

2. Organizing and Governance

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Assessing Our Organization

(Source: Flo Frank's Toolbox)

Key questions for discussion:

1. What is going on in the environment in which we work? (Internal/External)
2. What is the mission or purpose of our organization? (What needs do we fill?)
3. What are the strengths? (What is working well?)
4. What are the weaknesses? (What needs improvement?)
5. How do others (outside the organization) view us?
6. What are our values? How do we demonstrate them?
7. What more should we do to ensure the health of the organization and our staff?
8. How do I know that I personally fit/belong in the organization?
9. Do we thrive as professionals? What is done to ensure this happens?
10. What are the big goals for the next few years?
11. Are we ready to do what we need to do?
12. What is required to be more effective?
13. What needs to be done to build our organization's capacity?
14. What can I do to help?

Other ideas and comments:

Responsibilities, Roles and Skills of a Board

(Source: Flo Frank's Toolbox)

The board is the entity responsible for the organization's highest level of decision making and legal authority. It has by law, the ultimate accountability for, and authority over, the organization's resources and activities. The board must articulate and communicate the organization's vision to the membership and community. The board defines, through policy, the parameters of the organization.

The Role of the Board

These are the key roles of any board of directors:

- Create the vision and long-term plan (Strategic Planning)
- Legal accountability (hold an AGM and keep records)
- Fiduciary responsibility (overall finances)
- Establish (and inspire adherence to) values and principles
- Develop and adhere to senior level policies
- Govern and be accountable for the organization (outcomes and finances)
- Hire, manage and support the organization's most senior staff person
- Monitor and evaluate the board's and the organization's performance

Boards of Directors – Skills and Knowledge

There is no job description for a board of directors the way there is for a staff member of an organization. Often the only requirement to be on many boards is that the person is willing to volunteer and is able to attend meetings. In order to help build capacity within boards, the following is a brief overview of the skills and knowledge normally required of board members.

- **Governance** – a solid understanding of the legal responsibilities of the board and the establishment of policies to ensure prudent management.
- **Fiduciary Responsibility and Financial Management** – the skills, processes and abilities to oversee and manage the financial interests of the organization, normally by assigning operational budget responsibility to senior staff.
- **Hiring and Supervision of the Recreation Director** – the board is responsible to hire and manage the most senior person in the organization (the recreation director, executive or senior manager) and requires skills and knowledge related to human resource management.
- **Strategic Planning** – skills related to long-term and big picture planning to set direction for the organization.
- **Board Meeting Skills** – skills to plan and hold effective meetings and to ensure that strategic goals are being met and that the organization is heading in the right direction.
- **Diversity** – the ability to work with diverse opinions and view points and to collectively have a diverse group of board members to be representative of the community they serve.
- **Communication** – skills related to information sharing, reporting, senior level public and political relations, and the ability to agree to and manage a communication strategy. Listening is a key component of communication.

The Basics Of Policy Governance

(Source: Flo Frank's Toolbox)

Policy Governance enables a board to truly lead by defining and making the distinction between “board work” and “staff work”. The board focuses its energy on the big picture, strategic or long-range planning and policy. While still being in control, it leaves the day to day operations to the executive director. The board is not responsible for managing – it is responsible for governing.

A Policy Governing Board hires a senior staff person to implement policy. That person and the staff manage the organization. (* In contrast, an Administrative Governing Board assigns the implementation of the board's policy to itself, to its executive committee and/or to a standing committee. An Administrative Governing Board may have paid staff; however, these staff members are responsible only for administration and/or program duties and do not manage the organization.)

“The Ends” – not services or programs but the outcomes or results of these activities.

“The Means” – how the work gets done – healthy balance of board control and executive director's authority.

Monitoring – In order to rely on governance by policy, the board must be assured that its policies are followed. When the emphasis is on the results (ENDS) rather than the operations or process (MEANS), it is easier to select reasonable measures of performance. The executive director's performance is continually measured through monitoring against board policies.

Committees – Once the board's work and the executive director's work is clearly defined, the board must decide if it needs to break up into smaller groups or committees to get its job done. Committees only exist to assist the board with preparing policy for board decision making.

Board – Executive Director Relationship – The board governs through policies which define its relationship with the executive director. Board policy provides that the executive director is the board's single, official link to the operating organization and is accountable for all organizational performance.

Board Report Card

(Source: Flo Frank's Toolbox)

Use the following check list to assess your board's performance. Discuss each area using the questions as a starting point. Make up additional or different questions to get to what each area is about for your board.

After answering each of the questions give the area an overall rating. Rate yourselves between 1 – 5 using the following scale:

1 = poor, immediate attention required 2 = not satisfactory, needs improvement 3 = average – may require attention 4 = Satisfactory 5 = Excellent.

Most boards set a minimum standard of 4 or higher for each area. They then provide explanations of why the area is low or high and what will be done to maintain or improve it. Use this report card as an annual or semi-annual management tool to improve board relations and performance.

How the Board Functions

Consider the following questions:

- Does the board have full membership and the diversity it requires to be representative?
- Is there consistency with board members (not too much turnover)?
- Are there regular meetings with agendas, minutes and healthy participation?
- Do people show up on time and prepared for meetings?
- What does the board do extremely well related to how it functions?
- What does it do poorly?

Rating between 1 – 5 _____

Comments:

Structure and Participation

Consider the following questions:

- Does the board have a current strategic plan (3 – 5 years)?
- Is there an annual plan with clear priorities?
- Are policies and procedures in place?
- Are board members familiar with them?
- Does the board have sub-committees?
- Do board members share the workload?
- How well does the board participate in organizational events?
- How does the board show its commitment to projects or activities of the organization?
- What does the board do extremely well related to structure and participation?
- What does it do poorly?

Rating between 1 – 5 _____

Comments:

Building Capacity

Consider the following questions:

- Is the board as competent as it needs to be?
- How do you know?
- What skills or knowledge are required?
- Who or what does the board rely on for advice and guidance?
- What training or skill building has the board taken this year?
- What does the board do extremely well related to capacity?
- What does it do poorly?

Rating between 1 – 5 _____

Comments:

Management and Setting Direction

Consider the following questions:

- How well does the board manage its strategic plan?
- How does the board relate to the staff regarding annual plans?
- How is policy direction between board members – and to staff?
- How well does the board attract and manage finances?
- Does the board feel that it or its organization are well positioned for the future?
- How well does the board relate to staff – ED – others?
- Does the board have a clear understanding of board roles and staff roles?
- Does it adhere to those roles?
- What does the board do extremely well relate to how managing and setting direction?
- What does it do poorly?

Rating between 1 – 5 _____

Comments:

Relationships and Evaluation

Consider the following questions:

- How does the board evaluate itself and its progress? Who else evaluates it?
- How does it recognize and discuss (or address) its limitations?
- How are successes acknowledged?
- How does the board build and maintain good relationships with others?
- How is the board's relationship with the ED and the staff?
- Does the board have a clear set of values/principles?
- How does it demonstrate them – and measure board satisfaction with them?
- What does the board do extremely well regarding relationships and evaluations?
- What does it do poorly?

Rating between 1 – 5 _____

Comments:

Recreation Committee Code of Ethics

(Source: Northwest Territories Municipal and Community Affairs Sport and Recreation Division. Recreation Committee Member's Handbook)

As a member of this committee I will:

- Represent the interests of all people in the community
- Refrain from using the recreation committee for my own and others' personal advantage
- Keep confidential information confidential
- Approach all committee issues with an open mind to make the best decision for the whole community
- Only use authority as a committee member as delegated by the committee
- Refrain from speaking for the whole committee unless requested to do so by the committee

As a committee we will:

- Be trustworthy and respectfully – and make whatever we say is true.
- Not spread rumors or gossip and check facts and figures before sharing them.
- Work toward successful activities, positive recommendations and not being critical of others.
- Walk our talk and be good role models for others.
- Be polite and communicate openly and in a good way.
- Be available, easy to contact and will listen to everyone.
- Encourage others to speak and share their ideas and to take part in our activities.
- Practice what we preach by using the same principles in our private life as we do at work.

*Ultimately we are accountable to our community, our families and to ourselves.

Committee Member Roles

(Source: Northwest Territories Municipal and Community Affairs Sport and Recreation Division. Recreation Committee Member's Handbook)

In addition to the generic roles identified for committees, a recreation committee often also includes:

Band or Community Council's Representative to the Recreation Committee

Most recreation committees are required to have a councillor member. This person:

- Advises the committee about council decisions
- Takes requests and recommendations from committee to council
- Participates as a regular committee member

Recreation Director

Though not an official member of the recreation committee, the Recreation Director provides valuable information and carries out a great deal of work, including:

- Helping prepare meeting agenda, booking meeting facility and providing all supplies and materials needed for the meeting
- Reporting the progress of various programs and projects upon request
- Flagging administrative concerns
- Providing information and advice.

Terms of Reference for a Committee

(Source: Flo Frank's Toolbox)

Name of Committee:

Chair:

Members:

Contact Info:

Purpose: What does it do?

Rationale: Why do you need the committee?

Scope: Authority
 What's in/out/reporting to?

Priorities Goals	Actions Activity to reach goals	Outcomes Results	Timeline When \$ Resources People Equipment	Comments Things to keep in mind

Evaluation: How will we know what we did?
 Was it effective?
 Changes/Celebrations

Tips For Holding Good Meetings

(Source: Flo Frank's Toolbox)

A. Organizing a good meeting

- Set the date for the meeting well in advance.
- Invite people in a personal way if possible (talk to them).
- Be clear about the purpose of the meeting. If possible send out an agenda and background documents in advance of the meeting.
- Have comfortable space to meet and provide refreshments.
- Start the meeting on time – review the purpose and the agenda.
- Have a chairperson or an individual assigned to lead/host the meeting.
- If there are decisions to be made, be sure everyone understands the decision-making process before the discussion starts.
- Assign someone to keep notes. A summary of key points is usually all that is needed – not a record of everything that is said.
- Keep the discussion on track. Summarize discussion and decisions.
- End the meeting on time.
- Identify next steps (for example, action needed, further meetings).
- Thank everyone for participating. Identify the next meeting time and date if there is one.

Toolbox - 2. Organizing and Governance

B. Strategies for improving your meetings

Ineffective Meetings	Effective Meetings
<ul style="list-style-type: none"> • Don't know what the meeting is about • Not having an agenda or not following 	<ul style="list-style-type: none"> • Circulate agenda and other materials are circulated in advance. • Chair is prepared and reviews purpose at the beginning of the meeting. • Chair follows agenda. Good leadership is needed for good meetings • Suggest the following agenda design: call to order, opening prayer, approval of minutes, new business/ items, finance, updates and reporting back on priorities, other business, new actions.
<ul style="list-style-type: none"> • Dirty, dusty, stinky, loud area to hold a meeting • People are not comfortable 	<ul style="list-style-type: none"> • Make the meeting place a welcoming and comfortable environment • Take breaks during the meeting • Ensure refreshments are in place (i.e. coffee, tea, water)
<ul style="list-style-type: none"> • Meeting does not start on time and is disorganized 	<ul style="list-style-type: none"> • Hosts of the meeting to arrive early to make sure logistics are taken care of. • If key people cancel or cannot attend, rearrange the meeting. Do not take on more than you can manage or be successful at. • Ensure technical equipment is working (i.e., PowerPoint presentations) • Be prepared. If you are making a presentation. Try and think of the questions you will be asked.
<ul style="list-style-type: none"> • No translation is in place or poor translation 	<ul style="list-style-type: none"> • Translation and recognition of culture is important. Be respectful of the interpreter. • If you are a translator. Make eye contact with participants. You want translation to be part of the conversation.
<ul style="list-style-type: none"> • Disrespectful behaviors 	<ul style="list-style-type: none"> • Active participation by everyone. • Respectful behavior in meeting.

Toolbox - 2. Organizing and Governance

Ineffective Meetings	Effective Meetings
<ul style="list-style-type: none"> Presenting too much information without interacting with participants 	<ul style="list-style-type: none"> Well organized – paperwork sent out in advance to make informed decision. Give all people an opportunity to talk after presentation of issue/concern/agenda item. Meaning is important. Depending on the type of meeting, engage people in activities to keep people engaged. Have some fun. Door prizes are a good idea.
<ul style="list-style-type: none"> Unable to make a decision No solutions, talking in circles 	<ul style="list-style-type: none"> Ensure purpose of meeting is clear. Make sure people understand the decisions made and what that means for each person. Ensure all facts are available to make an informed decision. If you cannot reach consensus. Take vote/ make a decision. Need to acknowledge new/other issues while sticking to the plan, too: time needs to be set aside for the unexpected. Health Committees pass formal motions and meetings. Use Roberts Rules of Order. Motion agreed to has to be clear written in both languages and sometimes needs translation.
<ul style="list-style-type: none"> Lack of communication 	<ul style="list-style-type: none"> Inform people that they are in a safe environment to express their thoughts. No side conversations. Turn cell phones off.
<ul style="list-style-type: none"> Follow-up 	<ul style="list-style-type: none"> Summary of meeting with an action/to do list at end of meeting. Need to establish decisions and action items at the end of the meeting. Congratulate and acknowledge everyone's efforts at the end of the meeting. Circulate a meeting minutes as quickly as possible.

How to Organize a Public Meeting

(Source: Flo Frank's Toolbox)

- Identify an issue that needs attention, awareness and community discussion.
- Ask a few individuals/organizations who care about the issue to help plan and host the community meeting. Approach businesses, organizations and agencies for support.
- Invite people to attend (well in advance of the meeting) and use as many methods of invitation as you can – personal networks, posters, radio, and word of mouth. Create a good working relationship in the community with Youth Committee, Hamlet Council, DEA.
- Be clear about the purpose of the meeting. For example – to discuss the health and wellbeing of the community.
- Keep it simple and take things one-step at a time. It is OK to have a meeting to see who is interested or to share ideas and opinions. The next meeting can be to plan.
- Set a time for the meeting that will work for the community. Is a day or evening best? Is a Saturday or weekday best? Plan it around the most key people being there.
- Be clear about the type of meeting it will be. For example, is it to give information, or to get information, or just to provide an opportunity for conversation.
- Use effective meeting skills – make sure the space is set up to be comfortable, and that everyone has a chance to speak.
- Start with a prayer if that is normal practice and have someone lead the discussions. We need to encourage Inuit to continue to practice their culture.
- Keep it simple and take things one-step at a time. It is okay to have a meeting?
- Think about how to encourage discussion. Is it better in small groups or as a large group, presentations or a training format?
- If action is to be taken, use simple steps – don't overwhelm people.
- Be respectful – listen to all opinions and perspectives.
- Encourage involvement and participation from everyone.
- Build on success – it may take a few meetings to get the word out and generate interest.

Sample Bylaw To Establish A Recreation Board

(Source: Northern Municipal Services)

BYLAW NO.

The Council of the _____ of _____ in the Province of Saskatchewan under the provision of Subsection 107(b) of The Northern Municipalities Act, enacts as follows:

ESTABLISHMENT

1. A Recreation Board is hereby established to be known as the _____ Recreation Board which shall promote, implement and manage a recreation program and manage municipal recreation facilities in _____ and shall encourage and develop recreation activities in _____, Saskatchewan.

CONSTITUTION

2. The Recreation Board shall be governed by a Constitution in the form as annexed to and forming a part of this bylaw and adopted and approved by the said Board and the Council of _____.

REPEAL

3. All previous Recreation Board Bylaws are hereby repealed provided, however, that the repeal shall not affect any right or rights accrued or accruing thereunder at the time of the coming into force of this Bylaw.

COMING INTO FORCE

4. This Bylaw shall come into force and effect on approval by the Minister of Municipal Affairs.

Read a first time this _____ day of _____, 20 ____.

Read a second time this _____ day of _____, 20 ____.

Read a third time this _____ day of _____, 20 ____.

Mayor

SEAL)

Clerk/Administrator

Date Approved

Deputy Minister or designate for and
on behalf of the Minister of Municipal Affairs

Sample Bylaw To Establish A Recreation Board

Source: Northern Municipal Services)

RECREATION BOARD OF _____

CONSTITUTION

The Recreation Board of the _____ of _____ adopts the following regulations and laws as the Constitution of the Board:

OBJECTIVES

1. The Recreation Board of _____ shall have the following objectives:
 - (a) to promote, implement and manage a recreation program;
 - (b) to manage municipal recreation facilities in _____;
 - (c) to encourage and develop recreation activities in _____.

COMPOSITION

2. (1) The Board shall consist of seven (7) members and so far as is practical shall be composed of one member from the elected council and a cross section of community leaders.
 - (2) The Mayor and _____ shall be ex officio members of the Board.
 - (3) Members of the Recreation Board shall be appointed by resolution of council.

APPOINTMENTS

3. The members of the Recreation Board shall be appointed as follows:
 - a) All member appointments shall be reviewed at the time of passage of this Constitution.
 - b) Council representation to be appointed in conformity with the policy of council.
 - c) Four members shall hold office until December 31, 20__ and the remaining three members shall hold office until December 31, 20__. Thereafter, each member shall be appointed for two years.
 - d) At the first council meeting of the year, the council shall by resolution and upon the recommendation of the Recreation Board, fill vacancies occurring on the Board through retirement of members or the expiry of their terms of office.

- e) A retiring or former member of the Board may be re-appointed by council provided that every member of the Board must retire for at least one year after they have served two consecutive terms except in the case of councillors who may be appointed repeatedly.
- f) Each member of the Board shall hold office at the pleasure of council and the council may request the resignation of any member of the Board at any time, prior to the expiry date of his term of office with due cause
- g) Any member of the Board who shall be absent from three consecutive meetings of the Board shall, unless such absence was duly authorized and entered in the minutes, forfeit his office and another member shall be appointed in his place for the remainder of his term.
- h) Any member of the Board may resign there from at any time, upon submitting notice to the Secretary of the Board to that effect. The council shall, upon recommendation of the Board when a vacancy occurs, appoint by resolution, a person to fill such vacancy and such person shall hold office for the remainder of the term concerned.

MEETINGS

- 4. (1) The Board shall meet regularly, at least once each month, the time and place of such regular meeting to be determined by the Board at its first meeting of each year which shall be held on or before the 20th day of January.
- (2) The officers of the Board shall be a Chairman, Vice Chairman and Secretary, who shall be elected from the membership of the Board at its first meeting of each year.
- (3) Special meetings of the Board shall be called on 24 hours notice to the members thereof by the Chairman or at the request of any three members of the Board.
- (4) A quorum of the Board shall be four (4) members in good standing. Each member, including the Chairman, shall have one vote on any question.
- (5) The Chairman shall preside at all meetings of the Board, and in his absence, the Vice Chairman shall assume his duties.
- (6) The Board may appoint sub committees to deal with any special phase of the matters coming within the scope and jurisdiction of the Board as herein set forth.

RESPONSIBILITIES

5. (1) The Recreation Board shall be concerned with and shall be responsible for all aspects of managing, supervising and controlling the equipping, staffing, maintaining and programming of public playgrounds, athletic fields, recreation centres, arenas and other recreational facilities owned and/or controlled by the council or other properties with the written consent of the owners or authorities thereof. The following facilities shall be under the jurisdiction of the Recreation Board:
 - 1.
 - 2.
 - etc.
- (2) The Board shall promote and/or develop at its discretion and to the limit of the finances made available to it, a broad range of recreational activities and shall provide the necessary facilities therefore that will enable the residents of _____ regardless of age, to use their leisure time in a wholesome and satisfying manner. To accomplish this objective, it shall develop a well-balanced and coordinated recreation program and shall continually review the said program to ensure that it is meeting the objective.
- (3) The Board shall be concerned with and shall be responsible for developing and maintaining long range plans for the development of both recreational facilities and programs for _____.
- (4) In the interest of a well balanced, co-oriented recreational program, the Board shall coordinate with and encourage all organizations, cultural, private, civic, social and religious within its jurisdiction which are supporting, encouraging and working for recreation in its entire application.
- (5) The Board will have the power to make such rules, regulations and policies as it may deem necessary from time to time, provided such rules, regulations and policies are not inconsistent with the powers herein conferred. Copies of all such rules and regulations shall be filed with Council.
- (6) The Board shall hear and consider representation by individuals, organizations or delegations on matters with respect to recreation and act on such recommendations arising thereafter as the Board deems to be in the general interest of all citizens.

RECREATION COMMITTEE OF COUNCIL

- 6) In addition to the above duties, the Recreation Board shall serve as the Recreation Committee of council. The council shall refer all matters pertaining to recreation to the Board. If the matter is within the jurisdiction of the Board, it shall be dealt with in accordance with the powers granted to the Board in this Constitution. If the matter is outside the jurisdiction of the Board, then the Board shall make recommendations to council on the matter.

BOARD LIMITATIONS

7. The Recreation Board's powers shall be limited to the following areas even though these may fall within their jurisdiction:
 - (a) The Board shall make recommendations to council with regard to entering into formal agreements, but they may not enter into formal agreements on their own accord.
 - (b) The Board must seek approval from council before entering into long-range informal agreements.
 - (c) The Board will submit for approval of council any informal agreements or working arrangements which substantially change portions of the formal agreement.
 - (d) The Board may not dispose of any lands or buildings without first receiving written approval from council.
 - (e) The Board may not proceed with the construction or development of a facility without first having the development plan and/or design approved by council.

COUNCIL VETO

8. Council may overrule a Board decision or pass resolutions affecting the Board's area of jurisdiction and these shall be binding on the Board, provided that if such decisions of council involve increased expenditures of funds not provided for in the Board's budget that the council must provide for these additional funds. The foregoing should not be meant to diminish the authority of the Board and is meant to indicate the ultimate authority of council; however, the normal procedures should be to make recommendations to the Board and/or enter into discussions with the Board prior to resorting to the use of the authority herein specified.

RECREATION DIRECTOR

9. (1) The Board shall have the responsibility of developing policies with regards to the duties and responsibilities of the Recreation Director and other recreational staff.
 - (2) The Recreation Board shall make recommendations on the appointment and/or dismissal by council of the Recreation Director.

FINANCES

10. All finances shall be under the control and custody of the council. The council shall receive:

- (a) All funds raised by the Board from local activities.
- (b) All funds donated directly to the Board.
- (c) All grants and contributions received from the provincial or federal governments.

The council shall pay:

- (a) All expenses incurred for local recreation or cultural activities organized by the Board.
- (b) All expenses incurred to purchase items to be used by the Board for local fundraising conducted by the Board.
- (c) All expenses provided for in the annual budget of the Board.
- (d) All wages and employee costs of the Recreation Director and other employees employed in recreation and recreation facilities in _____.
- (e) Maintenance, repair and operating costs of the facilities owned and/or operated by the _____.

REPORTING

11. The Board shall supply the council with the following:

- (a) On or before the 28th day of February in each year the Board will submit a budget outlining estimated revenues and expenditures for the year with respect to all matters over which the Board has jurisdiction according to the terms of this Constitution. Once this budget is approved by council, the total amount of the budget shall not be exceeded by the Board without first seeking the approval of council, but the Board may make any change within their budget without council approval.
- (b) Within two weeks of each Board meeting, a certified copy of the minutes shall be filed in the council office.

FISCAL YEAR

12. The fiscal year of the Board shall be from January 1 to December 31.

JOINT MEETING

13. The Council of _____ and the _____ Recreation Board shall hold a joint meeting at least once each year for the purpose of giving the Board an opportunity of outlining to the council plans, programs, problems and objectives, and also for the purpose of giving the members of council the opportunity to ask questions in regard to action taken by the Board or questions on recommendations tabled by the Board.

Chairman of the Board

Secretary of the Board

Mayor

(SEAL)

Clerk/Administrator