



Manual of Operations

Title: Delegation of Authority	Number: M0-04-05
Source:	
Approved By: Board	Date Approved: September 9, 2025 Date Last Reviewed :September 9, 2025

Waterloo Girls Hockey Association (WGHA) Board embraces the principle of empowerment: that governance and management are more effective and efficient when they are separated – the Board being responsible for governance, and the Executive Director (ED) generally for management. Within the limits and policies established by Statute, Bylaws and the WGHA Board, and other legislative authorities regarding various aspects of operations have been delegated to the ED

The Board's role is generally to establish strategic priorities and policies at a broad level, leaving implementation and subsidiary policy development to the ED.

Delegation of Authority to the Executive Director (ED)

The ED may sub-delegate where appropriate. The organization's policies and procedures provide guidance on the execution of specific roles and responsibilities.

All Board authority delegated to staff is delegated through the ED, so that all authority and accountability of staff can be phrased--in so far as the Board is concerned-- as authority of and accountability to the ED.

- The ED is authorized to establish all further policies, make all decisions, take all actions and develop all activities which are true to the Board's policies and strategic priorities.
- The Board may, by extending its policies, limit areas of the ED's authority, but will respect the ED's choices so long as the delegation continues. This does not prevent the Board from obtaining information about any activities in the delegated areas.

The ED's specific responsibilities are included in their job description.

ED Signing Authority

The Board delegates to the ED the signing authority together with the authority to establish sub-delegates and administrative policies as listed in Appendix A.



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The ED is a signing officer for the WGHA and as such, has the authority to bind the corporation in accordance with the plans approved by the Board.

Appendix A: Expenditure and Control Delegation to ED

Execution of Legal Documents

1. Execution of Contracts, Leases, Rental and other Legal Agreements

Approval Levels (for multi- year agreements, \$ amounts refer to annual payments)	Board	ED
Over \$250,000	X	
\$249,999 or less		X

- Approved authorities are limited by approved budgets. If the budget is exceeded, the expenditure must be approved by the next highest level (in the case of the ED, the Board.)
- Includes the agreements to purchase land and buildings, offers to purchase assets, memorandum of understandings, contracts, etc.



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Operational Expenditures

1. Operating, General and Administrative Expenditures

- Approved authorities are limited by approved budgets. If the budget is exceeded, the expenditure must be approved by the Board.

2. Employee Expense Claims

- The ED's expense claims must be approved by the Board Chair or Treasurer.
- Expense reports for staff reporting directly to the ED must be approved by the ED.

Capital Expenditures

New capital projects or capital improvements, additions, etc.

Approval Levels	Board	ED
Over \$50,000	X	
\$49,999 or less		X

- Approval authorities are limited by the annual capital budget and subsequent quarterly forecasts. Capital projects not included in the budget / forecast must be approved by the Board.
- Annual budgets will detail proposed capital expenditures or improvements. The action plan will not constitute authority for capital expenditures or improvements.
- Each capital expenditure submitted to the Board for approval must be accompanied by a cost-benefit due diligence analysis.

New Debt (Borrowing)



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- Borrowing limits are set by the Board.
- All new debt must be approved by the Board.
- The Finance Committee monitors new debt.

Commencing or Settling Legal Action (Litigation)

Approval Levels	Board	ED
Over \$10,000	X	
\$9,999 or less		X

- A list of all legal actions taken, and their status, will be provided to the Board of Directors on a quarterly basis.
- Prior to engaging legal action, the Board of Directors will be notified by the ED in writing.

Write Offs (Settling Debts including Trade Payables)

Approval Levels	Board	ED
Over \$500	X	
\$499 or less		X

- Includes the write-off of all assets (receivables, investments, assets, etc.)
- A quarterly report for all write-offs will be prepared and provided to the Board.