident, should this not have already been done.

ALLEGED ABUSER

1. The alleged abuser will be removed from the individuals contact immediately to ensure the individuals protection;
2. Following a complete investigation, if found guilty of abuse the staff will be disciplined as considered appropriate.
3. Individuals found guilty of abuse may be terminated from employment with the Kenora Association for Community Living.

SECTION 5 – GENERAL POLICIES

Deinstitutionalization

July 3 2001

The term deinstitutionalization refers to the process of closing down institutions and repatriation the process of returning these residents to their home communities.

The Provincial Government closed Northwest Regional Centre by the end of 1994 and has committed to closing three others by 2005.

Another large institution that houses clients for which this Association advocate is Lakehead Psychiatric Hospital

KACL POSITION RELATING TO DEINSTITUTIONALIZATION:

The goal of KACL is to ensure that all people with special needs have the opportunity to live a meaningful and satisfying lifestyle and interact as an equal in their community by providing continuing opportunities for personal growth and through education, training, support, advocacy and an informed public.

The continued placement of such people in large provincially funded institutions is incompatible with the achievement of this goal.

KACL accordingly condemns the placement of new inmates, the return of prior inmates to institutions and commits itself to the repatriations of Kenora and surrounding district citizens to their home community.

Privacy Policy

Kenora Association for Community Living recognizes the importance of privacy and the sensitivity of personal health information ("PHI"). We are committed to protecting any information that we hold.

This Privacy Policy outlines how we manage Personal Health Information and safeguard privacy.

Definitions: Any reference to "your information": means your Personal Health Information as defined by Personal Health Information Protection Act (PHIPA). See Appendix 1 for specific definitions.

PHIPA IS THE LAW

This agency is a Health Information Custodian and is responsible for the personal health information we collect, use, maintain and disclose, as set out in this Policy.

WHAT INFORMATION DO WE COLLECT FROM YOU?

We will ask you to give us whatever information about your health and your family's health that we need to care for you.

We will collect information from you for the following purposes, which are our main activities: caring for you, administration of this agency and the health care system, teaching, limited research, statistics and complying with legal and regulatory requirements.

Pet Policy

KACL recognizes that companion animals can positively contribute to one's quality of life. It is also recognized that staff play a key role in the success of having a companion animal as part of the household or in utilizing therapy animals on an intermittent basis.

When companion animals are part of a household or used for therapy purposes, KACL will strive to ensure the safety of people using services as well as consider the welfare of the companion animal(s). As such, the use of animals in programs needs to have the consent of all people utilizing the programme and must not impact on the physical or mental health of other people in services. People who agree to have a companion animal must understand and be able to respond to the financial responsibility, care needs and by-laws associated with owning a pet.

The ownership of a pet is not the responsibility of KACL although support will be provided to assist people in caring for and making decisions concerning the health and welfare of the animal in consideration of all involved in the programme.

Animals attending at any Daycare operated by KACL shall be subject to Day Nursery's Act and Regulations

PROCEDURES

A. Household Animal Companions

A household animal companion is defined as a pet that permanently resides within a home operated by KACL residential services. Pets can include but are not limited to dogs, cats, birds, rabbits, fish and domesticated rodents such as rats, hamsters, mice and hedgehogs. Reptiles such as lizards, snakes, turtles are also considered pets. Ownership may be by one person or jointly amongst the people who reside in the home.

B. Considerations for choosing an animal Companion

Considering a pet companion requires a great deal of thought by all involved due to the financial and personal commitment to an animal's care and welfare that is required. The following considerations are to be openly discussed and decided upon prior to introducing a pet companion to any home by people residing in the home and staff. Once a pet is established, those staff or future residents with allergy concerns/issues should be made aware of the situation prior to hire or moving in, so they can decide if that is feasible for them.

1. The home is assessed to ensure an abuse-free and safe environment for a pet companion. This would take into consideration whether people within the programme would potentially be abusive to an animal or inadvertently expose it to risk.
2. Discussion and understanding of the pros and cons of taking on the responsibility of a pet companion
3. Ensure everyone living in the home agrees to have a companion animal.
4. Decide who in the household is willing to assume responsibility for having a pet companion including;
 - Financial responsibilities.
 - Watch out for the care of the pet companion such as keeping doors closed, following established routines, etc.
 - Interact with the pet companion gently and with care.
 - Take turns in caring for the pet (e.g. feeding, going for walks, cleaning cages, grooming and accompanying pets to veterinarian appointments)
5. Research and discuss the type of animal all would want based on:
 - The choice of people residing in the home rather than staff preferences
 - The cost associated with certain pets (e.g. meeting nutritional and dietary needs,

licence, ongoing medications/immunizations, veterinarian checkups, cage, leash, food and water containers, and pet accessories such as toys, beds, etc.

- Living space required for the pet companion
- Exercise and mental stimulation required by the pet
- Attributes of various types of pet animals in relationship to what people are looking for in a pet companion

C. Caring for an animal Companion

Staff Responsibility

Although people are expected to assume the primary responsibility for carrying for their pets, staff members play an integral and active part in the success of having and caring for a pet. The following guidelines will help make the experience successful:

1. Model and instruct respectful interactions such as:
 - Touch and petting
 - Grooming
 - Speaking (tone and volume of voice)
 - Recognizing pet signals and signs of distress, wanting to be fed, wanting attention, not wanting attention, signs of illness, etc.
 - Proper use of pet accessories such as leashes, toys, etc.
 - Use of treats and rewards
2. Help people establish consistent care routines through modeling and instruction including:
 - Ensure that animals' apparatus and/or living areas are kept clean and tidy
 - Ensure pet excrement is cleaned regularly (e.g. lawns, kitty litter boxes, cages). Note: as per Health and Safety requirements, pregnant women are not to clean kitty litter boxes).
 - Maintain annual or as necessary veterinary visits.
 - Maintain regular immunizations.
 - If animals must be confined to a limited space, ensure that it is an area with lots of stimulation, fresh air and sunlight (e.g. cage in or near a window for birds,

rabbits, etc.). Cats or dogs should not be confined to a basement area.

- Make decision on care needs during vacations (e.g. boarding animal, having someone come in to feed and interact with animal, etc.)
- Proper feeding routines so that pets are not over or under fed and that nutritional needs are met consistently
- Ensure exercise and stimulation needs are met
- Assist people with budgeting and shopping for pet supplies as required
- Ensure extra pet supplies are included in the home's emergency kit and this is maintained and kept current on an ongoing basis

3. Documentation

- Assist people in establishing a pet log with that may include:
- Picture of the pet for identification purposes
- Veterinary schedules
- Proof of Immunizations
- Feeding schedules
- Medication schedules
- Exercise schedules
- Grooming practices including clean up of pet hair, litter boxes, cages, aquariums, etc.

4. Staff Orientation and Training

- Orient new staff to the pet companion's routines and care requirements
- Ensure continuity of care requirements for the companion animal are met when there are staff changes through communication
- Ensure follow through with care requirements when people residing in the home, for whatever reason, cannot carry out these responsibilities

D. Pet Therapy or Visiting Animals

When it is not feasible to actually have a companion animal living within the residential home, but people want to engage in some contact with animals, other resources may be considered throughout KACL programs such as;

- Utilizing established Pet Therapy resources
- Informal pet visits from friends or staff members to the programme (pre-arranged with Manager's approval)
- Volunteer as a dog walker (or establish a business as a dog walker)
- Going to visit animals in other homes or established business such the Humane Society, petting zoos, pet shops or;

- Adopting a zoo animal

1. When considering these alternatives the following guidelines are to be followed to ensure the safety of people using KACL services as well as animals for visiting pets;
 - a) Management approval must be attained prior to any informal or formal animal visits to a programme
 - b) If costs are involved, people must have the financial resources to purchase Pet Therapy services or make arrangements ahead of time to cost-share with KACL
 - c) Owners of visiting pets must understand the legal responsibility inherent in having their pet visit potentially vulnerable people. Pet owners will be held liable for any injury to people utilizing KACL services or damages to property including replacements, cleaning costs, flea extermination, etc.
 - d) Owners of visiting pets are to be made aware of potential risk factors for their pet when visiting a home or other programmes KACL operates. Risk factors may include potential aggressiveness, loud noises, sudden movements, etc.
 - e) People utilizing KACL programs must consent to having a pet visit them in their home or day programme and visits are not to impact on people's health (i.e. pet allergy's) or emotional well being (i.e. fear of dogs or cats)
 - f) It is expected that the owners of visiting pets clean up after their animals
 - g) Consider people's skills in interacting with animals and reduce risks through education, instruction and close supervision
 - h) At no point are people using services to be left alone with visiting animal companions. Close supervision is expected at all times to ensure the safety needs for people as well as animals are being met
 - i) Animals left unattended must be crated
 - j) Owners of visiting pets are responsible for ensuring their pets immunization records are up to date and may be required to provide proof.

Customer Service Accessibility Policy

Intent

This policy is intended to meet the requirements of *Accessibility Standards for Customer Service, Ontario Regulation 429/07* under the *Accessibility for Ontarians with Disabilities Act, 2005*, and applies to the provision of goods and services to the public or other third parties, not to the goods themselves.

All goods and services provided by Kenora Association for Community Living shall follow the principles of dignity, independence, integration and equal opportunity.

Scope

- a) This policy applies to the provision of goods and services at premises owned and operated by Kenora Association for Community Living.
- b) This policy applies to employees, volunteers, agents and/or contractors who deal with the public or other third parties that act on behalf of Kenora Association for Community Living, including when the provision of goods and services occurs off the premises of Kenora Association for Community Living such as in: delivery services, call centers, vendors, drivers, catering and third party marketing agencies.
- c) The section of this policy that addresses the use of guide dogs, service animals and service dogs only applies to the provision of goods and services that take place at premises owned and operated by Kenora Association for Community Living.
- d) This policy shall also apply to all persons who participate in the development of the Kenora Association for Community Living's policies, practices and procedures governing the provision of goods and services to members of the public or third parties.

Definitions

Assistive Device – is a technical aid, communication device or other instrument that is used to maintain or improve the functional abilities of people with disabilities. Personal assistive devices are typically devices that customers bring with them such as a wheelchair, walker or a personal oxygen tank that might assist in hearing, seeing, communicating, moving, breathing, remembering and/or reading.

Disability – the term disability as defined by the *Accessibility for Ontarians with Disabilities Act, 2005*, and the *Ontario Human Rights Code*, refers to:

- any degree of physical disability, infirmity, malformation or disfigurement that is caused by bodily injury, birth defect or illness and, without limiting the generality of the foregoing, includes diabetes mellitus, epilepsy, a brain injury, any degree of paralysis, amputation, lack of physical co-ordination, blindness or visual impediment, deafness or hearing impediment, muteness or

speech impediment, or physical reliance on a guide dog or other animal or on a wheelchair or other remedial appliance or device;

- a condition of mental impairment or a developmental disability;
- a learning disability, or dysfunction in one or more of the processes involved in understanding or using symbols or spoken language;
- a mental disorder; or
- an injury or disability for which benefits were claimed or received under the insurance plan established under the Workplace Safety and Insurance Act, 1997.

Guide Dog – is a highly-trained working dog that has been trained at one of the facilities listed in Ontario Regulation 58 under the *Blind Persons' Rights Act*, to provide mobility, safety and increased independence for people who are blind.

Service Animal – as reflected in *Ontario Regulation 429/07*, an animal is a service animal for a person with a disability if:

- it is readily apparent that the animal is used by the person for reasons relating to his or her disability; or
- if the person provides a letter from a physician or nurse confirming that the person requires the animal for reasons relating to the disability.

Service Dog – as reflected in *Health Protection and Promotion Act, Ontario Regulation 562* a dog other than a guide dog for the blind is a service dog if:

- it is readily apparent to an average person that the dog functions as a service dog for a person with a medical disability;
- or the person who requires the dog can provide on request a letter from a physician or nurse confirming that the person requires a service dog.

Support Person – as reflected in *Ontario Regulation 429/07*, a support person means, in relation to a person with a disability, another person who accompanies him or her in order to help with communication, mobility, personal care, medical needs or access to goods and services.

General Principles

In accordance with the *Accessibility Standards for Customer Service, Ontario Regulation 429/07*, this policy addresses the following:

- A. The Provision of Goods and Services to Persons with Disabilities;
- B. The Use of Assistive Devices
- C. The Use of Guide Dogs, Service Animals and Service Dogs
- D. The Use of Support Persons

- E. Notice of Service Disruptions
- F. Customer Feedback
- G. Training
- H. Notice of Availability and Format of Required Documents

A. The Provision of Goods and Services to Persons with Disabilities

Kenora Association for Community Living will make every reasonable effort to ensure that its policies, practices and procedures are consistent with the principles of dignity, independence, integration and equal opportunity by:

- ensuring that all customers receive the same value and quality;
- allowing customers with disabilities to do things in their own ways, at their own pace when accessing goods and services as long as this does not present a safety risk;
- using alternative methods when possible to ensure that customers with disabilities have access to the same services, in the same place and in a similar manner;
- taking into account individual needs when providing goods and services; and
- communicating in a manner that takes into account the customer's disability.

B. Assistive Devices

Customer's own assistive device(s):

Persons with disabilities may use their own assistive devices as required when accessing goods or services provided by Kenora Association for Community Living

In cases where the assistive device presents a safety concern or where accessibility might be an issue, other reasonable measures will be used to ensure the access of goods and services. For example, open flames and oxygen tanks cannot be near one another. Therefore, the accommodation of a customer with an oxygen tank may involve ensuring the customer is in a location that would be considered safe for both the customer and business. Or, where elevators are not present and where an individual requires assistive devices for the purposes of mobility, service will be provided in a location that meets the needs of the customer.

C. Guide Dogs, Service Animals and Service Dogs

A customer with a disability that is accompanied by guide dog, service animal or service dog will be allowed access to premises that are open to the public unless otherwise excluded by law. "No pet" policies do not apply to guide dogs, service animals and/or service dogs.

Food Service Areas:

A customer with a disability that is accompanied by guide dog or service dog will be allowed access to food service areas that are open to the public unless otherwise excluded by law.

Other types of service animals are not permitted into food service areas due to the *Health Protection and Promotion Act, Ontario Regulation 562 Section 60*.

Exclusion Guidelines:

If a guide dog, service animal or service dog is excluded by law (see applicable laws below) Kenora Association for Community Living will offer alternative methods to enable the person with a disability to access goods and services, when possible (for example, securing the animal in a safe location and offering the guidance of an employee).

Applicable Laws:

The *Health Protection and Promotion Act, Ontario Regulation 562 Section 60*, normally does not allow animals in places where food is manufactured, prepared, processed, handled, served, displayed, stored, sold or offered for sale. It does allow guide dogs and service dogs to go into places where food is served, sold or offered for sale. However, other types of service animals are not included in this exception.

Dog Owners' Liability Act, Ontario: If there is a conflict between a provision of this Act or of a regulation under this or any other Act relating to banned breeds (such as pitbulls) and a provision of a by-law passed by a municipality relating to these breeds, the provision that is more restrictive in relation to controls or bans on these breeds prevails.

Recognizing a Guide Dog, Service Dog and/or Service Animal:

If it is not readily apparent that the animal is being used by the customer for reasons relating to his or her disability, Kenora Association for Community Living may request verification from the customer.

Verification may include:

- a letter from a physician or nurse confirming that the person requires the animal for reasons related to the disability;
- a valid identification card signed by the Attorney General of Canada; or,
- a certificate of training from a recognized guide dog or service animal training school.

Care and Control of the Animal:

The customer that is accompanied by a guide dog, service dog and/or service animal is responsible for maintaining care and control of the animal at all times.

Allergies:

If a health and safety concern presents itself for example in the form of a severe allergy to the animal, Kenora Association for Community Living will make all reasonable efforts to meet the needs of all individuals.

D. Support Persons

If a customer with a disability is accompanied by a support person, Kenora Association for Community Living will ensure that both persons are allowed to enter the premises together and that the customer is not prevented from having access to the support person.

There may be times where seating and availability prevent the customer and support person from sitting beside each other. In these situations Kenora Association for Community Living will make every reasonable attempt to resolve the issue.

In situations where confidential information might be discussed, consent will be obtained from the customer, prior to any conversation where confidential information might be discussed.

E. Notice of Disruptions in Service

Service disruptions may occur due to reasons that may or may not be within the control or knowledge of Kenora Association for Community Living. In the event of any temporary disruptions to facilities or services that customer's with disabilities rely on to access or use Kenora Association for Community Living 's goods or services, reasonable efforts will be made to provide advance notice. In some circumstances such as in the situation of unplanned temporary disruptions, advance notice may not be possible.

Notifications will Include:

In the event that a notification needs to be posted the following information will be included unless it is not readily available or known:

- goods or services that are disrupted or unavailable
- reason for the disruption
- anticipated duration
- a description of alternative services or options

Notifications Options:

When disruptions occur will provide notice by:

- posting notices in conspicuous places including at the point of disruption, at the main entrance and the nearest accessible entrance to the service disruption;
- contacting customers with appointments;
- verbally notifying customers when they are making an appointment; or
- by any other method that may be reasonable under the circumstances.

F. Feedback Process

Kenora Association for Community Living shall provide customers with the opportunity to provide feedback on the service provided to customers with disabilities. Information about the feedback process will be readily available to all customers and notice of the process will be made available. Feedback forms along with alternate methods of providing feedback such as verbally (in person or by telephone) or written (hand written, delivered, or email), will be available upon request.

Submitting Feedback:

Customers can submit feedback to:

Executive Director

807-467-5254

501 Eighth Ave S.

Kenora, Ontario P9N 3Z9

central@kacl.ca

Customers who wish to provide feedback verbally can do so to any Kenora Association for Community Living employee.

Customers that provide formal feedback will receive acknowledgement of their feedback, along with any resulting actions based on concerns or complaints that were submitted.

G. Training

Training will be provided to:

- a) all employees, volunteers, who deal with the public or other third parties that act on behalf of Kenora Association for Community Living;
- b) those who are involved in the development and approval of customer service policies, practices and procedures.

Training Provisions:

As reflected in *Ontario Regulation 429/07*, regardless of the format, training will cover the following:

- A review of the purpose of the *Accessibility for Ontarians with Disabilities Act, 2005*.
- A review of the requirements of the *Accessibility Standards for Customer Service, Ontario Regulation 429/07*.
- Instructions on how to interact and communicate with people with various types of disabilities.
- Instructions on how to interact with people with disabilities who:
 - use assistive devices;
 - require the assistance of a guide dog, service dog or other service animal; or
 - require the use of a support person.
- Instructions on how to use equipment or devices that are available at our premises or that we provide that may help people with disabilities.
- Instructions on what to do if a person with a disability is having difficulty accessing your services.
- Kenora Association for Community Living 's policies, procedures and practices pertaining to providing accessible customer service to customers with disabilities.

Training Schedule:

Kenora Association for Community Living will provide training as soon as practicable. Training will be provided to new employees, volunteers, who deal with the public. Revised training will be provided in the event of changes to legislation, procedures and/or practices.

Record of Training:

Kenora Association for Community Living will keep a record of training that includes the dates training was provided and the number of employees who attended the training.

Notice of Availability and Format of Documents

Kenora Association for Community Living shall notify customers that the documents related to the *Accessibility Standard for Customer Service* are available upon request. Notification will be given by posting the information in a conspicuous place owned and operated by Kenora Association for Community Living, and/or any other reasonable method.

Administration

If you have any questions or concerns about this policy or its related procedures please contact:

Executive Director

807-467-5254

501 Eighth Ave S.

Kenora, Ontario P9N 3Z9

central@kacl.ca

This policy and its related procedures will be reviewed as required in the event of legislative changes.

Referenced Documents:

- Accessibility for Ontarians with Disabilities Act, 2005
- Accessibility Standards for Customer Service, Ontario Regulation 429/07
- Blind Person's Rights Act, 1990
- Dog Owners' Liability Act, Ontario
- Food Safety and Quality Act 2001, Ontario Regulation 31/05
- Health Protection and Promotion Act, Ontario Regulation 562
- Ontario Human Rights Code, 1990

SECTION 6 – SAFETY

Health and Safety Policy

Kenora Association for Community Living is vitally interested in the health and safety of its employees. Protection of employees from injury or occupational disease is a major continuing objective. Kenora Association for Community Living will make every effort to provide a safe and healthy work environment. All supervisors and workers must be dedicated to the continuing objective of reducing risk or injury.

Kenora Association for Community Living, as the employer, is ultimately responsible for workers health and safety. As Executive Director of Kenora Association for Community Living, I give you my personal promise that every reasonable precaution will be taken for the protection of workers.

Supervisors will be held accountable for the health and safety of workers under their supervision. Supervisors are responsible to ensure that machinery, equipment, and workplace are safe and that workers are in compliance with established safe work practices and procedures. Workers must receive adequate training in their specific work tasks to protect their health and safety.

Every worker must protect his or her own health and safety by working in compliance with the law and with safe work practices and procedures established by the company.

It is in the best interest of all parties to consider health and safety in every activity. Commitment to health and safety must form an integral part of this organization, from the President to the workers.

April 29, 2011

James C. Retson

Workplace Harrassment Policy

The Kenora Association for Community Living (Association) recognizes the right of all employees to work in an harassment free workplace.

Workplace harassment" means engaging in a course of vexatious comment or conduct against a worker in a workplace that is known or ought to be known as un welcomed.

Without limiting the generality of the forgoing workplace harassment includes,

Any behaviour that demeans, embarrasses, humiliates, annoys, alarms or verbally abuses a person and that is known or would be expected to be unwelcome; including words, gestures, intimidation, bullying or other inappropriate activities;

Verbal abuse - swearing, insults or condescending language

The Association shall develop and maintain a program to implement this policy with respect to workplace harassment . This program shall include measures and procedures for workers to report incidents of workplace harassment to their supervisor and will set out how the Association will investigate and deal with incidents and complaints of workplace harassment.

The Association will provide employees with information and instruction that is appropriate on the contents of the policy and program with respect to workplace harassment.

Program and Procedures

All Staff shall attend a training session on Workplace harassment { Management Training Manual}

2. All staff shall be required to complete a written report of any workplace harassment and submit this to their supervisor, copy to the Executive Director
3. The Executive Director will assign an investigator to investigate the allegation of the workplace harassment and to report to the Executive Director
4. The Executive Director shall review the findings of the investigation and determine action to be taken. Every effort will be made maintain confidentiality in an attempt to protect the privacy of the individuals involved.

SECTION 7-PROGRAM

Lifesharing Policy

Life sharing is defined as the sharing of a living situation and accommodation with another.

A request for funding to support Lifesharing will be considered only on the following basis:

Funding approved must be influenced by the association's need to economize on MCSS.

The quality of life of a dependent citizen is likely to be improved by the proposed Life sharing over an alternative living or support option available

One of three levels of funding may be approved:

For Individuals having minimal needs for supports as determined by KACL staff to access community, maintain routines of daily living and participate in valued social roles: \$35 per diem

For Individuals having moderate or intense needs for supports as determined by KACL staff to access community, maintain routines of daily living and participate in valued social roles \$75 per diem

Where an individual Life sharer provider has a lifetime commitment to an individual that has reached the age of 21 or who has left school and who has intense needs for supports as determined by KACL staff to access community, maintain routines of daily living and participate in valued social roles \$95 per diem

All rates are inclusive of respite.

How Accommodations of Food and Clothing are Paid.

For Lifesharers (family home providers) with individuals receiving ODSP Room and Board Rates, Lifesharers (family home providers) may charge a room and board rate up to current rates paid by MCSS . For Lifesharers (family home providers) with individuals receiving shelter allowance, shared living expenses may be paid by equal sharing of rent, unequal sharing of rent (possibly affected by who pay utilities), to the ODSP maximum rent limits, to Lifesharer home owner or lease holder in addition to a food allowance to a maximum of \$10 per day to be paid by the ODSP recipient from their Basic ODSP living allowance.

Nursery Policy

The Sunshine Nursery is an integrated centre, licensed and approved under the Day Nurseries Act. The nursery shall be maintained according to the licensing requirements set out in that act, having due regard for the health and safety of children and staff, including unpaid staff. (Nov 1986)

Kids' Zone Playground Safety

Kenora Association for Community Living is committed to ensuring a safe and secure playground environment.

Procedures shall be set up that ensure that the association complies with the CSA standards as approved by the Standards Council of Canada.

The Director of Children Services and Supervisor or Teacher in Charge shall be responsible for ensuring compliance with such procedures.

Commitment to health and safety must form an integral part of the Kid's Zone program.

Inclusive Education Policy

The Kenora Association for Community Living is an autonomous, incorporated Association of members of consumers, families and friends. The goal of KACL is to ensure that all people with special needs have the opportunity to live a meaningful and satisfying lifestyle and to interact as equals in their community by providing continuing opportunities for personal growth through education, training, support, advocacy and an informed public.

Our vision of community sees the innate value of each one of its people honoured and protected. We believe that everyone has a right to equal access and meaningful participation.

Every child must have the right to an appropriate education in his or her neighbourhood school and a regular classroom with same-aged peers...in other words in the school and the class, which he/she would attend, was it not for the label “exceptional”. The supports and services needed to realize this right must be available to the pupil and to the classroom teacher.

We do not take this position lightly. We know that inclusive education benefits everyone. We know what we are talking about. We started schools when the education system excluded children with disabilities. We have led the fight for all the major advances in “special” education. We know of the success of inclusive education. We see forward thinking Boards of Education in Ontario including all children. We see numerous parents and educators promoting it.

We know it works.

Wonderful things happen to children when they receive an education based in inclusion and integration and individualized support. There are many stories to illustrate every one of the following exciting points.

Social and educational outcomes are improved. Attitudes improve. Kids have appropriate peer models. Strange and inappropriate behaviour often improves or disappears. Kids develop friends...real friends. Graduates of integrated settings tend to do better in the “real world”. There is increased motivation to learn when surrounded by other students who are involved in learning. Children become more independent. Parents and families of children with disabilities feel less isolated. Children without disabilities develop a better understanding of differences. Inclusive education tends to be less costly than segregated education. Kids feel better about themselves – all kids.

Changes must be made to Policy and Legislation in Ontario, which will guarantee that every child has the right to an appropriate education as described above. Without such changes, another generation of our children will be denied their birthright – to be a real part of their community. We encourage system for all children of Ontario.

Residential Programs Policy

Physical Plant Residence

The physical plant is constructed and shall be maintained in a manner consistent with the residents' daily living requirements. The residence shall be sanitary, have the appearance and meet the all health /safety requirements for clients and staff alike in accordance with licensing standards and/or government preferred guidelines, except to the extent to which the association's board has been notified and approved. (Nov 1986)

Residences owned shall be maintained as to conform to all municipal bylaws or ordinances. (Nov 1986)

Residential Furnishings

Furnishings are chosen so as to promote a "home-like" atmosphere. Residents, where practical, shall participate in selecting furnishings. The special needs of clients, such as incontinence, are also taken into consideration when choosing the residential facility's furnishings

Section 8-BOARD

The Governing Body

The Governing Body (Hereafter called the Board) sets the tone for the ongoing operation of the programs of the Association by ensuring that it (1) governs itself in a manner which is consistently professional, by setting and maintaining high standards for the total organization to attain; (2) it provides ethical and professional leadership; (3) it is a resource to the programs of the Association; (4) it provides organizational stability through the establishment striving toward of a mission; (5) it is committed to the ongoing accreditation of the Association's Programs and facilities; (6) by conducting ongoing reviews of its bylaws and adhering to their specifications. (October 1986)

Board Composition

The affairs of the Association shall be managed on behalf of the membership by a Board which consists of twelve (12) Directors who shall be elected by the membership; two (2) Directors being persons with special needs served by the Association and, in addition, the immediate past president who shall serve as a Director ex officio of the Association. (Modified by Bylaws)

Members should represent a wide range of interests, talents, professional backgrounds. It is desirable to have at least half of the board having a director intimate relation with the population.

Board members shall be elected for a three-year term. One third of the board shall retire annually. Returning board.

Members who otherwise meet eligibility shall be eligible for reelection.

Board List

There is an up-to-date listing of all members of the board available to any interested individual or community group. (October 1986)

Board Member's Duties

The board is composed of individuals who have volunteered to participate within given roles/parameters as members of the board and, as such they should have clearly defined and written job descriptions to assist them in discharging their duties. (October 1986)

The board itself develops a mechanism whereby semiannual reviews are conducted to ensure that board members' roles and functions are carried out consistent with the organization's mission. (October 1986)

Orientation

All Board members are given an orientation to the services provided by the programs of the Association. (October 1986)

Continued Development

New Board members as well as current Board members are, through a continues process, oriented or updated to the types and quality levels of all services provided by the Association (October 1986)

Convening of the board and its committees

The board of directors shall normally meet at least once monthly except that no more than ninety (90) days shall elapse between meetings.

The committees of the board will meet as often as is necessary to complete specific tasks as determined by the board.

Board relationships

All board relationships are encouraged to promote the flow of information to the board in order to enhance the decision-making abilities of the board.

Board members (except where delegated by the board) have no individual authority, rather an influence within the board.

Criteria for standing committees Feb.21/84

Purpose: To present to the board of directors clearly studied alternatives and their implications with a recommendation for required board decision.

The board creates committees.

Committee terms of reference are approved by the board.

A job description for the chairperson of committees is approved by the board.

Annual work plans for committees are approved by the board.

Appointment as a member of a committee is made by the board.

The board may dismiss committee members.

The board may dissolve committees.

The term of standing committees should be from one annual meeting until the next annual meeting.

Committees are created by the board and are responsible to the board and are not intended to interfere with the day to day operation of the association or negate management's role authority or responsibilities.

Program committees should not involve themselves in personnel matters, financial matters or areas of general administration. Their area of concern should be program addition, expansion, enrichment and deletion. There may be some responsibility to monitor overall program quality and this would be at the specific instruction of the board.

Board - Executive Relationship Policies

Appointment of a chief executive officer

The board appoints an Executive Director and delegates authority and responsibility to operate departments and programs within the parameters of the board's policies. (October 1986)

Definition of Executive Director's responsibilities

The executive committee will define the executive director's duties in a job description and will review the job description annually with the executive director. (October 1986)

The hiring and direction of paid staff shall be vested in the Executive Director.

The Executive Director shall be responsible for providing and updating guidelines and procedures for filling staff vacancies as they arise. (February 1985)

Expenditure Authorization

The Executive Director shall control the operation of the divisions and programs of the association, authorizing expenditures, operational guidelines and other actions as are necessary to establish or maintain the effective, efficient and qualitative operation of the delivery of service to persons with special needs.

Board staff relationships

The executive director is responsible solely to the total board, not to individual members.

The staff is responsible solely to the executive director, not to the board and not to individual members. The board members shall not criticize the executive director, or staff, outside board meetings except by following board approved procedure.

Board- Executive Director Relations - Criticisms and Concerns policy

RESPONSIBILITY	ACTION
Board Member	A board member having a concern or criticism regarding the conduct or performance of the executive director will report his concerns or criticism to the chairperson of the board or directly with the executive director. If desired, the board member will reduce his concern or criticism to writing.
THE PRESIDENT	The president will discuss the concern or criticism with the executive director and refer the matter to the executive committee.
EXECUTIVE COMMITTEE	The executive committee will discuss the matter with the executive director and either find the concern or criticism unfounded or make appropriate recommendations to the board.

Board-Staff Relations - Criticisms and Concerns Procedure

Responsibility	Action
Board Member	A member having a concern or criticism regarding the conduct or performance of a particular staff member will report his concern or criticism to the Executive Director. If desired by the Board member, the concern or criticism will be reduced to writing.
Executive Director	The Executive Director will investigate any written concern or conduct relating to the staff person, report his conclusions derived from the investigation and the actions which he has taken, to the Executive Committee.
President (Chairperson of the Executive Committee)	The chairperson of the Executive Committee will report the general nature of the written concern or criticism, the actions taken by the Executive Director to the Board, all having due regard to protecting the privacy of the staff person concerned.

Board Members attendance at staff meetings

Staff meetings are held to discuss pertinent concerns relating to clients, programs, personnel policies, procedures, operating guidelines, and other day-to-day operational matters, and except as outlined by board approved procedures, it is inappropriate for board members to attend staff meetings.

Section-9- FINANCE AND INVESTMENT

Fiscal Management Policies

Fiscal Management

The financial operations shall be based on sound financial planning, prudent management of capital, operating income and expenditures. The fiscal affairs of the organization shall be managed consistent with the mission of the organization and in accordance with sound accounting practices and legal requirements. (January 1987)

Fiduciary Accounts

Individual staff responsibility to keep fiduciary accounts will be assigned where appropriate and upon assumption of responsibility, accounts will be kept according to Association prescribed procedure. (October 1986)

KACL Investment Policy

PURPOSE

The goal of the KACL investment policy shall be to set out the guiding principles and establish a statement of the KACL's investment policies and goals for the purpose of investing public funds, while meeting the related statutory requirements.

GUIDING PRINCIPLES

The KACL shall adhere to the following guiding principles in the consideration, purchase, disposal and administration of any KACL held investments:

- a) Adhere to statutory requirements
- b) Preservation of capital
- c) Liquidity
- d) Diversification
- e) Yield

Adhere to Statutory Requirements

All investment activities shall be in compliance with the relevant sections of any applicable legislation and related regulations.

Preservation of Capital

Safety of principal is a primary objective of the investment program. Investments shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio.

Liquidity

The investment portfolio shall remain sufficiently liquid to meet all operating or cash flow requirements and limit temporary borrowing requirements. Furthermore, since all possible cash demands cannot be anticipated, the portfolio shall consist largely of securities with active secondary or resale markets. A portion of the portfolio may also be placed in local government investment pools that offer liquidity for short-term funds.

Yield

The KACL shall maximize the net rate of return earned on the investment portfolio, without compromising the other objectives listed previously. Investments are generally limited to relatively low risk securities in anticipation of earning a fair return relative to the assumed risk.

PRUDENCE

Investments shall be made with judgement and care, under circumstances then prevailing, which persons of prudence, direction and

intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of capital as well as the probable income to be derived. Authorized employees acting in accordance with this policy and exercising due diligence shall be relieved of personal responsibility for an individual security's credit risk or market price changes.

DELEGATION OF AUTHORITY

Subject to the supervision of the Executive Director, the Director of Finance and Administration has overall responsibility for the prudent investment of the KACL's portfolio. Authority to manage and implement the investment program may be granted for all or a portion of the KACL's overall investment portfolio, to an external investment Agent, to act as an Investment Manager on behalf of the KACL, as determined through an independent and competitive bidding process. That Agent shall act in accordance with the established procedures and internal controls consistent with this investment policy.

SAFEKEEPING & CUSTODY

The Custodian services are to be provided by a designated Custodian.

INVESTMENTS

ELIGIBLE INVESTMENTS

Investments issued or guaranteed by the following institutions will be permitted by this policy, as deemed eligible by related Ontario regulations:

REPORTING

The Manager of Finance & Administration shall submit an annual investment report to the Board, together with the annual audited KACL Financial Statements. The investment report should include the following:

- a) A listing of individual securities held at the end of the reporting period by maturity date;
- b) A statement about the performance of the portfolio of investments of the KACL during the period covered by the report;
- c) A description of the estimated proportion of the total investments of the KACL that are invested in its own long-term and short-term securities to the total investment of the KACL and a description of the change, if any, in that estimated proportion since the previous year's report;

- d) A statement by the Manager of Finance & Administration as to whether or not, in his or her opinion, all investments were made in accordance with the investment policies and goals adopted by the KACL;
- e) A record of the date of each security transaction, including a statement of the purchase and sale price of each security;
- f) Such other information that the Council may require or that, in the opinion of the Manager of Finance & Administration, should be included.

Executive Director

- Obtain adequate insurance coverage to guard against any losses that may occur due to misappropriation, theft, or other unscrupulous acts of fraud with respect to the KACL's financial assets

Manager of Finance & Administration

- Enters into arrangements with Investment Managers;
- performs all other related acts in the day to day operation of the investment and cash management program; and
- Develops and maintains all necessary operating procedures for effective control and management of the investment function and reasonable assurance that the KACL's investments are properly managed and adequately protected.
 - Provides regular reports (quarterly, at a minimum) to Administration, which include the performance and risk characteristics of the KACL's Investment Portfolio and meets with Administration as required;
 - Recommends changes to established investment policy that are deemed appropriate;
-
- Provides safekeeping of the Investment Assets;
 - Processes transactions as directed by the Investment Manager(s) and / or the KACL;
 - Collects interest, dividends and the proceeds of cash equivalent and fixed income instrument maturities;
 - Deposits funds and pays expenses as directed by the KACL;
 - Maintains a record of all transactions;
 - Provides regular (monthly at a minimum) reports to the KACL; and
 - Provides the Investment Manager(s) and the KACL with information required to fulfill their duties. May act as custodian

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ACKNOWLEDGMENT