

Mandatory	CRA mandated requirements for charities
	Provincial/Territorial/Federal NFP requirements
	Legal and legislative compliance (employment standards, health & safety, human rights, venue fire codes, municipal bylaws, etc.)
Duty of Care	Values (internal and external)
	Equity, diversity, inclusion, justice and Reconciliation practices: decolonizing efforts, anti-racism, anti-oppression
	Respectful workplace measures
	Community accountability—who are we serving?
Strong Organizational Oversight	Mission/Vision/ Mandate
	Organizational strategy and direction
	Resources (budget/financial oversight)
	Managing direct reports of the Board (ED/AD)
	Managing the Board
Discretionary/Priorities	Other areas as needed for each organization at that time
	<p>Examples:</p> <ul style="list-style-type: none"> <li>• Fundraising</li> <li>• Capital campaign</li> <li>• Marketing</li> <li>• Audience development</li> <li>• Community outreach</li> <li>• Digital/technology</li> </ul>

		Staff	Board	Potential Mechanisms (examples)
Mandatory	CRA mandated requirements for charities			Ensuring you are engaging only in “allowable activities,” filing requirements, tax receipt policies, annual T3010 info return, required financial statements/book-keeping, maintaining “governing documents” (letters patent, articles of incorporation, constitution, trust document [may be overlap with NFP below])
	Provincial/Territorial/Federal NFP requirements			Incorporation forming/maintenance, Letters Patent of Incorporation, bylaws, # of Directors, # of Officers, member designation, AGM process, meeting process (quorums, agendas, decision-making processes, record keeping requirements), banking and financial arrangements, appointment of auditor, reporting requirements
	Legal and legislative compliance (employment standards, health & safety, human rights, venue fire codes, municipal bylaws, etc.)			Policies and procedures, compliance audits, regular review and updates
Duty of Care	Values (internal and external)			Articulated values, clear plan for internal and external work with measurable targets and goals, direct line to how these values are reflected in all other steps in the governance plan
	Equity, diversity, inclusion, justice and Reconciliation practices: decolonizing efforts, anti-racism, anti-oppression			Assigned resources, link of this work to the strategic priorities, transparent policies and processes
	Respectful workplace measures			Workplace harassment and violence policies and programs (updated annually, regular training/re-training), anti-racism/anti-oppression programs and policies, conflict resolution for all parties with alternate forms of reporting
	Community accountability—who are we serving?			Articulated community accountability plan with clear mechanisms to define “community,” transparent modes of input/communication, evaluation methods

		Staff	Board	Potential Mechanisms (examples)
<b>Strong Organizational Oversight</b>	Mission/Vision/Mandate			Clearly articulated Mission/Vision/Mandate regularly review and updated as needed, clear connection of how M/V/M is operationalized at all levels
	Organizational strategy and direction			Multi-year strategic plans, annual operating plans
	Resources (budget/financial oversight)			Budget approval process, financial policies (cash/spending), reporting on actuals/variance, reforecasts, approving financial statements, conflict of interest and whistleblowing policies
	Managing direct reports of the Board (ED/AD)			Roles and responsibilities of Board and leadership (including clear decision making parameters), performance management cycles (goal-setting, feedback, performance reviews)
	Managing the Board			Design of board role following needs of the organization (working/advisory/governance/policy), clear roles of Officers, subcommittees with terms of reference, Board manual/onboarding and ongoing training, mandatory Governance 101 training/overview, Board composition (based on the org's needs), Board recruitment processes, annual Board development plans and evaluation for the Board as a whole and individual inputs, mechanism for Board conduct, disciplinary issues
<b>Discretionary/Priorities</b>	Other areas as needed for each organization at that time			<p>Examples:</p> <ul style="list-style-type: none"> <li>• Fundraising</li> <li>• Capital campaign</li> <li>• Marketing</li> <li>• Audience development</li> <li>• Community outreach</li> <li>• Digital/technology</li> </ul>