

Neighbourhood Support Model **TOOL KIT**



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Unit One



Anchor Module

Helping to Build a Healthy, Vibrant and Active Community in Regina

Introduction

The City of Regina’s vision statement, to be “Canada’s most vibrant, inclusive, attractive, sustainable community, where people live in harmony and thrive in opportunity” provides a strategic focus for the future and an image of Regina that encompasses community life.

Neighbourhoods are key building blocks to bringing Regina’s vision to life. The goal of building strong neighbourhoods in Regina is to assure the health, safety and well-being of individuals and families while promoting liveable, vibrant and inclusive neighbourhoods where residents feel connected to their community.

A Word to Users of the Modules Within the Toolkit

The City of Regina recognizes that the following modules provide much information. We intend this manual to be a resource to community associations, zone boards, and a broad range of cultural, recreation and sport organizations. It is important to recognize that the content provides your organization with best practice models that your colleagues may choose to adopt. There certainly is no “one size fits all” assumption behind the development of this resource. It is also critical to recognize that the tools provided are effective and tested. *However, there is no obligation for your organization to adopt the methodology outlined in this document.* Please see this as a resource that your organization may choose to adopt in whole or in part.

The toolkit arose from extensive community consultation with community associations and zone boards. Conversations with a cross section of City administration in the Sport and Recreation and Cultural Development work units noted the need to make this resource available to a range of community groups.

The Value of Community

Supporting the overall well-being of individuals and families is vital to building strong communities. The communities we belong to can help us to be more effective citizens. They play an important part in our personal well-being. They are the source of many creative ideas and solutions, especially to the problems that arise due to lack of individual access to resources. They can care for or harm the environment we call home.

Communities do not just preserve old links and traditions. They change and grow. In our modern world, one person can belong to many different communities based on where they live, their interests or culture, or the people with whom they share common challenges.

The City of Regina's Official Community Plan, *Design Regina*, is a comprehensive policy framework that guides the physical, environmental, economic, social, and cultural development of the city. As such, it plays a key role in setting the long-term direction for Regina and is essential to managing future growth, development and change in the community.

Through the Design Regina process the City of Regina has identified a number of priorities for supporting the development of community.

These include:

- Developing complete neighbourhoods;
- Embracing built heritage and investing in arts, culture, sport, and recreation;
- Supporting the availability of diverse housing options;
- Creating better, more active ways of getting around;
- Promoting conservation, stewardship, and environmental sustainability;
- Achieving long-term financial viability;
- Fostering economic prosperity; and
- Optimizing regional cooperation.

Basic Principles of Community Engagement

Building a strong community with vital organizations requires an environment where people feel valued and safe, cultural diversity is respected, people participate in social activities, and they can live with dignity.

Some basic principles of building a stronger community include the following:

- The desire to strengthen a neighbourhood or community is strongest in the people who live, work and play there.

- Organizations of neighbourhood residents are best able to implement community-driven solutions and flexible programming to meet the needs of the residents.
- Community-based organizations play a vital role in enhancing the quality of life and sense of belonging and identity for residents in neighbourhoods.
- Establishing, building, and sustaining community relationships, both individually and organizationally, is essential to creating quality engagement.
- Volunteers are vital to the delivery of neighbourhood-based programs and activities that advance social change.
- Strengthening community-based organizations and their volunteers builds capacity within the community to address a broad range of issues, with a direct impact on quality of life.

Volunteering Is at the Heart of Building Community

Volunteers have a real impact on their communities. They lead local boards. They plan events. Volunteers run summer barbecues and oversee neighbourhood safety programs. They work with the government to address key issues in the community. Their local initiatives bring people together to create a common vision for the future. Volunteer organizations deliver a vast array of programs and services that build a vibrant city.

Community-based organizations work at a local level to improve life for residents. They help to build equality across society in many areas – health care, environment, quality of education, sports and recreation, culture, strengthening neighbourhoods, access to spaces, and services for families, to name but a few.

Community-based organizations are typically staffed by local volunteers – community members who experience and understand first-hand the needs within their neighbourhoods, broader communities, or the organizations to which they belong. Occupational skill sets and experience are greatly diverse in community organizations.

The Value of Volunteer Organizations to the Community

Community-based organizations and non-profits are the backbone of civil society and bring incalculable value to the individuals who live there and participate in its programs and services.

This value includes:

- Stronger bonds between neighbours, where friendly relations build trust and a mutual support network and prevent social isolation.
- Stronger bonds between communities, where relationships between diverse groups are strengthened and the risk of social breakdown is minimized.

- Active neighbourhoods, communities and organizations, where local people come together to participate and contribute to a vibrant community life.
- Self-help, where people take more responsibility for themselves and for each other and for finding their own solutions to local concerns.
- Robust democracy, where local people practice democratic engagement through local organizations and wider political engagement is fostered and nurtured.
- Community identity, where local people have a sense of belonging and pride in their neighbourhood.

Building the Capacity of Community Organizations

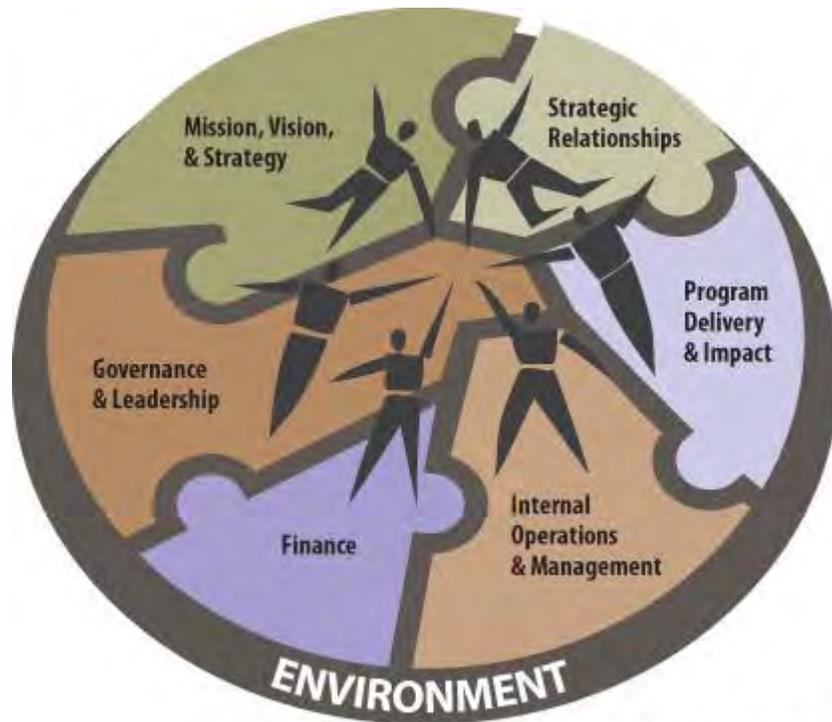
Capacity includes capabilities, knowledge, and resources that a non-profit needs in order to fulfill its mission through a blend of sound management, strong governance, and a persistent rededication to achieving results.

Capacity-building refers to activities that strengthen a non-profit organization and help it better fulfill its mission. These activities include, among others, strategic planning, technology upgrades, operational improvements, and board development.

Organizational capacity is multifaceted and continually changing. Connolly and Lukas's model –shown in the figure below – depicts six interdependent factors that contribute to the health and performance of a non-profit organization.

Components of Organizational Capacity

Organizational capacity consists of six interdependent components, all of which interact with the external environment.



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Each of the components serves a critical role in an organization's overall effectiveness.

Mission, vision, and strategy: These are the driving forces that give the organization its purpose and direction.

The effective organization has a clear mission, identity, and values. It is actively involved in regular, results-oriented, strategic, and self-reflective thinking and planning that aligns its strategies with its mission, values, and organizational capacity. It involves stakeholders in a way that ensures its mission and programs are valuable to the constituency it serves.

Governance and leadership: This is the lubricant that keeps all the parts aligned and moving.

In an effective organization, board members are engaged and representative, with defined governance practices. The board effectively oversees the organization's policies, programs, and operations, including review of achievement of strategic goals, financial status, and executive director performance. The organization is accomplished at recruiting, developing, and retaining capable staff and technical resources. The organization's leadership is alert to changing community needs and realities.

Program and service delivery and impact: These are the non-profit's primary reasons for existence, just as profit is a primary aim for most businesses.

An effective community organization operates programs and conducts activities that demonstrate tangible outcomes and an impact appropriate to the resources invested. Programs are of high quality and well regarded by the people who are served. The organization uses program evaluation results to inform its strategic goals. The organization understands community needs and has formal mechanisms for assessing internal and external factors that affect the achievement of goals.

Strategic relationships, finance, and internal operations and management are all necessary mechanisms to achieve the organization's ends.

Strategic relationships: The effective organization is a respected and active participant and leader in the community, and maintains strong connections with its constituents. It participates in strategic alliances and partnerships that significantly advance the organization's goals and expand its influence. It communicates well with external audiences.

Finance: The effective organization successfully secures support from a variety of sources to ensure its revenues are diversified, stable, and sufficient for the mission and goals. The finance plan is aligned with the mission, long-term goals, and strategic direction. The organization has high visibility with key stakeholders and links clear, strategic messages to its finance efforts.

Internal operations and management: The organization has efficient and effective operations and strong management support systems. Financial operations are responsibly managed and reflect sound accounting principles. The organization uses information effectively for organizational and project management purposes. Internal communications are effective, and the organization's culture promotes high-quality work and respectful work relationships. Asset, risk, and technology management is strong and appropriate to the organization's purpose.

Core Elements for Effective Community Organizations

There are a number of core elements that successful, sustainable community organizations require in order to build capacity, effectively govern and manage their operations, and meet the needs of the community.

These include the following core elements:

- A strategic plan for the association and a process for ongoing future/organizational planning;
- Processes to identify and address community needs and interests;
- Access to sufficient funding to operate and deliver programs and services;
- A structure with sub-groups, project committees, or task groups that provide opportunities for community residents to volunteer and contribute;
- Ability to recruit, manage, retain, and reward sufficient volunteers;
- Effective financial practices, and processes in place to manage funds and report appropriately to the board and the membership;
- Access to facilities, including schools and City-owned facilities, for delivery of programs and the operation of the organization;
- Processes to evaluate the effectiveness of programs and services delivered;

Strengthening the Community Through Building Capacity of Community Organizations

Communities evolve over time. Sometimes economic and social pressures threaten to break the links between people. But people also come together in new ways, undertake new activities, and create new, more diverse communities, releasing energy and resources.

In the end, it is what communities can do for themselves that matters, but there usually needs to be something in the background – some person or organization to help get things started, or to which people can turn for advice or support, or to build up the right skills.

Community groups can be either formal or informal in structure; and people often get involved in community action to try to change their own circumstances, as well as volunteering to help others. Working to build capacity in community organizations aids in their sustainability and contributes to an environment where people can thrive and build upon their own skills and abilities.

Volunteers are vital to the delivery of neighbourhood-based programs and activities that advance social change. Strengthening community-based organizations and their

volunteers builds capacity within the community to address a broad range of issues, with a direct impact on the quality of life for all residents. Healthy, active, and vibrant community-based organizations require an ongoing investment by the municipality to build and sustain strong leadership.



Strategic Planning for Your Non-profit Organization

What Is Strategic Planning?

A good place to start with planning for your organization is to have a definition of strategic planning that will help you understand not only what it is, but also why it may be important for you to consider.

Strategic planning is:

- A process of defining strategies for your organization with the greatest possible knowledge of the organization's environment and context;
- A written list of the strategies and actions needed to carry out the plan; and
- A method for evaluating and monitoring the results achieved through the plan.

Strategic planning is a disciplined approach to deciding what your organization is, what it does, and why it does what it does, all with a focus on the future. Strategic planning enables your organization to focus its energy, coordinate the efforts of volunteers and staff so that they are working toward the same goals, assess your organization's response to changing factors, and adjust accordingly. A completed plan can reflect both long-range and operational thinking and can be a roadmap to future success.

Your board must be clear about the motivation for embarking on strategic planning, and so it might be useful to look at some reasons why strategic planning is important. An organization conducts strategic planning to:

- Clarify its mission to all stakeholders;
- Assess, reassess, and adjust programs so they fit the directions and purposes of the organization with a focus on the current and future needs;
- Reaffirm that the organization is headed where it wants to go or should be going;
- Focus thinking outside the box to find creative solutions and approaches;
- Develop a framework within which to make difficult program and financial decisions;
- Address external uncertainties and changes impacting upon the organization;
- Generate financial support (particularly from funders who require a strategic plan);
- Build teamwork, communication, and expertise among board and staff;

- Measure organizational effectiveness by including evaluation into the process; and
- Create excitement for your future.

It is also helpful to understand the limits of strategic planning. Strategic planning is not a roadmap that is written in stone and is so rigid that it cannot be adjusted. You have to continually adapt to changes in your environment. The essence of your plan should be to establish organizational practices and approaches to decision-making that will be responsive to changes. Strategic planning is also not intended to solve major issues or crises in your organization.

The planning process is at least as important as the planning document itself. Planning should never be thought of as an annual (or infrequent) “event,” but rather as a process or a way of doing business in your organization. The planning process is never “done”; it is instead a continuous cycle that is part of the management process itself. Your board and staff should make every effort to keep your strategic plan a living, breathing document that guides decision-making at all levels.

What Is the Difference Between Strategic Planning and Annual or Operational Planning?

Strategic planning pays attention to the organization’s external environment and places an emphasis on your ability to take advantage of the opportunities presented as well as to address any challenges you might face. Although strategic planning also involves goal-setting, it is broader in scope and much more comprehensive than operational planning or your annual activity plan and budget.

Annual planning or business planning has an operational focus and is concerned primarily with concrete goal-setting and the scheduling of specific tasks to meet these goals. It does not usually concern itself with an analysis of the external environment or the fit between the organization and this environment.

It is very important that the annual plan be consistent with the strategies and outcomes presented in the strategic plan. The annual plan should include details about your ongoing operations and the delivery of programs and services for your organization. The annual budget is a key component of the annual plan as it provides the financial foundation that supports the goals of the plan.

When Should Your Organization Undertake Strategic Planning?

There are advantages to doing strategic planning when the organization is in a relatively strong position, as board and staff members may feel more confident about undertaking a serious in-depth examination of programs and services. However, if things are going well, people may feel no real need to change. On the other hand, if the organization is in a state of transition and introspection, there may be more openness to a process of renewal and to consideration of new directions for the organization. The facilitator for the planning session and key board leadership should determine the capacity of the

board to move forward with strategic planning. Each organization will need to choose the best approach and timing to execute the strategic plan.

Getting Started

Each organization needs to decide for itself when the time is right for a strategic plan. It is sometimes easier to describe when the time is not right than when it is. For example, when the roof has blown off the building, an organization should replace it, not start strategic planning. The organization should get its crisis resolved, preferably by acting strategically, and then begin planning. Something less than a "roof-blown-off" crisis, however, usually prompts organizations to begin strategic planning. Some organizations find the loss of a significant funding source or, conversely, the opportunity to obtain a new source of funds, an impetus to plan. Other organizations recognize that their clients are changing and, therefore, they ought to prepare for these changes.

(There is a sample strategic plan for your review at the end of this module – take a look and see how the plan came together)

After deciding to engage in strategic planning, the organization should take the following initial steps:

List some of the main issues that face your organization. This need not be a complete list, nor does it have to be fully organized. However, knowing some of the concerns you have will help those who will be asked to be involved in planning to prepare.

Decide when the plan should be adopted by the board. Developing and drafting a plan will take several weeks to months. The board should set a future board meeting to be the target date for adopting the plan and then develop a timetable for completion of the tasks.

Set aside some time for the planning process. Members of the board and staff who will be involved in planning should agree to take time for the planning process. This could involve a few hours a week for three to four weeks or it could involve a single day or weekend.

Decide if a facilitator would be helpful. Some organizations find that an individual who is not directly involved with the organization's regular work can help them with their planning process.

Key sources of funding for a facilitator are noted in the "Need More Help" section of this module.

Decide who should be involved and how they should be involved in planning. In addition to board and staff, you might want to include selected members or clients,

community stakeholders, former board members, or individuals from the community who have an interest in your work.

Find a place for the planning meetings to occur. It is often helpful to meet someplace other than your regular meeting location because a different setting can help members of the group step out of their usual patterns. The planning location should be comfortable, include tables or other surfaces for participants to write, and provide ample room to move around.

What Does a Good Non-profit Strategic Plan Look Like?

A strategic plan outlines where your organization wants to be – typically over a fixed period of time – and defines how you are going to get there. The word “how” is important as that is where the strategy comes in. It is easy to make a list of all the things you want or need to achieve, but you must also understand how you are going to achieve them and what the most important priorities are. Otherwise, you leave the direction of your organization to chance, in which case most organizations will simply continue to operate the way they always have.

The foundation of your strategic plan is your organization’s vision and mission statement. As with everything you do, your strategic plan should always tie back to these. It is likely that you have already developed these, but if not, it is definitely the place to start.

A good strategic plan will spell out the goals everyone in the organization is seeking to achieve. From there, it will clearly identify the action steps necessary to achieve each goal. This includes the staff resources, time, and financial support involved (along with where these will come from).

At the end of the day, your plan could be one, five or 100 pages long. While there are many different ways to format a strategic plan, they will usually have the following components or sections.

Background

This section could be up to a page or more and should outline all the key facts of your organization and the work that you do. Here are some questions to cover in this section:

How long has the organization been in business? What is the legal status of the organization?

What is the staff and volunteer profile and structure of the organization (including board and committee structure, role of volunteers or unpaid staff)?

What need does the organization serve? Why is this important to the world right now?

Is the need for the organization growing or shrinking? (Do a bit of research!)

What kind of geographic boundaries does the organization have? What is your reach and what is the potential for your business in terms of numbers?

1. What is the profile of your most likely service users? Is it men, women, or children? What are their ages? What do you know about this group of people? How does the organization address their needs?
2. What successes did the organization have over the last year(s)?
3. What challenges do you anticipate over next years that will need to be addressed?

Values

Everything that happens in an organization is driven by your organization's values. These are the principles and beliefs that explain why the organization exists. Values define the goals and boundaries of behaviour for board members, staff, and volunteers in their interactions with each other, with clients, and with the community.

Values are critical for any non-profit organization that is focused on making a positive difference. Your organization's values will guide decisions and tell the world how you will interact with those you serve.

Vision

The vision is a picture of the desired future state for your organization and for the beneficiaries of your services as a result of your work.

A good vision is inspiring, focuses on serving the community or your world, and is very ambitious. It is often the ideal result and may be bigger than just what your organization can deliver alone. It should be developed in consultation with your board and staff, and even with the input of members and key stakeholders. There is great power in having a vision that excites people, that gets them to work together to achieve a positive and possible future for your organization and which can serve as your "northern star," helping you choose the best way to navigate in the short and longer term.

Your Vision Checklist:

- Does your vision of the future excite you? Does it pass your "tingle test"?
- Does it tell the world about the good you want to do?
- Is it bigger than you? (In other words, is it more than your organization can do alone?)
- Is it simple?
- Is it clear?
- Is it about what your organization can give (not about what you'll get)?

Mission

The mission is a brief summary of the means that your organization will employ to achieve its vision. Your mission statement should capture how you serve people, and what your role in delivering the vision will be. This, again, is usually a sentence or two long.

Your Mission Checklist:

- Does it tell the world about the purpose of your organization? Does it tell who you serve?
- Is it clear and simple?
- Will it help keep you focused on the right things? Does it tell what you do?
- Does it link to your vision and tell people your part in delivering it? Does it tell people how you do it?

People often confuse vision and mission. The two serve distinct functions. The vision captures how you want the world to change. The mission is about the organization's purpose. For example:

Vision – A world where every person is living and working to their full potential. (The result of your good works and possibly those of other like-minded organizations.)

Mission – Helping people discover their career potential and supporting them in making changes to bring this potential into the world. (Your role in delivering the vision. What you will do to help bring about this change in the world.)

Goals

Goals are statements of the outcomes that your organization intends to achieve at some time in the future. They can be long-range or timed to be completed by the end of the time frame chosen for the strategic plan.

Strategic Priorities

Strategic priorities (sometimes referred to as areas of emphasis or key success factors) are activities or groups of activities leading to the attainment of goals. Strategies may sometimes need to be revised during the period covered by the plan because of changing conditions.

You will want to identify five to seven strategic priorities that you can focus on to help take you a few steps closer to the vision. It is important that you focus on what the priority strategies are that will help move you towards your vision. Where do you want to concentrate your efforts and resources as you move forward?

Your Priorities Checklist:

- Did you limit it to five to seven true priorities?
- Will they help you achieve your vision and fit in with your mission?

- Are you clear how your values will support you in delivering these things?
- Does it feel exciting to see what you could accomplish?

Success Indicators

Success indicators are targets, measures, outcomes, or achievements that indicate that a goal has been achieved or that progress has occurred.

Objectives

Objectives are more specific statements of outcomes than goal statements. Objectives should be observable, measurable, and achievable within the time period covered by the strategic plan.

Activities/Tactics

Activities typically are the programs, projects, actions, or services that will allow you to meet your objectives. These items are not always included in a strategic plan but become part of the annual work or activity plan.

Other Considerations in Your Planning Process

Risk Assessment

It is a good idea to spend a bit of time thinking about what might not go according to plan over the year so that you can take corrective action and limit potential damage. This is called risk management.

Likewise, it is a good time to think about any opportunities that you have not thought about yet so you do not miss any good ideas along the way.

Use the tool below to think about all the things that could go wrong, and to plan how you will deal with these things. (This is called a SWOT analysis.) Think too about what could go really, really right in terms of new opportunities for your organization. How will you react to these things? This is a very good tool to use with your board and staff as part of your planning processes.

Environmental Assessment: SWOT Analysis

Part of your planning process might involve an environmental assessment. One of the most common and simplest tools is a SWOT Analysis. SWOT stands for strengths, weaknesses, opportunities, and threats. In developing your future plans and strategies, your organization will want to build on your strengths and take advantage of the opportunities that present themselves. You will want to minimize your organizational

weaknesses and be aware of any threats in the world in which you live and operate – even if there is little you can do to control them.

Below is a template for a SWOT Analysis.

<p>Strengths (of your organization) <i>(List here anything you can think of that makes your organization amazing! What can you rely on to deliver your services?)</i></p> <ul style="list-style-type: none"> • What do you do well? (What do you boast about?) • What advantages do you have? <p><i>Do not be too modest, but be realistic. You want to build your future plans based on your strengths – doing more of what you are best at.</i></p>	<p>Weaknesses (of your organization) <i>(What is not quite the way it should be yet? What is missing?)</i></p> <ul style="list-style-type: none"> • What could be improved? • What do we not do as well? • What should we avoid (it is okay to avoid some things) • What should we be doing that we cannot? <p><i>Do other people (members, clients, funders) perceive weaknesses that you do not? Do your competitors do any better?</i></p> <p><i>Do not be afraid to confront unpleasant truths. And remember that you do not want to plan your future around your weaknesses.</i></p>
<p>Opportunities (in the world around you) <i>(List here any potential opportunities to really push your organization forward that you have not yet taken advantage of.)</i></p> <ul style="list-style-type: none"> • What are the positive things that you could be doing that you are not already? • What are the next steps to doing them? What do you need? • What are the trends in your community (changes in social patterns and needs, population profiles and changes in demographics or lifestyle changes) from which you could benefit? 	<p>Threats (in the world around you) <i>(List here anything that might get in your way of achieving your goals – such as funding you are not sure of yet, relationships that might break down, etc.)</i></p> <ul style="list-style-type: none"> • What obstacles do you face? • What is your competition doing? What is it planning? • What are your funders doing? What are their plans? • How is the demand for your services? • Do you have any finance or cash-flow problems? • Are your staff members settled, or could they leave a gap suddenly? Could you carry out what you are planning if that happened?

Risk Assessment

Use the table below to capture any risks that are identified during your SWOT analysis, and any others you are aware of that might come up over the next year. (You may want to expand on this as part of your organizational governance activities and review the risks at board meetings at least quarterly.)

Risks Identified	Controls in Place	Who is Responsible
<i>Example: Grant funding is reduced and resources are not available to cover the operating costs of the organization.</i>	<i>Good relationships with government officials. Expertise in grant-writing in house. Diversity of income sources developed.</i>	<i>Executive director Executive director Board</i>

Success Indicators (Measures)

All these actions and activities will be worthless if you do not know how to measure their impact. As part of your strategic plan, you will want to capture how you will manage programs and monitor your success. What will tell you that the things you are doing are working to bring your message to the world and helping you achieve your vision and mission?

You may want to have a number of these measures identified, or you can simply find one for each of your strategic priorities. You will want to focus on identifying outcomes and not simply measure activity or outputs. Focus your measures on the difference your programs, activities, or strategic priorities will make for your members, clients, or people you serve.

Measures of Success:	When This Will Be Measured: <i>(Try to have measures throughout the year)</i>

Management Plan

Capture how often you will review this plan and how decisions about priorities and changes will be made. It is essential that you do not do all this great work and then let it gather dust on a shelf somewhere. Your strategic plan will be “live” and will need to be reviewed and updated at least every quarter by your board and staff.

The Action Plan

Action planning is carefully laying out how the strategic priorities and strategies will be accomplished. Action planning often includes specifying objectives, or specific results, with each strategy. Therefore, successfully executing a strategy typically involves accomplishing a set of objectives along the way – in that sense, an objective is still a goal, but on a smaller scale.

Often, each objective is associated with a tactic, which is one of the methods needed to reach an objective. Therefore, implementing a strategy typically involves implementing a set of tactics along the way – what things you will do or put in place to achieve that strategy.

Action planning also includes specifying responsibilities and timelines with each objective, noting who needs to do what and by when. It should lay out methods to monitor and evaluate the plan. To do this, the organization must know who has done what and by when.

It is common to develop an annual plan (sometimes called the operational plan or management plan), which includes the strategic goals, strategies, objectives, responsibilities, and timelines that should be completed in the coming year. Often, organizations will develop plans for each major program, division, department, or unit and call these work plans.

Usually, budgets are included in the annual plan, and with work plans. Budgets specify the money needed for the resources needed to implement the annual plan. Budgets also depict how the money will be spent – for example, on human resources, equipment, materials, etc.

The following templates could be used to assist in the development of your annual plan or work plans.

Quarter 1 (Dates:)					
Action to Take	Related Objective		Start Date	End Date	Resources Cost, time, people

Quarter 2 (Dates:)					
Action to Take	Related Objective		Start Date	End Date	Resources Cost, time, people

Quarter 3 (Dates:)					
Action to Take	Related Objective		Start Date	End Date	Resources Cost, time, people

Quarter 4 (Dates:)				
Action to Take	Related Objective	Start Date	End Date	Resources Cost, time, people

Championing Your Cause

You now have an important message for the world (your organizational vision and mission) and a strategic plan, so it is essential that some thought be given to how this will be communicated to others. Instead of “marketing” your services, think of it as “championing the cause.”

This is the place to capture how best to communicate how you will help your members and the role you will play in the community. Use the template below to structure this thinking and develop a plan to take your message to the world!

Your board is your mouthpiece and will have a key role in championing the cause. Make sure that your board members are invested in delivering these activities, and that their strengths and skills are taken into account when you design the methods of communicating.

Marketing and Communication Plan

What groups do we need to serve most?	What do they need to hear from us?	What is the best way to find and communicate with them?	When will we communicate with them? How often?	How will we know if they have heard our message?
<i>Try to divide your audience into groups – service users, community leaders, funders, etc. There may be several groups, but they will need you to communicate slightly different messages to them.</i>	<i>What need do they have? What problem can you solve for them? In the case of community leaders, etc., what do they need to hear about us?</i>	<i>Where are they? Do they communicate online? In person? Are there networking groups, events, or training sessions that you can participate in and use as a communications vehicle?</i>	<i>Will you reach out to them daily? Hold networking events once a month? Hold a supporter’s luncheon? Send out a quarterly newsletter?</i>	<i>If this works, how will you know they have heard you? What will success look like?</i>

What groups do we need to serve most?	What do they need to hear from us?	What is the best way to find and communicate with them?	When will we communicate with them? How often?	How will we know if they have heard our message?

How Will You Know Your Plan Is Working?

Once you have completed your strategic plan, do not put it away in a drawer someplace! It should stay open and handy because it is your organization’s primary tool for day-to-day actions and decisions. It is meant to be used on a regular basis. To track your progress, you will need some system of measuring. If the process is cumbersome, it will be unreliable and time consuming. You must decide what is most important to measure, and how measurement will be done, how often, and by whom. Note that if your operating budget and work plans are aligned with the strategic plan, monitoring the plan becomes part of regular management and board meetings.

Tracking Implementation of Your Plan

The final step in strategic planning is monitoring the implementation. In this step, what you are seeking to find out is: **how are we doing and are we doing what we said we would do?**

To keep your strategic plan alive, you must monitor it. You want to avoid the dreaded SPOTS disease that affects strategic plans in many organizations – **Strategic Plan On Top Shelf**. The symptoms are a well-developed plan that sits somewhere and is never reviewed. In this case, there is no monitoring or evaluation of the plan’s implementation and a tendency to fall back on the “way we have always done things around here.”

Here are some guidelines to help you ensure that your plan stays alive and current and avoids SPOTS disease:

Regular updates: Review progress on a monthly or quarterly basis, depending on the level of activity and timeframe of the strategic plan

Challenge underlying assumptions: While monitoring the strategic plan's progress, continue to examine its underlying assumptions and the validity of its strategic objectives and priorities.

Create a champion for every strategy and action: The strategy champion has to be someone other than your chair or executive director. The strategy champion does not necessarily have to complete the actions, but he or she must see that they get done.

Stay committed: Every strategy-related action must have a due date.

Conduct short-term strategy reviews. You might want to schedule team "huddles" every 90 days to ensure your board reviews, reloads and re-energizes your strategic plan. Huddles can present an opportunity to take another look at the original plan, determine whether strategic objectives are being met, and agree on new action steps as necessary.

Expand skills: In the weeks and months following the strategic planning process, expand volunteers and staff skills through training, recruitment, or acquisition of new competencies required by the strategic plan.

Set strategic plan milestones: Go beyond monitoring. Build into the strategic plan milestones that must be achieved within a specific timeframe.

Reward success: Find creative ways to motivate people and reward them for focusing on the strategy and vision. Establish some positive consequences for achieving the organization's stated strategies or carrying out specific actions.

Process not event: Recognize that strategic planning is not an event that happens periodically or yearly, but rather is a process of continuously looking forward and building the organization's capacity to achieve your vision and mission, and of meeting the needs of your members, clients, and the community. The plan is your board's template and roadmap to an exciting future.

Source: The Do Good Plan Template for: Non Profits, Charities, and Volunteer Organizations: Rebecca Macfarlane – Wizard of Good (rebeccamacfarlane.com)

Need More Help?

Non-Profit Capacity Building Toolkit:

<http://www.authenticityconsulting.com/pubs/kit.htm>

Strategic Planning Toolkit: <http://www.ifrcmedia.org/assets/pages/toolkit/toolkit-en/resources/pdfs/Planning-toolkit-en.pdf>

Funding available to secure a facilitator to assist in developing a strategic plan:

Cultural Groups

Municipal Cultural Planning and Engagement Fund SaskCulture

Community Outreach Coordinator

(306) 780-9265

1-866-476-6830

dgarreck@saskculture.sk.ca

Aboriginal Arts and Cultural Leadership Grant

The Municipal Cultural Engagement and Planning Grant (MCEP) aims to support Saskatchewan municipalities and First Nations Bands wanting to explore and plan for the creative and cultural potential of their community through cultural engagement and planning initiatives.

First Nations and Métis Coordinator

(306) 780-9251

1-866-476-6830

dbheit@saskculture.sk.ca

Social Development Groups

Explore various foundations that include many with criteria including strategic planning support and staff development/volunteer capacity development:

South Saskatchewan Community Foundation

<http://sscf.ca/receive-support/sscf-application-guidelines>

Muttart Foundation

<http://www.muttart.org/>

Guide to Innovation: (small business development focus)

<http://conciierge.portal.gc.ca/>

Charity Village: large roster of foundations across Canada with many that include Saskatchewan groups as eligible applicants

<https://charityvillage.com/directories/funders/canadian-foundations.aspx>

Sample Visioning and Planning Document
The Heritage Community Association generously offered their
Board Development Plan from 2014. Please consider this as
you move forward with your planning process.



Board Retreat

January 18, 2014

Session Summary

1. Vision, Mission, Mandate and Values

Vision

HCA envisions an inviting, vibrant, safe, healthy community where residents are proud of their environment, where partnerships are formed, where business is engaged, and where the Community Association is seen as a leading, innovative organization which is well respected, responding to the needs of the Heritage Community.

Discussion: What would the HCA Vision look like when is achieved?

- Engagement – the community responds to calls to action by volunteering and participating in events
- Thriving commercial centre – 11th Avenue is buzzing!
 - Local people are supporting local business
 - Foot traffic
- People from outside of the community are drawn in and see Heritage as 'the place to be'. Heritage is home to events, parks and businesses that attract people and the community has an atmosphere of safety

- People are building relationships with each other across diversity
 - People from different backgrounds are participating in events together
 - Block parties
 - Parks and playgrounds
 - People initiating activities themselves
- Recognized by people from outside Heritage as a vibrant, safe community
 - People from outside of the community are actively involved, not just coming for work or church
- **Community has a 'physical heart'** – a gathering place that acts as a community hub and attraction
 - Busy, well-used by residents and others
 - Bigger than just a building – is the heart of the community
- Social prosperity
 - People are visible in parks and streets
 - Well maintained spaces
 - Yellow roses – carry forward past traditions
- People feel safe and comfortable walking any time of the day
- Engaged businesses
 - Local businesses employ people from the local community
 - HCA is leveraging businesses to benefit community by knowing business owners and how they can contribute
- HCA is leading innovative projects that other community associations use as a model
- HCA is in a leadership role by pushing the edges
- Employees of the Hospital and other institutions support and participate in the community, move to Heritage to be closer to work

Mission

To engage and empower residents to build a thriving, all-inclusive inner city community with links to our history and our future.

Mandate

To provide relevant needs-based programs, services, and support to help create a healthy community environment.

Discussion: Does the mission and mandate still fit for HCA?

- "inner city" has both positive and negative connotations, depending on the audience
- 'Needs based' – does this mean community identified needs? Is this a value?
- 'residents' – not reflective of the community – the community is bigger than just the residents
- Is 'links to our history and future' a value?
- Mission and Mandate could be consolidated into one Mission.

Values

HCA believes and values:

- A healthy, thriving, vibrant, diverse, engaged community.
- Respect, honesty, trust, equality, cooperation and understanding as the basis for interactions with the community, partners, and staff.
- Involving the community and representation of the community to have a voice and focus on community assets.
- Connections to our past, to our neighbours, to the community, to other stakeholders.
- Innovation, integrity and advocacy in the provision of high quality service.

Discussion: Do these values fit for HCA?

- Some values are unclear.
- **What does 'representation' mean?** HCA should be representative and reflective of the broader community. The community is very diverse. How do we recognize this?

2. Governance

What are the current roles of the Board of the Heritage Community Association?

- Reviewing and approving policy
- Hiring and evaluating the Executive Director
- Supporting problem solving and conflict resolution in operational issues
- Ensuring a strong, effective Board by undertaking succession planning, recruitment and Board development
- Setting overall direction for the organization, including priorities and goals
- Approving and monitoring work plans to achieve priorities and goals as set by the Board. Reviewing and approving changes to budget and work plans, such as the addition of projects
- Approving and monitoring budget
- Monitoring and supporting positive organizational health and working environments
- Managing risk
- Representing the organization to the community

What current structures exist?

- Governance Committee develops policy
- Finance and Administration Committee provides financial oversight
- Personnel Committee hires and supports the development and performance of the Executive Director
- **Nominating Committee manages the Board nomination's process**
- Program Committee/Good Neighbour program committee
- Ad hoc/ project based committees are formed around specific needs or projects

What tools does the Board use?

- Budget and financial reports
- Work plans and progress reports
- Evaluations of projects and services
- Monitoring progress toward outcomes in the Core Sustainability Plan
- Job descriptions
 - Executive Director
 - Administrative Assistant
 - Chairperson
 - Vice Chairperson
 - Finance Committee Chairperson
- Terms of Reference for committees that include tasks, committee membership and authority – these are approved by the Board
 - These have not been reviewed for several years and may need to be updated
- Policy – use of restricted funds
- Bylaws that include the roles and responsibilities of the Board of Directors

What strengths does the current Board bring to the Heritage Community Association?

- Josh values risk management skills and would like to develop responsible policy to support growth of HCA to meet the needs of the community.
- Nichole values her ability to connect and engage members of the community and would like to reach out to others in the neighbourhood to get more people involved in the HCA and its work.
- Connie values her life experience and would like to support the community to create connections and grow.
- Jeremy values his contribution of service and would like to get things done and accomplish the work of HCA.
- Todd values his ability to provide perspective and would like to help ensure community needs are identified, understood and addressed.
- Dale values his dedicated enthusiasm and would like to promote the importance of HCA and bring HCA resources to the community to make change and engage people.
- Shayna values her ability to organize events and would like to use events to bring recognition to the Heritage Community and get people telling their stories to build community.
- Nikko values her ability to communicate well and would like to build relationships to engage people to increase their sense of belonging and wellbeing.
- Kathleen values her resourcefulness and would like to find innovative ways to implement projects and ideas to engage people and bring them together.
- Wendy values her ability to be a connector and would like to engage City of Regina staff and Departments to support the needs of the HCA and the Heritage Community.

3. Work Plan

Governance		
Actions	Lead	Timeline
· Review, clarify and update the HCA Vision, Mission, Mandate and Values.		
· Review Terms of Reference for Committees and revise/update as needed.		
· Develop a Criminal Record Check policy that includes the process to be followed, timelines for resubmission and storage of information.		

Board Development		
Actions	Lead	Timeline
· Develop annual process to identify the skills that need to be added to the Board.		
· Incorporate board recruitment in all activities of the organization.		
· Develop approach to balance representation and interests of Board members who are residents of the community and board members who are from outside of the community.		
· Clarify and define representation of residents vs board members who don't live in the community through Board Terms of Reference.		
· Develop a Board self-evaluation process that includes feedback from the Executive Director, possibly through an annual survey.		
· Conduct exit interviews with Board members who are leaving the organization.		
· Incorporate reporting on progress toward outcomes in monthly board reports to better inform the Board.		

Human Resources		
Actions	Lead	Timeline
· Develop a process for Board, Staff and Volunteer orientation and checklist that outlines steps in orientation process including what information is provided.		
· Identify specific volunteer roles and tasks and develop job descriptions to be able to promote concrete opportunities with HCA.		
· Develop relationships between Board and staff by making time to get to know each other with activities and conversation.		
· Start Board meetings with check-ins.		
· Organize activities to celebrate and show appreciation of volunteers, staff.		

Innovation		
Actions	Lead	Timeline
· Include time at Board meetings to have 'what if' conversations with Board and Staff to brainstorm and dream ideas for community change and growth. Spend time 'blue skying' community outcomes to expand thinking around what HCA would like to achieve.		
· Identify what elements of the Core Sustainability Plan are relevant to the work of the Heritage Community Association.		

Resource Development		
Actions	Lead	Timeline
· Use desired community outcomes to determine projects rather than funding and projects driving/limiting what community outcomes are possible.		
· Identify what resources are needed for projects.		
· Develop information/brochure that describes projects and opportunities to contribute to attract non grant based resources.		

Using Resources Effectively		
Actions	Lead	Timeline
· Define how HCA 'values' programs and services. What does 'value' mean? For whom? At what cost?		
· Identify how HCA transforms or transitions out of programs and services that no longer have value.		

Relationship Building with Stakeholders		
Actions	Lead	Timeline
· Identify who 'stakeholders' are and what role/interest they have.		



Managing Volunteers in Your Non-profit Organization

Organizations do not have to be big to be powerful, but they do need volunteers. While many large non-profits have evolved to hire paid staff members for core work positions, small to mid-sized non-profits often rely heavily on volunteers to accomplish work central to their mission. These smaller organizations recognize that volunteers can be quite influential, even without a paycheck. That means it is essential that everyone in the organization be prepared to work with volunteers.

Volunteers today are typically looking for a different experience or opportunity than volunteers of days past. Many of the volunteers who may have been with your organization for a long time can be classified as “macro volunteers” – they are willing to stay involved for a long time and may have taken on a variety of roles because that is what the organization needed. Today, many volunteers are looking for a different experience and can be considered as more of a “micro volunteer.” These volunteers are typically looking for a less intensive volunteer experience that has a clear beginning and end and clearly defined expectations. Once done with their volunteer experience, they may be willing to take on another volunteer task or experience, or they may move on to another organization or event. When designing your volunteer roles, you need to keep in mind what your volunteers are seeking from their experience with your organization, as this will be important in recruiting volunteers, and keeping them actively engaged and coming back for more.

Because small to mid-sized organizations are accustomed to making the most of limited resources and doing everything “in-house,” it is easy for them to leave leading volunteers up to “common sense.” Yet, just as there is evidence supporting the best ways to recruit and lead paid workers, there is also a body of knowledge about commonly accepted best practices for effectively attracting and leading volunteer workers.

Here are five major reasons why your organization should devote extra time and resources to ensuring all team members understand volunteer management:

1. Even small organizations need a good public image. With fewer resources to spend on public relations and advertising, volunteers become essential spokespersons and advocates in the community. Just remember the old business adage: “A happy customer tells a friend; an unhappy customer tells the

world.” This means small organizations need to ensure that every volunteer has a satisfying experience and wants to spread the word.

2. In many organizations, volunteers work on core functions/services. It is essential that the organization knows how to recruit the right volunteers to do the right things. Letting just anyone become a volunteer can waste time and effort. It is important that you learn how to find, screen and place the best people into volunteer positions.
3. Single days of service may be popular with the public, but small organizations need longer volunteer commitments to meet their needs. It takes “know-how” to turn short-term volunteers into more engaged team members willing to offer more sustained help.
4. Volunteers are statistically more likely to give money to charitable causes because they already give of their time to that cause. Smaller organizations need to understand that soliciting money from volunteers is quite different from asking the general public. It is critical to know and acknowledge the specific time contributions of each volunteer. This means small organizations need to know the best practices for recording and tracking volunteer service right from the start.
5. By necessity, staff members at smaller organizations tend to be “Jacks and Jills of all trades.” There may be occasions when bringing in a master of one trade could push the organization to new heights, but small budgets prohibit it. Acquiring just a few new skills in recruiting and leading highly skilled volunteers could enable your organization to take on challenges that previously seemed out of reach.

Volunteer involvement must be planned, organized, and aligned with your organization's goals and resource allocations. The board and the staff have to understand, approve of, and support the direction of your volunteer program.

Volunteer Procedures for Your Organization

Administrative procedures guide and support your volunteer program. Standard forms for position descriptions, applications, interviews, reference checks, police record checks, performance reviews, and exit interviews provide a framework for treating all volunteers equally. Accurate records provide a means to keep track of individual volunteers and the program as a whole.

Policies and procedures should be communicated to all volunteers and then followed consistently and equitably. Volunteers deserve to be treated with respect and dignity.

Planning for Resources

Do you want your volunteers to feel appreciated? Your organization's budget should include the following:

- Volunteer expenses (out-of-pocket expenses);

- Appropriate space for volunteers to work;
- Tools and equipment volunteers might need to carry out their work;
- Volunteer recognition (events and items);
- Appropriate insurance coverage;
- Training/professional development costs;
- Evaluation costs; and
- Any other resources that will support volunteer effectiveness.

Supervision of Your Volunteers

You should designate a volunteer co-ordinator to oversee the volunteer program. This can be a volunteer recruited specifically for this purpose or a staff person assigned this responsibility.

Managing many volunteers demands a wide range of skills with a high level of complexity. Whatever the size of the organization, the individuals responsible for volunteers must have the necessary skills, experience, and support to do the job well. Volunteers should receive supervision appropriate to their task. Many volunteer assignments require minimal supervision, but some that are more complex (or ones that involve greater risks) require a higher degree of supervision.

As with paid staff, volunteers need to hear how they are doing. If volunteers are performing below requirements, or putting themselves or others at risk, they must be told. Regular, as well as informal, performance reviews also provide an opportunity to commend and thank volunteers for their efforts.

By using a confidential and secure system, you can maintain records (whether simple paper files or sophisticated software programs) for key volunteers involved with the organization. Records should include at least the following information:

- An application form; and
- The volunteer's current contact information.

Such records can be used to provide references, retain performance reviews, and deal with any emergencies. They are also necessary in situations where a volunteer is not measuring up, or is putting staff, clients, or property in danger, and where attempts to change behaviours or performance have not produced the desired results.

The dignity and respect of your volunteers are vitally important, but the safety and well-being of members, clients, staff, and other volunteers are paramount.

Orientation and Training

Volunteers absolutely need to receive an orientation to your organization, be informed of its policies and procedures, and receive appropriate training for their volunteer position.

You should provide your volunteers with the following:

- An overview of the organization;
- A job description for their role;

- Any organizational policies and procedures that may be related to their volunteer role;
- Emergency procedures and resources; and
- Specific training for any job that requires specialist knowledge.

Volunteers Need Meaningful Work

Volunteers benefit from written position descriptions, just as paid staff do, to ensure that they are aware of the scope (and the limits) of their duties. Volunteer positions should involve volunteers in meaningful ways, and should be flexible enough to draw on their individual abilities, needs and backgrounds.

Individual needs vary considerably and successful volunteer programs adapt volunteer assignments to fit these needs when possible. This may involve changing the times, scope, duration, or location of the assignment. The more adaptable the organization, the easier it will be to recruit and retain volunteers. Review volunteers' tasks regularly to check on their continuing relevance and value.

Evaluating Your Volunteers

Volunteer involvement should be evaluated regularly. An evaluation of volunteer involvement includes:

- Reviewing, together with volunteers, the goals and objectives for their volunteer activities or the program with which they are;
- Identifying results achieved from their efforts;
- Obtaining feedback from current volunteers and clients;
- Collecting and reviewing both quantitative and qualitative data about volunteer involvement; and
- Assessing the performance of volunteers.

Planning, Recruiting, Managing and Retaining Volunteers

The proper management of your volunteer program should involve a cycle of operations.

Begin, as always, with planning the requirements for a successful program. Planning is essential for the success of any volunteer program and involves:

- Gaining support for the program;
- Developing applicable policies and procedures;
- Designing volunteer positions;
- Creating application forms; and
- Educating others in the organization about involving volunteers.

Once you have taken care of these planning items, you will have a solid foundation to support your volunteer program.

Before any volunteers are actually signed up, your organization needs to check that the following is in place:

1. Support and Commitment from the Organization

Begin by holding discussions with all current volunteers and staff to clarify the reasons you want volunteers. Are you looking for volunteers in order to enhance the services that you provide, to strengthen your community involvement, to recruit potential donors, to enrich your exposure to certain communities, to plan and organize an event, or several of these things at once?

Develop volunteer management policies and guidelines that cover the whole volunteer cycle, and have them approved by the board and senior staff, if applicable. The guidelines should reduce any potential misunderstandings between staff and volunteers by clarifying roles and responsibilities.

In order to promote harmony, the board should acknowledge that the role of the volunteer is to enhance and not replace paid staff work. It should also be stated that volunteers are expected to work co-operatively with staff and comply with organization guidelines.

Although volunteers do not get paid, they still incur costs. Your organization may need to provide some, or all, of the following:

- An appropriate workstation;
- Reimbursement of expenses;
- Refreshments;
- Insurance;
- Training and development opportunities; and
- Support from a volunteer co-ordinator.

2. The Volunteer Coordinator

It is necessary to have one person who is responsible for volunteers. This individual could be a volunteer recruited for this purpose or an assigned staff member. Working closely with the board and staff, the volunteer coordinator's work usually includes the following tasks:

- Assessment of staff requests for volunteer assistance;
- Development of volunteer job descriptions;
- Advertisement of positions;
- Screening of applications;
- Volunteer orientation and training;
- Management and staff/volunteer relations;
- Development and review of the organization's volunteer policies and procedures; and
- Supervision, evaluation and formal recognition of volunteer contributions.

3. Volunteer Job Descriptions

Volunteers, just like paid staff, need clear, accurate, and current descriptions of the work that they are expected to do. All volunteer positions should have their own position descriptions, which need to be reviewed at least annually, or whenever the nature of the work changes substantially. Well-crafted position descriptions for each approved volunteer job will assist the organization to:

- Establish criteria for selection and placement of volunteers applying to your organization;
- Understand the scope responsibilities and limitations of the work;
- Put in place appropriate screening measures for applicants;
- Develop necessary training materials;
- Establish standards for performance in supervising and evaluating volunteers, including grounds for possible termination; and
- Develop means to recognize and reward volunteer effort.

To provide volunteers with challenge and motivation for continued success, each position description should include an explanation of the program's desired outcomes and the volunteer's role in helping your organization achieve them. You need to specify the sorts of skills and experience required. It also important to specify the location, time commitment, and expected duration of the project or the volunteer engagement.

A good job description would include the following:

- A brief summary of the mission and major activities of the entire organization;
- A description of the purpose and duties of the volunteer position, including the actual tasks that the volunteer is expected to perform;
- Areas of accountability;
- Supervisor and lines of authority;
- Duration of the position;
- Expected time commitment and workplace location; and
- Skills needed for the role.

4. Information on Your Organization

An information package should be sent to all applicants for volunteer positions. It will assist them in making a decision about your organization and its volunteer opportunities. It will also be the basis for your volunteer orientation. Make the package available in print and electronic formats and include the following:

- A covering letter thanking applicants for their interest and advising of next steps;
- Information about your organization – for example, brochures, the latest organizational newsletter, and annual report;
- Descriptions of available volunteer projects and/or job descriptions;
- Examples of press coverage of the volunteer program, such as articles recognizing volunteer achievements;
- Volunteer application forms; and

- Volunteer orientation or training schedules or invitation to upcoming information meetings for prospective volunteers.

5. Volunteer Application Process

You must develop a process to ensure efficient handling and screening of volunteers. This process should include:

- Creating a procedure for responding promptly to initial inquiries;
- Providing volunteer position descriptions, an information package, and application forms;
- Scheduling volunteer interviews; and
- Developing and scheduling information sessions and other required training.

If a specific job requires additional screening or training, such as criminal background checks or certification, the volunteer should be informed up-front. The procedure chosen and practiced should match the level of need for screening and training for a project. For example, a volunteer position with significant responsibility, such as a childcare position where both security and training issues are of concern, requires the organization to undertake every possible security check. On the other hand, a one-off park cleanup project may only require an invitation to the event.

Recruiting Volunteers

Your volunteer recruitment should reflect the community in which you live. You need to point out to both donors and volunteers why your organization is unique and valuable. In addition, you will need to tell volunteers that it is fun, rewarding, and a source of personal development. There is a great return on volunteer investment when volunteers feel and see that they are making a difference in your organization. Be sure to review the **Diversity Module** within this toolkit for helpful ideas in working with, and reaching, diverse communities.

Screening Your Volunteers

You want volunteers, but you do not want just anybody. The volunteer intake process you develop will require some detail about the volunteer's background, interests, skills and abilities. This process may include a screening with a criminal record check. You need to think about screening your applicants because:

1. You will be assessing prospective volunteers to see if they fit the needs of your organization – to see whether they are competent, get along with people, have the skills you are looking for, and fit the position description. You need to assess their trustworthiness as part of the process.
2. There can be no real guarantees about anybody, whether they've been screened or not. However, if a volunteer commits a wrongdoing and you have not conducted a criminal record check, your organization could be in big trouble

- with the law, with your public liability insurers, in the media, and with your other volunteers and donors. You may even be sued or prosecuted.
- 3. In situations where volunteers are dealing with vulnerable people, it is the organization's legal responsibility to ensure they are not putting people at risk. Even where there is no specific legislation, you have a duty of care to the people you serve, and that means you must exercise reasonable care with respect to their interests, including protecting them from harm.
- 4. In most cases, it is a sensible precaution.

Don't present this as an extra bureaucratic hurdle; rather, show prospective volunteers that it is for their protection, and that it ensures they are joining an elite group and an effective organization.

Asking People to Volunteer

The best way to recruit people is to go up to them and ask them. You will probably have to resort to other less productive methods later, but start with this one. Organize your board and your members to ask five people each. Ask your existing volunteers to chase their friends.

The most important thing for you to remember about recruiting volunteers is that the most common reason people give when asked why they volunteer is "someone asked me to join." People will sometimes respond to a call or advertisement seeking volunteers, but the most effective volunteer recruitment tool is a face-to-face request for help. It is about having the right people asking the right people to volunteer for the right thing.

This process may seem rather slow, but it produces results faster than anything else. It works! We are so bombarded by television, billboards, magazines and newspapers that we often think that personal contact is ineffective, that we need more "modern methods" such as effective social media activity. Ask yourself, though, how the pressure you feel when someone you know asks you to do something compares to the pressure you feel when you see a toothpaste ad on the T.V. or an ad on Facebook. Which makes you feel more motivated? You are not just selling a transitory minty-fresh experience like toothpaste: you are asking people to make a meaningful commitment over the long term.

As one activist said, "I don't recruit people. I just think who might be able to help, tell them what we need, and ask them to do it. They hardly ever turn me down."

Wider Still and Wider

Reaching out to people you may know and asking them to get involved will not be enough by itself. Word-of-mouth is by its nature limiting – volunteers tend to recruit people much like themselves, which can limit the diversity of your pool of volunteers. You should make every effort to get a spread of people, especially in the beginning. If

people come to a meeting and see the group does not look like them, they feel uncomfortable, and that is the last time they will come. This happens at every subsequent meeting, and the mix you start with turns out to be the same mix you end up with. To reach a more diverse group of volunteers, you will need to make additional effort.

If you are putting on an event, try to recruit from the people you are selling to or the people participating in the event or program. If they have a good time on the day, they may want to get more closely involved. Consider holding special social events such as picnics or parties to show prospective volunteers (and your friends and family) that volunteering is fun as well as work.

Make your recruiting program a central part of your whole marketing and public relations program. When you have access to the media, or when you are getting your message out to the public, include a call for volunteers.

When you have done all you can with face-to-face soliciting, consider a more closely targeted volunteer campaign. First, decide where you would expect to find people who support the work of your organization, and where you would go to find volunteers with the qualities you require (if these are the same place, then your job is simpler, but they are often very different). Once you determine this, design your promotional materials such as brochures and flyers to reach these groups. Your material should describe the needs that the program is trying to fill in terms that people can relate to, and it should explain how volunteers will fill those needs. It should stress what volunteers will get out of it – not in monetary terms, but in terms of personal satisfaction and community recognition.

Getting the Word Out

The Advertisements

Once your recruitment process is in place, you are ready to target the appropriate audiences to recruit those who are truly interested in the project.

First you need to develop concise, clear-cut recruitment ads that will attract the best applicants to your program.

Ads or posters should include:

- The objective of the program;
- The task for which you are seeking volunteers;
- The client group with which your organization works;
- Time required;
- Location or place;
- Any requirements/qualifications for the volunteers;
- Training/support/reward; and
- A contact person.

Placing the Ad

Next, you will need to place your ads in places where people are going to see them. Options to help get the word out include:

- Your organizational newsletter;
- Local newspapers with volunteer listings;
- Social media;
- Paid ads;
- Human interest stories on your program in print or broadcast media;
- School newsletters;
- Professional associations and club newsletters;
- Senior citizens clubs;
- Employee newsletters;
- Places of worship and their newsletters;
- Other "specialty" publications;
- Radio and T.V. public service announcements;
- Posters on community bulletin boards at libraries, shops, community centres, and sports clubs;
- University campuses;
- "Bring a Friend" coffee morning for current volunteers;
- Open house tours;
- Brief talks at community or professional organization meetings;
- Public talks/education/demos on area of service;
- Public recognition of your volunteers;
- Stalls at community events/festivals;
- Special announcements at your organization's other events;
- Through your current clients, staff, board, and volunteers; and
- Your own website.

Other Sources of Volunteers

There may be other opportunities for you to recruit volunteers for your organization that you should consider. These include:

- Corporate partners or interested businesses who want to get their business and/or staff involved in your organization or cause;
- Volunteer fairs where you have the opportunity to meet many prospective volunteers who are looking for a new experience;
- High school or university classes that have a volunteer requirement;
- Seniors groups; and
- Organizations of new Canadians.

Retaining Volunteers

Volunteers give their time because they are committed to a cause, and they come back because their experience is fun and rewarding. You have to be able to deliver on both counts.

It is important to show volunteers that you place a real value on their work. You should offer them what you offer your donors – rewards, recognition, and respect.

Rewards

- Give them a wrap-up party after they have helped out at one of your special events.
- Try and build team spirit. People give their best when they see themselves as part of a team all working together toward a common goal.
- Help them to get to know their fellow volunteers. Have social meetings a few times a year.

Recognition

- List their names in your reports (if there are a thousand of them, write small).
- Thank them in your speeches.
- Make a phone call, write a letter, say thank you in person.

Respect

- Give them the training they need. Help them learn new things.
- Talk to them.
- Supervise them properly and offer resources and support.
- Consult them. Ask them to suggest other volunteers, for example. Ask their opinion on the experience.
- Tell them about the complaints and grievance resolution procedures.

Wrap-up

Remember, volunteers generally do not register their dissatisfaction by filling out a form. Instead, they tend to drift to another cause that they think will be more fulfilling. If you want to keep volunteers committed, you have to show them that you value their time just as highly as if they were paid staff. You have to find them jobs that produce results that are worth as much as what they put in.

You must take your volunteers seriously. If you give them make-work jobs, things that do not need doing, you'll lose twice – you will get little out of them, and they will sense you do not need them and go elsewhere. In so doing, they will not only remove their services, but also their potential donations and contact lists, all the while telling people negative things about your organization.

Source: www.ourcommunity.com.au

Need More Help?

Volunteer Canada: <http://volunteer.ca/content/community-and-neighbourhood-development>

Volunteer Yukon: Best Practices in Volunteer Management: The Action Guide for Small and Rural Nonprofit Organizations:
http://www.volunteeryukon.ca/IMG/pdf/Best_Practices_Volunteer_Management.pdf

Charity Village: The Tool That Every Volunteer Coordinator Needs:
https://charityvillage.com/Content.aspx?topic=The_tool_that_every_volunteer_coordinator_needs&last=164#.Vlw7E2d0xqM

Knowhow NonProfit: <http://knowhownonprofit.org/people/volunteers/recruiting>



Diversity and Your Organization Seeking Diversity

Diversity not only assumes that all individuals are unique, but that difference is indeed value-added. While all societies and organizations have a need to establish common rules and modes of operation, the assumption in diversity is that if an organization learns how to harness individual differences, it will be more effective and competitive than those organizations that are not able to do so. It is, in other words, an effectiveness issue. Effectiveness is enhanced by authentic representation from a wide community.

This module provides a guide to assist your organization in reaching diverse populations. There is also specific content here on volunteerism supplementing information in the **Managing Volunteers** module that will be helpful. The **Strategic Planning** Module provides an effective way to move diversity planning forward.

Diverse Communities in Regina are noted as follows:

First Nations, Metis Nation Communities

Persons with Disabilities

Youth

Older Adults

Newcomers

LGBTQ Community (Lesbian, Gay, Bisexual, Transgender and Questioning/Queer)

The work of reaching diverse communities includes a variety of steps. Diverse groups include those in our communities who are underrepresented in organizations that make Regina an inviting and encouraging place to live, work, and play. The outline below provides a “guide” to assist your organization in developing a plan of action to work with diverse communities. There are five phases to consider.

Phase 1: Research

This phase is characterized by thorough preparation. Organizational activities include:

- Sharing the opportunities brought by working with diverse communities to board members;
- Evaluating the extent to which culturally diverse groups living in the community are involved in all aspects of the organization;
- Considering the diversity of board members, staff, volunteers, and clients;

- Identifying existing professional and personal relationships between board members, volunteers, and staff and members of culturally diverse populations;
- Examining policies and practices pertaining to board and volunteer recruitment, staff hiring and support, policy and program development, communication strategies, and methods of service delivery;
- Finding out what others have done, and seeking best practice case examples;
- Developing an organizational plan with both short- and long-term objectives (see the **Strategic Planning** Module in this toolkit);
- Develop a benchmark for success that provides a realistic process for increasing diverse representation on the board (SWOT analysis noted in the **Strategic Planning** module);
- Communicating and involving staff and volunteers in the planning process.

Phase 2: Community Outreach

- The organization may take the following actions to understand and meaningfully engage the community in the process:
- Involving a cross-section of community members in formal or informal consultations;
- Developing questions on issues related to diversity (in terms of community needs, community involvement, appropriate methods of program delivery, and effective communication strategies);
- Identifying key barriers that limit participation by culturally diverse groups;
- Deciding on the consultation approaches (such as meeting with specific service agencies and cultural groups, conducting focus groups and surveys, etc.); and
- Building relationships by involving community members in all aspects of the organization, working with community agencies, and sharing results with those who are involved in the community outreach process.

The **Participation Tool box** in the Appendices provides a range of engagement tools to choose from to connect with your community.

Phase 3: Prepare for Change

Planning activities typically involve:

- Reviewing issues and suggestions identified during community consultations and internal assessment;

- Developing specific recommendations pertaining to diversity in such areas as community involvement, policy and development, personnel practices, communication, training, and methods of service and program delivery;
- Developing diversity guidelines for the overall direction for the organization;
- Obtaining support for the plan from the board or general membership.

Phase 4: Implementation

Organizational activities in this phase include:

- Taking responsibility for action and having a group or key members as your “leaders for diversity” that is made up of board members, staff, volunteers, and community members;
- Identifying and allocating resources; and
- Providing training and orientation to staff and board members about diversity and cultural competency issues.

(See the **Strategic Planning** Module in this toolkit for helpful steps in developing an action plan)

Phase 5: Evaluation / Outcome Measurement

The following activities help determine whether the organization has achieved its goals for diversity:

- Ensuring that indicators of success are reinforced and accepted by the board of directors; and
- Building support to assist the organization in implementing diversity.

Need More Help?

Diversity Resource List

Persons with Disabilities

Saskatchewan Disability Strategy

http://www.saskatchewan.ca/disabilitystrategy#utm_campaign=q2_2015&utm_medium=short&utm_source=%2Fdisabilitystrategy

Disability Etiquette and Communication Guide

<http://www.senseability.ca/docs/default-source/articles/articles-en/disability-etiquette-communication-guide-branded-rev.pdf?sfvrsn=4>

Accessibility Ontario

<https://www.ontario.ca/page/accessibility#!/>

Persons with Disabilities (PWD) Volunteer Recruitment

Volunteer Connections: Creating an Accessible and Inclusive Environment

<http://volunteer.ca/content/volunteer-connections-creating-accessible-and-inclusive-environment>

Diversifying Volunteer Boards

Diversity in Governance: A Toolkit for Non-profit Boards

<http://diversecitytoronto.ca/wp-content/uploads/Diversity-on-Non-Profit-Boards-Toolkit.pdf>

Cultural Diversity/Newcomers

Diversity at Work

<http://www.hrcouncil.ca/hr-toolkit/diversity-foundation.cfm>

Increasing Ethnic Diversity in the Non-profit Sector's Workforce

<http://www.hrcouncil.ca/projects/diversity.cfm>

Cultural Competency

Cultural Competency: A Self-Assessment Guide for Human Service Organizations

http://www.calgary.ca/csps/cns/documents/fcss/cultural_competency_self_assesment_guide.pdf?noredirect=1

Multicultural Inclusiveness Strategy

<http://www.saskculture.ca/programs/organizational-support/multicultural-inclusiveness-strategy>

Pillar Voluntary Sector Network;

Recruiting New Canadian Volunteers to Your Organization

http://atwork.settlement.org/downloads/atwork/Recruiting_New_Canadian_Volunteers.pdf

Building Blocks for Engaging Newcomer Volunteers: A Guide for Organizations

<http://volunteer.ca/content/building-blocks-engaging-newcomer-volunteers>

Volunteer Alberta:

- Intersections

- Immigrants and Change

- Additional Resources

<http://volunteeralberta.ab.ca/intersections>

Capturing the Talents of Newcomer Volunteers: A Guide to Developing Effective, Culturally Inclusive Volunteer Programs. BC Ministry of Multiculturalism and Immigration, Community Liaison Division

http://www.mosaicbc.com/sites/all/files/24/M5%20A%20Guide%20to%20Developing%20Effective%20Culturally%20Inclusive%20Volunteer%20ProgramsTextbook%20080506%20with%20Cover%20LR_0.pdf

Organizational Resources: Volunteerism

<http://www.saskculture.ca/programs/organizational-support/organizational-resources>

First Nations and Metis Nation

Guidelines for the Recruitment and Retention of Aboriginal Women Volunteers Handbook

http://sectorsource.ca/sites/default/files/resources/files/iaaw_guidelines_recruitment_handbook.pdf

Lessons Learned: Recruiting, Training, and Retaining Aboriginal Volunteers at Sports Events

<http://www.sasksport.sk.ca/pdf/LessonsLearned.pdf>

Native Women's Association of Canada

<http://www.nwac.ca/sites/default/files/imce/volunteerism/Lit%20review%20Jan%20%2026%202012%20Final%20TE.doc>

United Way Saskatoon & Area:

- Engagement of Aboriginal people
- Policy Statement
- Authentic Engagement of Aboriginal People

<http://www.unitedwaysaskatoon.ca/our-work/aboriginal-engagement/>

Engagement in Volunteerism

<http://www.nwac.ca/sites/default/files/imce/volunteerism/Lit%20review%20Jan%20%2026%202012%20Final%20TE.doc>

Older Adults

Volunteer Connections: New Strategies for Involving Older Adults

<http://volunteer.ca/content/volunteer-connections-new-strategies-involving-older-adults>

Service to Older Adults: A Plan for Halifax Public Libraries

2007-2008 – www.halifaxpubliclibraries.ca/assets/files/.../service_to_older_adults.pdf

Youth

Volunteer Connections: New Strategies for Involving Youth

<http://volunteer.ca/content/volunteer-connections-new-strategies-involving-youth>

A Guide to Supporting Lesbian, Gay, Bisexual and Transgender Students in Your School

<https://www.glsen.org/download/file/MzE3MA>

Reducing Barriers Making services relevant to LGBT clients
<http://www.heretohelp.bc.ca/visions/lgbt-vol6/reducing-barriers>

Unit Two





Developing Job Descriptions for Your Board

Why Have Board Job Descriptions?

Many board members serve for months before they really understand what they are supposed to do. This confusion can waste time and energy for your organization. Clearly written job descriptions cut through the confusion.

Your board must decide how many board members you need and how much authority you should assign to each position. Job descriptions are an effective method for gathering and presenting this information. Clear job descriptions save valuable time and promote good relations among board members and staff.

The board communicates its expectations and standards to prospective candidates during the recruitment process. A written job description is used to orient new board members and to evaluate current board members' effectiveness.

A good job description:

- Gives a clear idea of the organization's expectations, such as time commitments and financial requirements.
- Makes board recruitment easier. Prospective volunteer board members are more likely to serve on your board if their role is clearly defined.
- Shows board volunteers how they fit into the organization. The board member feels more involved and committed.
- Makes tasks more manageable. Clearly defined and evenly distributed tasks reduce volunteer burnout.
- Allows the board volunteer to help shape the job requirements. Together, the organization and board volunteer can evaluate performance and recognize achievement.
- Job descriptions noting that diversity in the community is a key deliverable in the work of any non-profit board.

Board Size

It is a good idea to evaluate the size of your board before you develop job descriptions. Your current board size may be based on past history or structures that do not reflect your current needs. You need a certain number of informed decision-makers with the skills to carry out the work of your organization. You must decide what that number is.

Take some time to review the size of your board. Is the work getting done effectively and efficiently? Are people taking on too much? Is the workload spread evenly among all board members?

Types of Boards

Your board job descriptions must reflect the type of board that is in place.

There are two types of governing boards: policy governing and administrative governing (working). Both types of boards have the same roles, responsibilities and functions, and both make policy; however, they are different from each other in how they carry out these functions.

A policy governing board governs the organization by making policy. This policy determines the long-term direction of the organization. In a typical situation, the board hires a senior staff person such as an executive director to implement the board's policies, and to manage the day-to-day business of the organization. The executive director is accountable to the board. Front-line staff and service volunteers are accountable to the executive director. These staff members and volunteers implement programs and services.

A working board (administrative governing board) also governs through policy making. However, it likely has responsibility to implement some of the policies and plans itself. The board may assign an executive committee to implement policies and manage the organization. The executive committee carries out the roles, responsibilities and functions of an executive director. The executive committee is accountable to the board as a whole. In most cases, an administrative governing board has no paid senior staff to manage the organization. However, it may have other paid staff, such as cashiers, bookkeepers or program workers to implement programs and services.

Developing Job Descriptions

An effective job description should contain some or all of the following information. You may wish to tailor the job descriptions to the specific needs of your organization

- **Position** – What is the job title?
- **Authority** – What authority does the position have?
- **Responsibility** – Who is the position accountable to? What are the broad areas of responsibility?

- **Requirements** – What is expected of the board member?
- **Term of office** – How is the board member elected and for how long? How does the board member leave the board?
- **General duties** – What are the typical duties for which the board member is responsible?
- **Review date** – When will the job description be reviewed?
Approval date – When was the job description last approved? Your board must approve all job descriptions for your board members.
- **Qualifications and skills** – What specialized or practical skills are needed to do the job? What human relations skills, such as communication and problem-solving, are needed?
- **Benefits** – What benefits can a board member expect to receive? These might include:
 - Satisfaction of making a difference in the community.
 - Opportunity to work with individuals of diverse backgrounds.
 - Development of effective decision-making skills.
 - Increased understanding of group dynamics and relationships.
- **Time and financial requirements** – What is a realistic estimate of the time required from a board member? What will it cost (if anything) to be a board member?

The following is a sample board member job description that can be used for all board members. Some board members will have additional roles and responsibilities if they serve in an officer's position.

Sample (Name of the Organization) Job Description

Position: Board Member

Authority

The board of directors is the legal authority for (organization name). As a member of the board, a director acts in a position of trust for the community and is responsible for the effective governance of the organization.

Requirements

Requirements of board membership include the following:

1. Commitment to the work of the organization.
2. Knowledge and skills in one or more areas of board governance: policy, finance, programs, personnel, and advocacy.
3. Willingness to serve on committees.
4. Attendance at monthly board meetings.
5. Attendance at meetings of assigned committees.
6. Attendance at Annual General Meetings
7. Attendance at membership meetings.
8. Support of special events.
9. Support of, and participation in, fundraising events.
10. Financial support of (organization name) when possible.

Term of Office

Directors are elected by the membership at the Annual General Meeting. Directors may serve for a two-year term or multiple years as determined by the organization. Directors may be released at the end of the elected term, by resigning, or according to (organization name)'s bylaws.

General Duties

A director is fully informed on organizational matters and participates in the board's deliberations and decisions in matters of policy, finance, programs, personnel and advocacy.

The director must:

1. Approve, where appropriate, policy and other recommendations received from the board, its standing committees, and senior staff.
2. Monitor all board policies.
3. Review the bylaws and policy manual, and recommend bylaw changes to the membership.
4. Review the board's structure, approve changes, and prepare necessary bylaw amendments.
5. Participate in the development of the organizational plan and annual review.
6. Approve the annual budget.
7. Approve the hiring and release of the executive director, including the executive director's employment contract, based on the recommendation of the personnel committee.
8. Support and participate in evaluating the executive director.
9. Assist in developing and maintaining positive relationships among the board members, committees, staff members, and community to enhance (organization name)'s mission.

Review Date and Approval Date

The personnel committee annually reviews the board member job description. Recommended changes are presented to the board.

Approval date:

Review date:

The first job description to develop is one for general board members – or a director-at-large. This job description applies to every member of the board. Your board member's job description may be simple or complex, depending on your organization. It may include some of the items in the sample job description provided and may include some of the items listed in the following requirements. It should reflect the needs of your organization and the expectations that you have developed for the roles and responsibilities of the individual board members.

What Are the Requirements of Individual Board Members?

- Attend all board and committee meetings and functions, such as special events.
- Be informed about the organization's mission, services, policies, and programs.
- Review agenda and supporting materials prior to board and committee meetings.
- Serve on committees or task forces and offer to take on special assignments.
 - Suggest possible nominees to the board who can make significant contributions to the work of the board.
- Keep current on developments in the organization's field.
- Follow conflict of interest and confidentiality policies.
- Refrain from making special requests of the staff.

- Assist the board in carrying out its fiduciary responsibilities, performing tasks such as reviewing the organization's annual financial statements.

Recruiting Skill-specific Board Members

The skill-specific volunteer meets a clearly defined need of the board. Key elements to recruiting the skill-specific volunteer include:

- Problem solving
- Capacity to work collaboratively
- Well-connected in a specific sector
- Representing diverse communities reflecting the population of the community at large
- Strive to be diverse and being deliberate about reaching out to new communities
- Ability to create relationships in the community
 - Consider having current board members mentor incoming board members

Preparation before recruiting:

Specific role descriptions with clearly defined responsibilities are important to attract skilled volunteers. Before applying, skilled volunteers will want to know:

- How many hours a week/month they need to commit to the role.
- If they can work from home.
- Who they will be working with.
- If they have specific responsibilities.
- What can they bring to the position to make it their own.

The skill-specific volunteer can be recruited using the following approaches:

- Making an "ask" of the executive director or senior staff with related professional organizations (Chartered Accountants Society, Law Society, Departments within the University of Saskatchewan and the University of Regina, Saskatchewan Polytechnic).
- Speaking with board chairs of other community associations or non-profit groups.
 - Brainstorming sources with your existing board members. Be mindful of the projects that may arise and ask potential volunteers about their experience with such projects.

The best recruitment tool may be your current roster of skill-specific volunteers. Call on current volunteers to draw upon their contacts.

What Are the Requirements of a Board Chair?

- Oversees board and executive committee meetings.

- Works in partnership with the chair to make sure board resolutions are carried out.
- Calls special meetings, if necessary.
- Appoints all committee chairs and, with the executive director, recommends who will serve on committees.
- Assists the executive director in preparing agendas for board meetings.
- Assists chief executive in conducting new board member orientation.
- Oversees searches for a new executive director.
- Coordinates chief executives annual performance evaluation.
- Works with the governance committee to recruit new board members.
- Acts as an alternate spokesperson for the organization.
- Periodically consults with board members on their roles and help them assess their performance.

What Are the Requirements of a Board Vice-chair?

- Attends all board meetings.
- Serves on the executive committee, if one exists.
- Carries out special assignments as requested by the board chair.
- Understands the responsibilities of the board chair and is able to perform these duties in the chair's absence.
- Participates as a vital part of the board leadership.

What Are the Requirements of a Board Secretary?

- Attends all board meetings.
- Serves on the executive committee, if one exists.
- Ensures the safety and accuracy of all board records.
- Reviews board minutes.
- Assumes responsibilities of the chair in the absence of the board chair and vice-chair.
- Provides notice of meetings of the board and/or of a committee when such notice is required.

What Are the Requirements of a Board Treasurer?

- Attends all board meetings.
- Maintains knowledge of the organization and a personal commitment to its goals and objectives.
- Understands financial accounting for non-profit organizations.
- Serves as the chair of the finance committee.
- Manages, together with the finance committee, the boards review of and action related to its financial responsibilities.
- Works with the executive director and/or bookkeeper to ensure that appropriate financial reports are made available to the board on a timely basis.

- Presents the annual budget to the board for approval.
- Reviews the annual audit and answers board members' questions about the audit (if there is no audit committee).

In this case, the board treasurer has a responsibility to oversee the financial functioning of the organization and provide reports for the board. The treasurer may oversee an independent audit from an outside accounting firm. Some additional roles may include the following:

- Ensures that all employee deductions are remitted.
- Keeps accurate accounts of board receipts and disbursements for board-related expenditures.
- Speaks for the budget in partnership with the executive director and finance committee.
- Makes sure all necessary financial reports are filed.

Note: in policy governing boards, the duties of the treasurer do not interfere with the executive director's financial accountability to the board.

Administrative governing boards typically have no executive director or senior staff person. The board treasurer deals with the day-to-day financial affairs. This person may be assisted by a paid clerical staff person. The board treasurer is responsible for the accounting of the funds of the organization, its budget, and its expenditures. Some additional roles may include the following:

- Keeping full and accurate accounts of all organizational receipts and disbursements.
- Receiving and banking all monies due to the organization.
- Disbursing all monies as directed by the board.

The Board Committee Chair

The board creates board committees to help do its work. Effective committees require effective chairpersons. A careful job description helps the chairpersons do their best work for the organization.

Board committees are usually chaired by board members. However, these committees may be composed of members of organizations and community representatives who are not board members.

What are the requirements for a board committee chair?

- Review the terms of reference and mandate of the committee as outlined by the board.
- Recruit an appropriate number of committee members to carry out the mandate.
- Orient members to the committee's mandate and position in the organization.
- Call committee meetings and develop agendas with the input of the members.

- Chair committee meetings.
- Encourage members to actively participate.
- Keep discussion on topic by summarizing issues.
- Guide the committee through its meetings to fulfill the committee's purpose.
- Recognize each member's contribution to the committee's work. Delegate appropriate tasks to individual committee members.
- Understand staff members' roles on committees and ensure they have an opportunity to be heard before recommendations are sent to the board.
- Plan and evaluate the committee's work with the help of the members.
- Make sure meeting minutes and other relevant information are recorded and filed.
- Report the committee's progress to the board of directors and the membership on a regular basis.

Resolving Conflicts – Volunteers and Staff

Conflicts may arise between volunteers and between volunteers and paid staff. Senior staff or board volunteers may be called upon to address these tensions. Clearly written job descriptions for volunteers and staff can help to reduce conflicts over responsibilities and task ownership. It is also wise for organizations to develop policy guidelines that provide a path to resolution. (See module "Building a Committee Structure for Your Non-profit Organization").

Conflict resolution options can take a number of forms. The board executive may intervene to address staffing issues, as may a human resource or personnel committee of the board. If both of those bodies have members involved in the conflict, formal mediation can be pursued. The following are options to assist your organization when dealing with disputes.

The *Dispute Resolution Office* believes in people's ability to resolve issues with dignity and respect in a safe environment. The Office provides and encourages the provision of dispute resolution/mediation services to the public. There is a fee associated with accessing the services of the Office, and both parties must agree to pursue mediation.

Contact information:

3rd floor, 3085 Albert St.
 Regina SK S4S 0B1
 Phone: (306) 787-5747
 Fax: (306) 787-0088
 E-mail: disputeresolutionjustice@gov.sk.ca

Need More Help?

Conflict Resolution Saskatchewan:

<http://www.conflictresolutionsk.ca/>

RAMP (Regina Alternative Measures Program):

<http://www.rampinc.ca/>

Community Sector Council: Newfoundland and Labrador:

<http://communitysector.nl.ca/board-development/job-descriptions-board-members>

Mentoring Canada: Fundamentals of Effective Board Involvement:

http://www.mentoringcanada.ca/training/boards/modules/2_indiv_member_role.html

SaskCulture:

<http://www.saskculture.ca/programs/organizational-support/organizational-resources?resource=1>



A Senior Staff / Executive Director Job Description for Your Non-profit Organization

Note: This module references the position of executive director. The content should be read keeping in mind the needs of your organization. An executive director position in some cases will be required, however in other instances a manager, coordinator, or possibly a program manager may be more in line with your organization's needs. This module provides guidance on how to determine the level of staffing your organization requires.

A clear and comprehensive job description is key to hiring and overseeing the work of a senior staff member or executive director by giving that individual a clear sense of the responsibilities, expectations, and accountabilities that come with the position.

Before beginning the process of developing a job description for an executive director, you will need to develop a clear sense of the roles and responsibilities as well as the qualifications for the position. Once your board has clarified this information, you can begin to craft the job description.

In general, a job description includes the title, a description of the tasks performed, and information on working conditions. It can also include any other attributes your organization requires for that position, such as: education, knowledge, skills, and personality suitability.

Developing and keeping job descriptions up-to-date can benefit your organization by:

- Providing a basis to evaluate employee performance;
- Identifying skill gaps, thereby increasing the effectiveness of training;
- Helping to ensure an effective and "thought-through" hiring process; and
- Assisting in comparing the duties for positions to better establish relative pay rates.

Determining the Level of Senior Staffing Required for Your Organization

Your organization may not require an executive director. The board should determine the organization's staffing and volunteer needs. Priorities will emerge from that list. The priorities will determine the level of sophistication required to meet the need. Here is a simple process to follow:

- Establish benchmarks with clusters of work that need to be carried out.
 - Benchmarking is the process of comparing current practice and performance targets to best practices in terms of quality, time, and cost. These comparisons can then be used in making decisions on how to best use resources.
- Determine the skill level needed to meet the need (if this is a challenge, speak to board chairs of other organizations and/or senior staff in those organizations – target your conversations at organizations that you respect and that have a solid reputation for efficiency in the community).
- Determine the demands on your organization and what is required to meet that demand.
- Draw upon the strategic plan of your organization and determine key needs from a resource and personnel perspective.

Begin the Job Description

If you are embarking on a process to hire an executive director, you should first draft an overview of your organization. The overview should include information such as the mission, size (both budget and staff), location, and structure of the organization. This content will help candidates assess whether your organization is a good fit.

Create a Realistic Set of Qualifications

Ask yourself what specific skills, educational background, experience, and other attributes the executive director must have to be successful, and separate them from the “nice to have.”

When hiring an executive director, setting realistic expectations will help you attract and retain the most appropriate individual. You also will avoid scaring off highly qualified individuals who may lack one specific attribute listed as a requirement when in reality it was a “nice to have.”

Regina is a city with many diverse communities. Consider the value in hiring skilled individuals that may have experience in working with First Nation and Metis Nation communities, visible minorities, and people with disabilities, older adults, and youth.

Decide on a Salary and Benefits Range

In the hiring process, it is important that your board identify a salary and benefits target while ensuring enough range and flexibility to attract an extraordinary candidate. To determine an appropriate target range, consider asking peers with organizations that have similar mandates, annual operating budgets, or staffing needs what they are currently paying. Study compensation, and look at job postings for similar organizations and positions.

As part of your ongoing relationship with your executive director, you will want to conduct an annual review of the salary and benefits as well as any additional amounts of compensation, including any annual increases or bonuses. It is helpful to check what the current marketplace is paying for an executive director with similar skills and experience.

Promoting the position

If you are in the process of seeking an executive director, you will want to create some materials for posting the position. These communications are usually condensed versions of the full job description. They should include such details as your organization's name, its mission, and what you ideally seek in a candidate. You may wish to post these announcements on your website or send to other organizations for distribution.

The job description is your primary vehicle for announcing the open position to external and internal audiences, and is a valuable tool for finding candidates best suited to your organization's needs. Investing the time and effort in writing a strong job description will enable your organization to accurately articulate the opportunity to potential candidates.

And, just as with any other vacant position, sometimes word of mouth is a valuable tool for enticing quality candidates. Have board members, members and other staff promote the position to their networks, targeting the individuals you know are suited to your organization.

Using Job Descriptions to Evaluate Employee Performance

Creating detailed job descriptions can help in clearly communicating the work objectives you want your employees to achieve. By evaluating your employees, you can also more easily:

- *Identify key performers* for promotion or those ready for a new challenge within the company;
- Provide supportive documentation to *acknowledge employee contributions* or areas for improvement;
- *Evaluate employee progress after training*, and identify any remaining gaps; and

- *Create a stronger bond between your organization and the employees, especially if employees are invited to take part in setting their expected level of performance and in rating the quality of their work.*

Be certain to stress that the executive director reports to the board in the evaluation process.

Listed below is an example of steps to follow to illustrate how you can use your job descriptions to evaluate your employees.

- Step 1.** From the job description, list the duties you want to evaluate.
- Step 2.** Describe the level of performance that is expected in ways that can be measured (quality or quantity of work performed) for each of the duties.
- Step 3.** Make the timing of evaluation clear (annual, monthly, or other).
- Step 4.** Provide concrete feedback to your employees. A simple rating scale such as "did not meet objectives," "met objectives," and "surpassed objectives" may be used.
- Step 5.** Suggest specific ways in which the employee could improve. This could include on-the-job training, certification, or a change in behaviour.
- Step 6.** If your employees regularly exceed their work objectives, discuss with them other types of work they might be interested in or qualified for to ensure they continue to be motivated and challenged. This can help your organization grow and prosper.

Using Job Descriptions to Identify Your Employees' Training Needs

Many business challenges such as the introduction of new technology, or increased competition for resources or for public awareness, can be more easily met when employees are well prepared and have the required skills.

With detailed job descriptions, you can *compare the actual tasks of employees to what needs to be done within your organization*. This helps you easily identify critical areas that need to be addressed, ensuring you have a global view of your organization's strengths and weaknesses and, at the same time, a detailed view of your employees' areas of strength and improvement.

Also, providing training for employees can help create stronger bonds between the organization and employees, helping you to retain staff. Other reasons why training your employees may benefit your business in the long run include:

- **Technological change:** When job requirements change due to the introduction of new technology, comparing current job descriptions to new requirements can help identify skills gaps and the learning and training needs of employees, ensuring a smoother transition to the effective use of new technology.
- **Succession planning:** By using the job descriptions to identify the employment requirements of positions critical to the success of the organization, a board or executive director can more easily identify the skills required by other employees should the vital position become vacant.

- **Continuous improvement and innovation:** Organizations need to be constantly aware of new developments taking place in their field. Any organization that identifies and supports employee skills development, which has been matched against current and anticipated needs, is an organization that increases its chances of being successful.

Using Job Descriptions to Help Establish Pay Rates

Job descriptions can help you establish pay rates for positions that seem to be similar in other organizations *based on the requirements you select*. These requirements can include duties, experience, specific knowledge, certification, evaluation results, or client reviews.

There is no scientific or precise way of deciding exactly what a particular job is worth to your organization. Your judgment and what competitors offer for a similar position are key factors to consider when trying to put a dollar value on the work that is taking place in your organization.

Clarify the Relationship between the Board and the Executive Director

It is important for both the board and the executive director to be clear about the key responsibilities and expectations for the position. It is best to keep this limited to those key areas where you would see the executive director concentrating much of his/her time and energies as you will want to provide some clear focus for the position. There is often a tendency to try to include every administrative or organizational detail into the job description, but sometimes that detracts from the highlights or focus you want in the position.

It is also important to clarify the reporting relationship back to the board. ***The executive director is employed by the board and reports back to the board as a whole.*** In some cases the board will appoint someone, frequently the chair or president, to communicate the board's direction and input to the executive director, but it is important that the board delineate the reporting relationship so it is clear to everyone.

The board should outline clear expectations for the format of reports expected from the executive director. Those expectations should focus on key projects, significant changes to staffing, and how the business of the organization is affected by those changes. The specific format of reports will differ from organization to organization.

The board of directors delegates the task of running the non-profit organization to the executive director, or management team. The board is responsible to ensure the executive director/CEO is capable of moving the organization forward. Ideally, boards should formally define their expectations of their executive director/CEO, which includes: setting clear objectives, defining responsibilities, setting out performance measures and targets, monitoring the executive director's performance against those targets, and setting out the executive director's remuneration.

While the board should support the organization's management team, its basic role is to question, scrutinize and actively monitor its decisions, operations and compliance with

plans and policies. Board meetings should include time for the board members to constructively question, test, and challenge management's views and proposals.”

Source: SaskCulture Board and Executive Director Relationship

<http://www.saskculture.ca/programs/organizational-support/organizational-resources?resource=1&subresource=16>

Need More Help?

HR Council:

<http://hrcouncil.ca/hr-toolkit/right-people-job-descriptions-executive-director.cfm>

Human Resources and Skills Development Canada: www.5.hrsdc.gc.ca

SaskCulture:

<http://www.saskculture.ca/programs/organizational-support/organizational-resources?resource=1&subresource=15>

Sample Job Description

Job Purpose

The executive director is responsible for the successful leadership and management of the organization according to the strategic direction set by the board of directors.

Primary Duties and Responsibilities

The executive director performs some or all of the following:

Leadership

- Participate with the board of directors in developing a vision and strategic plan to guide the organization
- Identify, assess, and inform the board of directors of internal and external issues that affect the organization
- Advise the board of directors on all aspects of the organization's activities
- Foster effective team work between the board, staff and volunteers
- In addition to the chair of the board, act as a spokesperson for the organization
- Conduct official correspondence on behalf of the board as appropriate and jointly with the board when appropriate

- Represent the organization at community activities to enhance the organization's community profile

Operational planning and management

- Develop an operational plan which incorporates goals and objectives that work towards the strategic direction of the organization
- Ensure that the operation of the organization meets the expectations of its clients, board, and funders
- Oversee the efficient and effective day-to-day operation of the organization
- Draft policies for the approval of the board and prepare procedures to implement the organizational policies; review existing policies on an annual basis and recommend changes to the board as appropriate
- Ensure that personnel, client, donor and volunteer files are securely stored and privacy/confidentiality is maintained
- Provide support to the board by preparing meeting agenda and supporting materials

Program planning and management

- Oversee the planning, implementation and evaluation of the organization's programs and services
- Ensure that the programs and services offered by the organization contribute to the organization's mission and reflect the priorities of the board
- Monitor the day-to-day delivery of the programs and services of the organization to maintain or improve quality
- Oversee the planning, implementation, execution and evaluation of special projects

Human resources planning and management

- Determine staffing requirements for organizational management and program delivery
- Oversee the implementation of human resources policies, procedures, and practices, including the development of job description for all staff and volunteers
- Establish a positive, healthy, and safe work environment in accordance with all appropriate legislation and regulations
- Recruit, interview, and select staff and volunteers that have the right technical and personal abilities to help further the organization's mission
- Ensure that all staff and volunteers receive an orientation to the organization and that appropriate training is provided

- Implement a performance management process for all staff which includes monitoring the performance of staff on an on-going basis and conducting an annual performance review
- Coach and mentor staff as appropriate to improve performance
- Discipline staff when necessary using appropriate techniques; release staff when necessary using appropriate and legally defensible procedures

Financial planning and management

- Work with staff and the board (finance committee) to prepare a comprehensive budget
- Work with the board to secure adequate funding for the operation of the organization
- Research funding sources, oversee the development of fund raising plans and write funding proposals to increase the funds of the organization
- Participate in fundraising activities as appropriate
- Approve expenditures within the authority delegated by the board
- Ensure that sound bookkeeping and accounting procedures are followed
- Administer the funds of the organization according to the approved budget and monitor the monthly cash flow of the organization
- Provide the board with comprehensive, regular reports on the revenues and expenditure of the organization
- Ensure that the organization complies with all legislation covering taxation and withholding payments

Community relations/advocacy

- Communicate with stakeholders to keep them informed of the work of the organization and to identify changes in the community served by the organization
- Establish good working relationships and collaborative arrangements with community groups, funders, politicians, and other organizations to help achieve the goals of the organization

Risk management

- Identify and evaluate the risks to the organization's people (clients, staff, management, volunteers), property, finances, goodwill, and image, and implement measures to control risks
- Ensure that the board of directors and the organization carries appropriate and adequate insurance coverage
- Ensure that the board and staff understand the terms, conditions, and limitations of the insurance coverage

Qualifications

Education

- University degree in a related field

Knowledge, skills and abilities

- Knowledge of leadership and management principles as they relate to non-profit/voluntary organizations
- Knowledge of all federal and provincial legislation applicable to voluntary sector organizations including: employment standards, human rights, occupational health and safety, charities, taxation, CPP, EI, health coverage, etc.
- Knowledge of current community challenges and opportunities relating to the mission of the organization
- Knowledge of human resources management
- Knowledge of financial management
- Knowledge of project management

Proficiency in the use of computers for:

- Word processing
- Financial management
- E-mail
- Internet
- Social media

Personal characteristics

The executive director should demonstrate competence in some or all of the following:

- **Adaptability:** Demonstrate a willingness to be flexible, versatile and/or tolerant in a changing work environment while maintaining effectiveness and efficiency.
- **Behave ethically:** Understand ethical behaviour and business practices, and ensure that own behaviour and the behaviour of others is consistent with these standards and aligns with the values of the organization.
- **Build relationships:** Establish and maintain positive working relationships with others, both internally and externally, to achieve the goals of the organization.
- **Communicate effectively:** Speak, listen, and write in a clear, thorough, and timely manner using appropriate and effective communication tools and techniques.
- **Creativity/innovation:** Develop new and unique ways to improve operations of the organization and to create new opportunities.

- Focus on client and community needs: Anticipate, understand, and respond to the needs of internal and external clients to meet or exceed their expectations within the organizational parameters.
- Lead: Positively influence others to achieve results that are in the best interest of the organization.
- Solve problems: Assess problem situations to identify causes, gather and process relevant information, generate possible solutions, make recommendations, and resolve the problem.
- Think strategically: Assesses options and actions based on trends and conditions in the environment, and the vision and values of the organization.

Experience

- Five or more years of progressive management experience in a voluntary sector organization

Working conditions

- The executive director usually works in an office environment, but the mission of the organization may sometimes take him/her to non-standard workplaces.
- The executive director works a standard work week, but additionally will often work evening, weekends, and overtime hours to accommodate activities such as board meetings and representing the organization at public events.



Building a Committee Structure for Your Non-profit Organization

The committee is one of the basic operating tools of your organization. Committees provide leadership for the organization, handle specific issues, deliver programs, and manage events. With the support of functioning committees you can effectively delegate tasks and get more people actively engaged in carrying out the work of your organization.

Committees are valuable vehicles used to accomplish much in a non-profit organization. They take on specific and detailed work when the task is too complex and time-consuming to handle in meetings of the entire board, thus increasing overall efficiency. Committees provide opportunities for the organization to engage people and develop talent to keep the leadership “pipeline” full. Involving more people, allowing volunteers to use their specialized skills or interests, and addressing work in appropriately sized groups make committees a very real asset for your non-profit organization.

Boards need to understand three basic concepts to capitalize on the benefits of committees:

- How to organize and use committees effectively;
- How to identify when committees are needed and keep the work focused; and
- How to conduct committee meetings in a successful and efficient manner, and report back to the board.

There are different types of committees that you should consider forming that reflect the two different aspects of your organization: governing and operating. Both of these will likely require their own committee structures.

Board committees are formed to carry out the governing roles of the board, while operating committees are formed to provide the support needed to deliver the programs and services of the organization.

Board committees are sometimes designated in the organization’s bylaws and are often termed “standing committees.” Common examples of board committees might include governance, board development, nominations, or audit committees. All of these committees carry out important tasks directly related to the governance of the organization and are closely tied to board activities.

Operating committees are closely aligned with the ongoing programs and operational activities of the organization. They may be chaired or led by a staff person or by a volunteer who is not a board member. Some examples of operating committees might include membership, program, volunteer, fundraising, or social committees.

Board members will frequently serve on both of these types of committees, but they need to understand that their role changes when they serve on an operational committee as they no longer wear their “board governing” hat; instead, they become members of the volunteer team responsible for an operational area. In organizations with an executive director or other staff, the board members become volunteer staff members who answer to the executive director or staff person responsible for the program area.

Other types of committees that are used in non-profit organizations include *ad hoc* committees or working teams established for a particular task or to address a single issue, and advisory committees that are struck to advise the board, a committee, or staff when specific expertise is required.

Establishing Board Committees

Some boards form committees to handle the different areas of work under board responsibility. When a committee is formed, it is given a degree of responsibility to review information, make recommendations and decisions, and bring information back to the full board for discussion and approval.

Establish board committees when:

- The board needs to address issues that are too complex and/or numerous to be handled by the entire board;
- Recommendations are needed for a policy prior to approval by the entire board; and
- More meetings and greater time commitment are needed than scheduled in regular board meetings.

Board committees are very useful, but they should not replace the role of existing staff. In addition, all committee work should eventually be shared with the board as a whole, and the board should make any final decisions on recommendations brought forward by the committees.

The following are examples of typical types of ‘standing committees’;

Executive Committee

Executive committees can help decrease the number of meetings required by a full board; they typically are composed of the chairperson, vice-chairperson, secretary, and treasurer. The executive committee is given authority, based on bylaws in the constitution, to make decisions on its behalf, when necessary. The committee is still

required to take these decisions to the full board. Minutes should be recorded for executive committee meetings if the bylaws indicate the committee can make decisions

in place of the board when needed. This committee will often meet to review monthly financials, perform the executive director's performance review, approve payments, and sometimes serve as a hiring committee. All board members should realize they are still liable for any decisions made by an executive committee.

Finance Committee

A finance committee is created to support the board's role in providing financial oversight for the organization. Members of this committee should have some understanding of budgeting and financial management. This committee sometimes helps to create the budget for your organization, or to review it prior to presentation to the board if the initial development of the budget is a staff function. The finance committee is often tasked with overseeing the organization's financial systems and internal controls, as well as reviewing the financial statements on a monthly basis and reporting to the board as required. The finance committee also works to ensure the entire board understands the organization's financial situation.

Audit Committee

Non-profit organizations in Saskatchewan that solicit money or property from the public are required, under the *Non-Profits Corporation Act, 1995*, to have an audit committee composed of not fewer than three directors of the corporation, a majority of whom are not officers or employees of the corporation or any of its affiliates. The audit committee's responsibilities include helping to ensure that the audit is conducted in an efficient and cost-effective manner; meeting with the auditor to provide instructions on the conduct of the audit, and to receive the report of the auditor independent of the person responsible for the ongoing accounting for the organization. In some cases, this committee is combined with the Finance committee to form a Finance & Audit committee.

Nominating Committee

Many boards will also find it useful to have a nominating committee responsible for proposing new members to the board. In some organizations, board members are elected by the organization's membership at large, and while this is highly democratic, it may not result in the most effective board. Boards need members who will work well as a team, and are able to best represent the organization as a whole – not just a particular constituency or discipline. The nominating committee is tasked with identifying the attributes and experiences the board is seeking and to identify and recruit potential candidates for consideration for a position on the board.

Diversity Committee

Significant changes in the community include the presence of Newcomers and the continued presence of First Nation, Metis Nation and Inuit people. It would be helpful to consider having a core group of the board/Executive Committee include the diversity lens function within their tasks. *(A diversity lens refers to questions and reflection statements designed to help the board take an inclusive and sometimes critical look at what it has been doing, what it wants to do and how work can be carried out. This applies to services, relationships, programs, policies, strategies and decisions).* See related modules **Managing Volunteers** and the **Diversity Module**.

Governance Committee

An increasingly common practice among non-profit boards is to have a governance committee. The governance committee is typically responsible for ensuring that an appropriate governance model is in place and coordinating the evaluations of the board, its committees, and individual board members. This committee is also responsible for ensuring the compliance of the board, management, and others with the policies and procedures of the board and the organization. This committee's roles are sometimes combined with those of the nominations committee.

Communications/Marketing Committee

Another area where volunteers with special skills can help is in communications and marketing. A communications/marketing committee is often formed to help the organization promote its programs and services. This committee is frequently more appropriately classified as an operational committee rather than a board committee as its function is primarily operational in nature.

Special or *Ad Hoc* Committees

Special or *ad hoc* committees may be formed from time to time to accomplish a specific goal, after which point they cease to exist. They can be made up of board and non-board members, and often include staff members as well. These committees will have very specific terms of reference and a defined timeframe for completing their tasks.

Establishing Operational Committees

Most organizations form committees to handle a variety of tasks related to the operations of the organization and the delivery of its programs and services. When a committee is formed, it is given a degree of responsibility to provide operational input, make recommendations and decisions, and bring back the information to the full board for discussion and approval. In some cases, a committee carries out the implementation of the activity for which it has been assigned responsibility.

Operational committees will often mirror the programs, services, and events that an organization undertakes. Committees will be established to provide volunteer support to assist staff or to plan and deliver operational activities.

Establish operational committees when:

- There is a need for specific knowledge or expertise related to an operational area;
- It is necessary to have additional volunteers active to work on a project, program, or event; and
- There is a need to evenly distribute work and complement the work of the board and staff.

In an organization that has no staff, it is common for the board members to assume a more active role in the operational committees. It is important that board members not be expected to serve on too many committees as this tends to create conditions for overload or burnout.

Developing Terms of Reference

Each committee should have a terms of reference (TOR) document that, at minimum, describes the purpose, scope and authority of the committee. The purpose of the committee is the most important section of this document, and unless you have a very good reason, you should not create a committee without a clearly defined purpose. Typically the TOR is a written roadmap for the committee and contains clear and specific information on how the committee is organized, what the committee is trying to achieve, who the members are, and when they meet. A clear and understandable TOR is the first step to a successful committee.

Sample: Marketing and Fundraising Committee

Membership

The marketing and fundraising committee will be composed of at least two members of the board of directors, with the power to add additional members as required. The appropriate staff of the association will also serve on this committee.

The members of the marketing and fundraising committee will be appointed and approved by the board.

Members of the marketing and fundraising committee should understand the requirements of marketing, resource development, special event management, direct mail, and other fund development strategies, and they should be committed to ensuring the development and implementation of a resource or fund development strategy.

Terms of Reference

Objectives:

1. To provide leadership and support to the board of directors and staff of the association in order to develop short- and long-term resource or fund development plans.

2. To assist staff and the board to implement the key priorities and projects as outlined in the plan.

Duties:

1. Develop an annual marketing plan for the organization consistent with the organization's brand and public image.
2. Develop an annual plan for resource development and fundraising for the association which includes key strategies, priorities, and deliverables.
3. Develop and implement plans for "signature" events which can be repeated annually.
4. Identify key association properties which could be presented to potential sponsors for support, and develop appropriate sponsorship proposals and packages for presentation.
5. Assist in the solicitation and recruitment of sponsors.
6. Assist in the development and delivery of special events designed to market the association, create greater public awareness, and generate resources to support the ongoing priorities of the association.

Expectations:

The committee shall meet not fewer than four times per year.

Members of the committee are expected to attend all meetings of the committee.

Accountabilities:

The marketing and fundraising committee shall report the following to the board of directors at designated meetings of the board throughout the year:

- Progress on the development of the annual plan and priorities contained within the plan.
- Ongoing progress towards the achievement of the key elements and deliverables within the plan.
- Dates of meetings and committee member attendance.
- Work plan and progress towards the achievement of the work plan.
- Schedule for presentation of information to the board as required.

The board of directors and the committee shall confirm or renegotiate the committee/board relationship annually.

Need More Help?

Industry Canada, 2014: Committees: Primer for the Directors of Non-Profit Organizations, Corporate, Insolvency and Competition Law Policy:

<http://www.ic.gc.ca/eic/site/cilp-pdci.nsf/eng/cl00695.html>

Developing Job Descriptions for Non-Profit Board Members. The Muttart Foundation and Alberta Culture and Community Spirit, 2008.

<http://culture.alberta.ca/bdp/workbooks/jobdescription.pdf>

Guide to Effective Committees for Directors of Not-For-Profit Organizations:

Canadian Society of Association Executives, 2007.

Mycommittee.com:

<http://www.mycommittee.com/BestPractice/Committees/Startingacommittee/TermsOfReference/tabid/251/Default.aspx>



Conducting Meetings for Your Non-profit Organization

One of the biggest responsibilities facing any organization – for either volunteers or staff – is the effective facilitation of meetings. The practical aspects of a board’s meetings are important and can have a big impact on the overall effectiveness of the organization. Meetings are an important organizational tool as they can be used to:

- Share information;
- Pool and develop ideas;
- Plan;
- Solve problems;
- Make decisions;
- Create and develop understanding;
- Encourage enthusiasm and initiative; and
- Provide a sense of direction.

While meetings may differ in size, content, and approach, effective meetings all have the following three main components in common:

- **Content** is the knowledge, information, experience, expertise, opinions, ideas, attitudes, and expectations that each individual brings to a meeting.
- **Interaction** is the way in which the participants work together to deal with the content of a meeting. This includes the feelings, attitudes, and expectations of the participants that have a direct bearing on co-operation, listening, participation, and trust.
- **Structure** is the way in which both the information and the participants are organised to achieve the purpose/objectives of the meeting.

Types of Meetings

Annual General Meeting

As an incorporated non-profit organization, you are required to hold an annual general meeting of your members within four months of the end of your fiscal year. Your annual general meeting should be held during the same month every year. It should be open to all members of your organization, as well as to community residents in the case of a

community association. The main purpose is to elect new members to your board for the upcoming year, accept and approve the annual financial statements, and provide information on the projects and issues the organization worked on over the past year. If an issue is raised that cannot be adequately addressed at your annual general meeting, you can organize a special meeting to deal with that one issue.

You must provide a notice of meeting to the membership in advance of the meeting. This notice should include the date and time of the meeting and any special items, such as bylaw changes, that will be presented at the meeting for members' approval.

Special Meetings of Members

Special meetings can be called as many times as needed throughout the year. Members of the board can call the meetings to discuss issues or decisions that require the input and participation from the members or the wider community. It is important to give invitees adequate notice of the meeting – at least 15 days – to ensure strong stakeholder participation.

Board Meetings

The individuals elected to your board are usually referred to as directors. Your board should establish a meeting as often as needed to oversee the concerns and ongoing work of your organization. The board is authorized to oversee and administer the ongoing business of the organization and must meet regularly to fulfill that responsibility. In some cases, the bylaws for your organization may specify the number of meetings the board is required to conduct.

Committee Meetings

Committees meet separately to discuss and implement specific responsibilities of the organization. Some committees are formed for a specific project or task and then dissolved. Others are standing committees that continue to operate on an ongoing basis. Frequently, there are committees that carry out the work of the board, sometimes referred to as board committees, and committees that carry out operational work of the organization.

Meetings of the Board

An organization should look closely at the responsibilities of the board and meet only when they are meaningfully addressing one or more of them. According to BoardSource, "The board should meet only as many times as are required to fulfill its role and it should hold meetings wherever the setting is most conducive to quality board work. A best practice is for your board to develop an annual work plan and then meet on a regular schedule to address the topics and issues in the work plan over the organization's calendar or fiscal year. Every meeting should have a different focus and agenda."

How to Plan a Board Meeting

The board chair or president and the executive director (if your non-profit has an executive director) should agree on the agenda for each board meeting, which should devote appropriate time for discussion of each of the board's primary responsibilities.

Key steps in planning a meeting:

1. Determine a date and location.
2. Set an agenda and identify and confirm speakers and those invited.
3. Provide a notice of meeting.
4. Send reminders and confirm (RSVPs) attendance.
5. Confirm food and refreshments, equipment needs, and set-up required.
6. Be early to greet attendees.

Golden Rules of Board Meeting Conduct

The first rules for board meetings are to be polite and fair. Politeness requires that people show good manners and only disagree with motions or ideas rather than telling people they are wrong. Good manners also require that board members show respect for the chair. According to the rule of fairness, the majority rules – always.

The second basic rule is that the board meeting belongs to the directors and not to the chair or the executive director. An approval of the agenda allows all board members an opportunity to agree on what will be discussed.

Rules of Order

Many boards use Robert's Rules of Order, or a similar version of meeting rules, to conduct their meetings. While each board may need its own style, some key principles should apply.

The All-important Agenda

A well-planned agenda is the key to running a successful meeting. An agenda is simply a list of items you wish to discuss at the meeting. It is both a schedule and a reminder of the items you need to cover.

A well-planned agenda ensures important issues are not overlooked and that the meeting has purpose and structure. The chair uses the agenda to keep the meeting on track and within specified time limits.

Call to Order

When a sufficient number of members have arrived to have quorum, the chair calls the meeting to order. In addition to any announcements and “housekeeping” items such as lunch arrangements, the chair should introduce any visitors or guests.

Approval of the Agenda

The next item of business is for the directors, by motion made and seconded, to approve, add items to, or delete items from the agenda. Directors do not have an automatic right to demand that an item be added: majority rules.

Approval of the Minutes

The motion to approve or accept the minutes of the previous meeting is an opportunity for the directors to check for accuracy and correct any errors that may appear. Directors who were not at the previous meeting can ask questions, but should not speak to this motion. This is not an opportunity to re-consider, review, or debate the wisdom of the decisions reached at the previous meeting; it is only an opportunity to confirm the minutes are accurate or to make any corrections.

Reports

There are several types of board reporting, and in most cases, these reports should go out to board members prior to the meeting.

1. **Chair or President’s Report**
The chair or president provides a brief update, including organizational highlights and work that pertains to the board, since the last meeting.
2. **Treasurer’s or Financial Report**
The financial report highlights any important changes to the organization’s financial situation, particularly any variances from the approved budget.
3. **Executive Director (or Other Staff) Report**
An executive director, or other staff person, reports on key areas of change within the organization that have occurred since the last meeting. The executive director may also speak to specific proposals or briefings for the boards, which provide a summary of an issue and possible options.
4. **Board Committee Reports**
board’s may have a number of different committees, so it is important to identify which committee reports will occur at which meetings.
5. **Special Reports**
Special reports are any other report that is shared with the board, including both

internal and external analyses of key operations and environmental concerns. Board briefings may be prepared in advance to accompany a report.

Although it is important, receiving reports can be a time-consuming part of the meeting. Whatever reports are included in your meeting, the presenter should avoid reading them verbatim as part of the meeting. Use a reporting format that is based on heading summaries that make it clear what, if any, recommendations arise from the report and whether there is a decision required by the board. The emphasis at the board meeting should be on the board's discussion – not on reading a report.

Old/New Business

These headings are placeholders in a board agenda to deal with items that have not been brought up prior to the agenda's development. Aim for a detailed agenda that does not need these placeholders. Old business should be included in one of the board reports, while new business should refer to the topics you will explore at another meeting.

Summary

Before jumping to the date and time of the next meeting, it is always a good idea to review the highlights of your meeting and identify the key actions required prior to the next meeting. Some boards will complete a quick meeting evaluation.

Motions

Making a Motion

The motion is the foundation for all rules of order. A motion is a request, or a proposal, for an action to be taken by a board, and it is usually made by a director. At a board meeting, motions are used to:

- Accept reports;
- Accept decisions of the majority; and
- Adjourn meetings.

Motions are made by a director stating, "I move..." before specifically stating the action the board should take. (Some boards prefer that directors other than the chair/president make the motions).

Seconding the Motion

After a motion is made, the chair will call for a seconder. Another director must second the motion before the entire board can move into a discussion. At this point, a seconder does not have to be in favour of the motion, he or she just believes the motion is worthy

of discussion. A seconder does not have to have the floor to second a motion. The chair may make a call for a seconder.

Motion Open for Discussion

At this point, the board can discuss the motion put forward, ask any clarifying questions, or request more information. From the discussion, the following four things can happen:

1. Proceed to vote on the motion.
2. Amend the motion.
3. Table the motion.
4. Strike the motion.

Voting on the Motion

When sufficient discussion has taken place, the chair will call the matter to a vote, or ask the board members if they are ready for the question. The question is a restatement of the motion so that the board members can vote. Each board member, other than the chair, gets one vote. Most boards use a voice vote of “aye” for yes, and “nay” for no, or raise their hands in favour and against, and identify themselves if they abstain from the vote. The votes are counted and the majority vote determines if the motion is passed or defeated. Typically, the chair will only vote to break a tie.

Amending a Motion

After discussion, a motion may be amended by adding, deleting, or substituting words. An amendment may modify the motion slightly, but should not radically alter or contradict the motion. Reasons to amend the motion include:

- To make a small change, such as date or time; and
- To make it more clear to the reader.

After an amendment is made, the chair may call for a vote on the motion.

Tabling a Motion

At some point in the discussion, a director may move the question be laid on the table, or tabled, which moves the board to temporarily set aside the motion, mainly due to lack of information or time for discussion. Tabling the motion can be used by the Chair to halt discussion on an unpopular or controversial proposal. It is a means of postponing a decision indefinitely rather than closing it by decisive vote. The motion to table is neither debatable nor amendable.

When the motion to table has been seconded, the chair must put the “motion to table” to a vote immediately. If the majority vote agrees, the subject is closed. A tabled motion

cannot be taken from the table unless another item of business has been transacted since the question was laid on the table. If the tabled motion is not removed from the table by the end of the next meeting, it ceases to exist.

Motion to Reconsider

The motion to reconsider can be made by a board member when he or she wishes to ask the entire board to revisit a previous decision made at the same meeting. Reconsider is most commonly applied to main motions, but some minor and secondary motions are also subject to reconsideration.

Motion to Rescind

If it is necessary to change a decision that was adopted at a previous meeting, a member can move to rescind. The exceptions and uses for the motion can get complicated, but to keep things simple, remember that an affirmative vote cannot be reconsidered if it has been partly carried out, or, if in the case of a contract, the party to the contract has already been notified.

Example:

Mover: "Ms. Chair, I move that (organization name) spend up to \$500 to honour volunteers for long-term service, as outlined in the proposal made June 30, 2014."

Second: Another member seconds the motion, by saying, "I second the motion." The seconder may be motivated because he/she agrees with the motion, or because he/she wants the motion to reach the floor for debate.

Chair: Reads the motion. "It has been moved and seconded that our organization will spend up to \$500 to honour volunteers for long-term services, as outlined in the proposal made June 30, 2014."

Discuss: Chair gives floor to the mover to make the first comment. Other board members can be given the floor to ask questions or add comments. The discussion could lead to several options.

Mover: "I move to amend the motion by increasing the amount to \$1,000."

Chair: Reads the amended motion. "It has been moved and seconded that our organization will spend up to \$1,000 to honour volunteers for long-term services, as outlined in the proposal made June 30, 2014." If the amended motion is not passed, the original motion may still be on the table.

The discussion ends when the chair calls for a vote or "a question," or when no more discussion takes place. The chair says, "Are you ready for the question?"

Chair: The chair should read motion again for clarity, or may go directly to, "All those in favour signify by raising your right hand."

Chair: Counts and makes note.

Chair: Opposed is called for. Counts and makes note.

Chair: Abstained is called for. Counts and makes note.

Chair: "The motion is carried" or "The motion is defeated."

Meeting Minutes

Some boards want all the details of a meeting captured, but the minutes of a meeting need only capture the decisions made, actions agreed upon, and responsibilities given. They also include any statements which board members specifically requested be included in the minutes.

The advantage of using a formatted page with columns is you are not required to read the whole document to determine what action is required of you. Here's a sample template you can use for recording and distributing minutes.

Date of meeting _____ Location _____ Time _____ to _____

Attendees:

√	√	√
√	√	√

Motion # _____ Moved by: (Last name). Seconded by: (Last name). <i>Exact wording of motion is included here</i> Carried/defeated (outcome of vote) Any pertinent discussion is included here...	Action Who, what, when
Motion # _____ Moved by: (Last name). Seconded by: (Last name).	Action

After the Meeting

The level of work expected before the next meeting may determine how quickly you want to provide the minutes from the meeting, have the executive director share the actions with other staff, and move forward with items that affect operations.

1. Dealing with the Minutes

Meeting minutes should be typed and distributed in a timely manner. The sooner you can prepare the minutes, the better – as you will have better recall of what actually took place, and what was decided. Ideally, you should have the minutes distributed within 24

hours; realistically, one week is a good goal to strive towards. As chair, you may be responsible for making sure the recorder is doing his/her job.

2. Informing Staff

Some items in the minutes affect the ongoing work of staff. The executive director should know which information he or she can communicate to staff before the minutes are compiled.

3. Follow-up on Actions

If the minutes are sent out quickly, board members and staff will understand the implications and what work is their responsibility. Some people go to meetings and promise the world, but never deliver; others do not take notes or remember what duties they have been assigned. The chair should be aware of who has committed to a particular responsibility. Go over your action list and follow up with those who have obligations. Has progress been made?

Source: Sask Culture Organizational Resources:

<http://www.saskculture.ca/programs/organizational-support/organizational-resources>

Need More Help?

Roberts Rules of Order:

<http://www.robertsrules.com/>

Toastmasters:

http://westsidetoastmasters.com/resources/roberts_rules/chap11.html

Unit Three





Incorporating Your Non-profit Organization

Definition of a Non-profit Corporation

A **non-profit corporation** provides programs or services that are not aimed at creating personal financial gain and often benefit a particular social cause. Any profits made through the organization's efforts, often called surplus, are used to advance its goals.

Some common examples of non-profit corporations include: community associations, arts organizations, sports groups, activity clubs, daycares and service groups. Not all non-profit organizations are incorporated, but incorporation has a number of potential benefits.

Non-profits are governed by the Non-profit Corporations Act in Saskatchewan, which is administered by the Information Services Corporation (ISC). The Public Legal Education Association (PLEA) of Saskatchewan provides a comprehensive information package, called Non-Profit Organizations, which provides a good overview of the basic aspects of the Act.

An Unincorporated Association

An unincorporated association is an organization created by an agreement or understanding among a group of individuals. It has no legal status. Its members are personally responsible for any debts of the organization. If it gets into legal trouble, all of its members can be sued individually. Also, title to any property must be in the names of all individual members, which can make buying and selling property difficult.

Some examples of unincorporated associations are school parent associations, sports teams, and other small community-based organizations.

Types of Non-profit Corporations

There are two types of non-profit organizations or corporations as indicated on the chart below:

Membership Corporations	Charitable Corporations
Financed by members through membership fees, loans, fundraising	Financed by government grants, donations, public property
Primarily for the benefit of members	Primarily for the benefit of the public
Requires at least 1 director	Requires at least 3 directors
May pay a salary to employees	May pay a salary to employees
Members may receive remaining property on dissolution	Members may not receive remaining property on dissolution
May invest its funds as directors see fit, subject to the limitations contained in any gifts and the articles or bylaws	May invest its funds in shares, debentures, bonds, mortgages, or other financial instruments (including mutual funds) in which trustees are by law permitted to invest

Why You May Wish to Incorporate Your Non-profit

There are two types of non-profit corporations: membership and charitable. Membership corporations carry on activities that are primarily for the benefit of their members. Charitable corporations, while they still may have members, carry on activities that are primary for the benefit of the public, and must designate themselves as a charity when they incorporate. **This process is not the same as applying for registered charitable status with the Canada Revenue Agency.**

Why should you incorporate your non-profit organization? When a non-profit incorporates, it becomes a legal entity, similar to an individual. This permits the organization to perform transactions in its own name, reducing liability to individuals and ensuring continuity. The decision to incorporate depends on many things, including the organization's activities and the nature, or type, of organization.

Advantages to incorporating include:

- Limited liability to the members and directors;
- Access to government/agency grants;
- Ownership of property regardless of membership change;
- Ability to bring legal action; and
- Continuity of the organization over time even with membership changes.

Once registered, a non-profit organization has a number of responsibilities. Non-profit organizations will normally have a membership, a constitution, and bylaws. Under the *Non-profit Corporations Act of Saskatchewan*, members have certain rights, which include:

- Receiving notices of meetings;
- Voting at a meeting of members;
- Electing directors;
- Removing directors;
- Confirming, rejecting, or amending bylaws made by directors;
- Changing articles of incorporation;
- Receiving financial statements;
- Appointing an auditor; and
- Having access to the organization's records.

A non-profit organization is responsible for holding an annual membership meeting no later than four months after the organization's fiscal year-end. The financial statements and the auditor's report, which is presented at the meeting, must be sent to the membership 15 days prior to the date of the meeting. Members can exercise their rights at meetings. A minimum number of members are required to be in attendance in order to achieve quorum and approve decisions for the organization. Decisions are usually brought to the membership by the organization's board of directors. A director, who can be any mentally competent person aged 18 years or older who is not bankrupt, has particular duties in his or her role with the organization.

Some of the reasons to incorporate your non-profit organization include the following:

- To have a formal structure under which to operate.
 - A corporation can take part in legal proceedings in its own name.
- To hold title to land.
 - A corporation can own and sell property in its own name.
- To qualify for grants or funding.
 - Funding opportunities may be greater because the organization may have increased stability as an incorporated non-profit.
- To apply for a bingo or lottery license.
- To limit the personal liability of members. Generally, a shareholder of a corporation is only liable to the extent of his/her investment in the corporation.
 - The membership may change, but the corporation continues to exist as the same legal entity.

Membership in Your Non-profit Organization

Members of a non-profit organization are entitled to certain rights and serve in important roles. One of the most important roles of the members of a corporation is to elect the board of directors. However, the work of the members is not complete once they have

elected a board to run the corporation. *The Non-profit Corporations Act, 1995* gives members certain rights including the right to:

- Receive notice of meetings;
- Call a special meeting of the members (requires agreement of 5 per cent of members);
- Vote at a meeting of members;
- Remove directors;
- Confirm, reject, or amend bylaws made by directors;
- Change articles of incorporation;
- Receive financial statements;
- Appoint an auditor or, in some limited situations, choose to not appoint an auditor; and
- Have access to the corporation's records.

There may be different classes of members in a non-profit corporation. These classes have different rights and privileges only if the articles or bylaws of the corporation stipulate the differences.

Some members' rights can be changed by the articles or the bylaws. For example, each member has the right to one vote at member meetings, unless the articles state otherwise. The rights given in the Act apply where no changes have been made through the articles or bylaws. Some rights, however, cannot be changed. For example, the right of access to the corporation's records cannot be taken away. The Act states which rights can be altered by the articles of the corporation, which can be altered by the bylaws, and which rights cannot be altered.

Members exercise their rights at meetings. Generally, a majority of voting members must be present or represented by proxy in order to transact the business of the corporation. The minimum number of members required is called a quorum. A corporation can change this requirement through its bylaws. A bylaw can state that a certain number of members less than the majority constitute a quorum.

Generally members are not responsible for any liability, act, or default of the corporation.

Process to Incorporate Your Non-profit Organization

Incorporating your non-profit organization in Saskatchewan is very simple. The process is managed by Information Services Corporation (ISC) of Saskatchewan (visit www.isc.ca). Further information is available at: <https://www.isc.ca/CorporateRegistry/FormingaNonProfitCorporation/Pages/HowtoIncorporateaNon-ProfitOrganization.aspx>.

A non-profit group may be incorporated by one or more people. Each person must be:

- At least 18 years of age;

- Mentally competent; and
- Not have the status of bankrupt.

Before you begin, you will need to ensure that you have collected the information required to complete the process of incorporation.

Your non-profit group may be incorporated by one or more people in four basic steps.

Step 1: Conduct Name Search

Before you can incorporate a Saskatchewan non-profit corporation, you must search and reserve a name for your organization with ISC.

You can perform an online search before submitting your application for incorporation, or you can include a non-profit name availability search and reservation form in your documentation submission (steps 2-3).

Step 2: Complete the Articles of Incorporation

Once you have your name search results and reservation number, you may complete and submit the forms required to incorporate online. These forms are all available on the ISC website.

On the ISC website you may also view the Non-profit Corporations Act incorporation kit, which contains a copy of all the forms (and instructions) required to incorporate and/or register a non-profit corporation in Saskatchewan.

Non-profit Corporations Act forms

The *Non-profit Corporations Act, 1995* incorporation kit is available online and contains the necessary forms for online submission.

Articles of incorporation and bylaws

Articles of incorporation identify the unique characteristics of each non-profit corporation. The articles should include:

- The name of your non-profit corporation;
- The classes of membership and whether membership may be transferred;
- The number (minimum and maximum number) of directors;
- Whether it is a membership or a charitable corporation;
- Whether the activities the corporation can carry on are restricted;
- Who the corporation's remaining property goes to if the corporation winds up its operations; and
- Who the incorporators are.

It is not necessary for the articles to include provisions that can be put in the bylaws. The provisions in the articles should be kept to a minimum because it is easier to change a bylaw than it is to change the articles.

If all members are to have the same rights and privileges, the articles should allow for only one “class” of membership. If some members are to have different rights than others (for example, some members’ voting privileges may be restricted), the articles must name those members as a separate class.

A non-profit corporation can be either a membership corporation or a charitable corporation.

A membership corporation carries on its activities primarily for the benefit of its members, and its articles may provide for any surplus to be distributed to a similar organization, a charity, or it may be divided equally among its members. If the articles do not state where the surplus is to go upon dissolution, it is paid to the members.

A charitable corporation carries on its activities primarily for the benefit of the public, and the articles may name another registered charity or non-profit corporation or a level of government to which any surplus is to be distributed.

Registered Charity Information

If your non-profit organization wishes to apply for a registered charitable tax number from the Canada Revenue Agency (CRA), your articles must restrict the activities of your non-profit corporation to those that further charitable objectives. A charitable tax number enables your non-profit corporation to issue tax-deductible receipts for donations. You should provide the CRA with a draft copy of the articles of incorporation before submitting to the ISC office to ensure the articles are acceptable for the purpose of charitable registration under the *Income Tax Act*.

Please refer to the Charities Directorate at <http://www.cra-arc.gc.ca/chrts-gvng/menu-eng.html>, or contact the CRA at 1-800-267-2384. Be sure to refer to the module in this kit: **Applying for Charitable Status**.

Step 3: Submit the Required Documentation With Payment

You can submit forms online, by mail, fax, or in person.

Online: You may file articles of incorporation online using the corporate registry's online registration website.

Mail, fax or in person: Forms may be faxed, mailed or dropped off at the ISC corporate registry customer service centre.

Corporate registry

1301 1st Avenue
Regina, SK
S4R 8H2

Phone: (306) 787-2962
Fax: (306) 787-8999
corporateregistry@isc.ca

Payment options

All services provided by the ISC corporate registry may be paid for by:

- Cash (do not send cash through the mail);
- Cheque/money order (payable to Information Services Corporation);
- Visa/MasterCard;
- Debit card (for walk-in customers only);or
- Deposit account*.

* Applies only to those organizations that have an account with the corporate registry

Special instructions:

1. **Mail requests** – include your cheque or money order, Visa/MasterCard number (including expiry date) or deposit account number.
2. **Fax requests** – include your Visa/MasterCard number (including expiry date) or deposit account number.

Step 4: Receiving Your Certificate of Incorporation

Once your request is successfully processed, you will receive a certificate of incorporation in the mail.

The turnaround time for receiving this certificate will depend on the method you chose for delivery.

Electronically

If you choose pre-defined text on the articles of incorporation, your corporation will be incorporated effective the date you started the incorporation online. Your certificate of incorporation will be mailed out to you the next business day. If you choose to enter your own text on the articles of incorporation, your forms must be reviewed by corporate registry staff. This normally takes two or three business days. You will be notified by mail if there is an issue with your articles of incorporation.

CRA business number program

As of October 21, 2013, customers incorporating a non-profit organization in Saskatchewan automatically receive a business number from Canada Revenue Agency as part of their incorporation process.

Need More Help?

The Non-profit Corporations Act, 1995:

<http://www.publications.gov.sk.ca/details.cfm?p=737>

CRA Business Number Frequently Asked Questions (FAQs):

<https://www.isc.ca/CorporateRegistry/FormingaCorporation/Pages/CRABusinessNumberFrequentlyAskedQuestions.aspx>

The Non-Profit Organization: information for charities, clubs and community groups. Public Legal Education Association of Saskatchewan (PLEA) 2011:

http://plea.org/legal_resources/?a=259&searchTxt=&cat=28&pcat=4

Primer for Directors of Not-for-Profit Corporations: Rights, Duties and Practices. Industry Canada, 2002.

[https://www.ic.gc.ca/eic/site/cilppdci.nsf/vwapj/Primer_en.pdf/\\$FILE/Primer_en.pdf](https://www.ic.gc.ca/eic/site/cilppdci.nsf/vwapj/Primer_en.pdf/$FILE/Primer_en.pdf)



Applying for Charitable Status

What is the Difference between a Non-profit Organization and a Charity?

These terms are used interchangeably in common language but legally do not mean the same thing. In Canada, the term "non-profit" is generally applied to organizations representing one of three groups:

Non-profit Corporations

Non-profit corporations are incorporated as legal entities separate from their members and directors. Many non-profit community organizations do not register as charities with the Canada Revenue Agency (CRA). They can still earn a profit, but they use profits to further their corporate goals (rather than distributing profits to shareholders, members or directors).

Registered Charity

Distinct from non-profit corporations, registered charities run programs that meet the charitable requirements and activities as outlined by the CRA's Charities Directorate. They are registered and regulated by the CRA and are able to issue tax receipts to donors. All charities must be registered as non-profit corporations.

Foundation

A foundation is a type of registered charity that exists primarily to distribute funds to qualified recipients (donees). Canadian foundations may give grants (donations) to other charities, be a funding arm for another charity (such as hospital foundations), or conduct their own charitable activities.

Which is right for you?

Which status is right for you will depend on the activities your organization carries out. Registered charities have some benefits:

- They can issue tax receipts to donors;
- They enjoy benefits related to the amount of income tax to be paid; and
- They tend to enjoy a higher level of public trust.

Non-profit corporations and social enterprises have fewer regulatory constraints around earning income from events, fundraising, and product sales.

Non-profits have different latitude in operations, even though they cannot issue tax receipts. Non-profits have fewer regulations when it comes to:

- political activities (charities are limited);
- fundraising events and events in general (charities require receipting procedures); and
- user fees (charities require receipting procedures that non-profits do not).

Registered charity versus non-profit organization

Registered charities are often referred to as non-profit organizations (NPOs). However, while both types of organizations operate on a non-profit basis, they are defined differently under the *Income Tax Act*. The following chart illustrates the differences between a registered charity and a non-profit organization.

Topics	Registered Charities	Incorporated Non-profit Organizations
Purposes	Must be established and operate exclusively for charitable purposes.	Can operate for social welfare, civic improvement, pleasure, sport, recreation, or any other purpose except profit.
Registration	Must be incorporated as a non-profit corporation.	Must incorporate as a non-profit corporation.
Charitable registration number	Must apply to the Canada Revenue Agency (CRA) and be approved for registration as a charity. Is issued a charitable registration number upon approval by the CRA.	Does not have a charitable registration number.
Tax receipts	Can issue official donation receipts for income tax purposes.	Cannot issue official donation receipts for income tax purposes.
Spending requirement (disbursement quota)	Must spend a minimum amount on its own charitable activities or as gifts to qualified recipients (donees).	Does not have requirements for spending.
Designation	Is designated by the CRA as a charitable organization, a public foundation, or a private foundation.	Does not receive a designation.
Returns	Must file a T2 return and/or an information (Form T1044) within six months of its fiscal period-end. Must file an annual information return (Form T3010) within six months of its fiscal period-end.	May file a T2 return (if incorporated) and/or an information return (Form T1044) within six months of its fiscal period-end.

Personal benefits to members	Cannot use its income to personally benefit its members.	Cannot use its income to personally benefit its members.
Tax exempt status	Is exempt from paying income tax.	Is generally exempt from paying income tax.
Access to resources	Is eligible for public granting programs. Is eligible for resources from donors, foundations, or sponsors who require charitable status.	May be taxable on property income or on capital. Is eligible for most public granting programs.

Applying for Charitable Status

In reviewing applications for charitable registration, the Canada Revenue Agency (CRA) considers whether the organization:

- is appropriately set up and organized according to the CRA's requirements;
- has exclusively charitable purposes (or objects) as defined by CRA;
- will have activities that are charitable, are carried out in an allowable manner, and will further one or more of the organization's purposes; and
- will deliver a public benefit.

These criteria must be met; otherwise, an organization's application for charitable status may be rejected by the CRA.

Charitable Purposes

An organization's purposes (sometimes called objects) are set out in its governing documents. For example, a corporation will set out its purposes in its articles of incorporation or letters patent, and an unincorporated organization will set them out in its constitution or trust documents. *Example of a purpose: To engage and empower residents to build a thriving, all-inclusive inner city community with links to our history and our future.*

The organization's purposes or objects specify what the organization's membership has given it authority to do. They describe the aim, or main intent, of the organization. The purposes give the organization the authority to undertake activities that are within the scope of its purposes.

For this reason, organizations often want to have purposes that are very broadly worded. This can be a problem if the organization wishes to become a registered charity because the Canada Revenue Agency (CRA) has more stringent requirements for an applicant's purposes.

CRA's Requirements for Purposes

The Canada Revenue Agency (CRA) will only grant charitable registration to organizations whose purposes are exclusively charitable.

Organizations that have purposes that could allow for non-charitable activities will be refused charitable registration, even if the organization intends to actually do only charitable activities.

When evaluating an applicant's purposes, the CRA looks for purposes that are specific and clearly fall completely within the definition of charitable. General or vague purposes that could be interpreted as being even partly non-charitable will cause the CRA to decline the application for charitable registration.

Drafting the purposes is only one part of creating the governing documents for a charitable applicant. Organizations should consider other federal and provincial legislation in addition to the Income Tax Act.

A charity lawyer can provide valuable assistance in meeting the CRA's requirements for purposes.

What Purposes Are Charitable?

There is no definition of "charitable" in the Income Tax Act or similar legislation.

Some things that benefit the public, or are "good," are not charitable. There are many beneficial activities undertaken in communities across the country that are not considered charitable by the Canada Revenue Agency. For example, sport and recreation activities do not generally fall within the definition of charitable.

The courts have identified four types of charitable activity:

1. The relief of poverty;
2. The advancement of education;
3. The advancement of religion; and
4. Other purposes that benefit the community in a way the law regards as charitable.

The Canadian Revenue Agency has developed a guide to drafting purposes for charitable registration. The guide can be found on the CRA website.

Make an Informed Decision

The decision to apply for registration as a charity is an important one. After a charity is registered, it will have many obligations to meet each year, such as documenting donations and expenditures, filing an information return, and meeting a spending requirement. A charity has obligations to the recipients of its charitable activities, to its volunteers, to its donors, and to the general public. A charity must also fulfill a number of legislative and regulatory obligations for the various levels of government (federal, provincial, and territorial).

Here are some questions to consider when deciding whether or not to apply for charitable status:

1. Is your organization located in Canada?
2. Is it important for your organization to be able to issue official donation receipts and/or receive gifts or grants from other registered charities?
3. Does your organization have exclusively charitable purposes?
4. Will your organization be able to recruit volunteers and staff members on an ongoing basis to carry out your charitable purposes and activities?
5. Does your organization have the necessary skills and resources to meet all of the obligations of registration?
6. Is your organization aware of the consequences of not of continually meeting all the obligations of registration as a charity?
7. Does your organization have enough support and “reach” to secure the necessary donations or funding to fulfill its charitable purposes and carry out its activities?
8. Is your organization willing to give all its assets to another registered charity if/when your organization ends its operation?

If you answered **yes** to all these questions, registration as a charitable organization may be right for you.

However, there are factors that will prevent an organization from being registered as a charity that you should be aware of before making a decision to apply.

Check here to make sure that your organization is fully compliant with the requirements for charitable status: <http://www.cra-arc.gc.ca/chrts-gvng/chrts/pplyng/ftwp-eng.html>.

Forms and Required Details

The Canada Revenue Agency application form requires detailed information about the organization's:

- Legal form and structure;
- Directors or trustees;
- Expected activities;
- Plan to achieve each of its charitable objects;
- Expected fundraising activities;
- Financial position;

- Income and expenses; and
- Supporting documentation for all of the above.

For more information, consult Guide T4063, Registering a Charity for Income Tax Purposes: <http://www.cra-arc.gc.ca/E/pub/tg/t4063/>. This guide explains how to complete Form T2050, *Application to Register a Charity under the Income Tax Act*.

Form T2050, Application to Register a Charity Under the Income Tax Act: <http://www.cra-arc.gc.ca/E/pub/tf/t2050/README.html>

This form must be completed by any organization that is applying to be registered as a charity under the *Income Tax Act*.

Tip!

Ensure your application is complete upon submission. The Canada Revenue Agency will not make a decision about registration without all of the required information, and incomplete information will result in a returned application.

Need More Help?

A charity lawyer should be able to assist you, or direct you to resources so that you can understand these steps on your own.

Here are some links to resources that can help guide you through the registration process:

Learning modules on registered charities – Charity Central:
<http://www.charitycentral.ca/node/36>

Applying for charitable status – webinar from Charity Tax Tools:
<http://sectorsource.ca/resource/video/applying-charitable-status>

Starting an Organization – Imagine Canada: <http://sectorsource.ca/managing-organization/charity-tax-tools/starting-organization>



Developing Bylaws for Your Non-profit Organization

Bylaws are the written rules that control how your organization is governed and how you conduct your internal affairs. Bylaws generally define things such as your organization's official name, purpose, requirements for membership, board member titles and responsibilities, how offices are to be assigned, how meetings should be conducted and how often meetings will be held.

The term "bylaws" is frequently used to describe the document outlining those regulations determining how your non-profit organization is governed. In the past, it was acceptable to use the terms "constitution," "charter," or even "rules and Regulations."

Bylaws are also sometimes mistakenly called "standard operating procedures" or "policies and procedures," but those are different as they govern day-to-day operations and do not carry the same authority.

In Saskatchewan, bylaws of a non-profit corporation may be made and changed by the directors, but members' approval is required at the next membership meeting. Members can approve, reject, or change the bylaw. If the members do not approve the bylaw or its amendments, or if the bylaw is not presented for their approval at the next membership meeting, the bylaw ceases to have effect. Bylaws must not conflict with, and cannot override, your articles of incorporation. This means that things like changing the classes of membership or the number of directors must be done by changing the articles.

While bylaws are unique to each organization, they generally have a similar structure and use. In order for bylaws to be concise, the board should also create comprehensive policies and resolutions that support and complement the bylaws. It is far easier to change policies at the board level than take bylaw revisions to the membership for approval.

How Are Bylaws Created and Amended?

The board creates bylaws when the organization is established. *The Non-Profit Corporations Act, 1995* provides guidance on what must be included in your bylaws or articles. It is important that you familiarize your organization with the basic requirements outlined in the Act which legislates all non-profit corporations in Saskatchewan.

Why Should an Organization Have Bylaws?

Bylaws are required when applying for charitable status; however, bylaws can be helpful to almost any type of organization, regardless of size or purpose. Determining exactly how your organization is going to operate and putting that down on paper can help ensure that things run smoothly, provide the answers to tough questions, save enormous amounts of time and deliberation, help you define your mission, or structure the organization to align with that mission.

Having bylaws helps keep your organization focused on its intended purpose by specifically defining that purpose.

How Do You Write Bylaws?

Before you begin, think a bit about whether you really need bylaws and what purpose they will serve for your organization. For non-profit organizations, bylaws are actually a legal document that the organization is responsible for upholding. Take some time to think about who the bylaws are for (e.g. the board, the organization). Once you have a good idea of the purpose of your bylaws, you can proceed with writing them.

Keep your bylaws and the language in them as simple as possible so that they focus on key content and are readily understandable. To whatever extent possible, you should avoid drilling down into the details of organizational operations in your bylaws. The reason for this is that while the basic bylaw remains constant, the technicalities of implementing it change from year to year, and this can trigger frequent bylaw amendments. Operating policies, procedures, and rules and regulations can usually be changed by a decision of the board, whereas bylaw changes require the approval of the membership.

Gather Examples of the Bylaws of Similar Organizations for Reference

You will find seeing how other groups like yours have written their bylaws to be immensely helpful. Getting examples from several different groups will let you see a good range of styles and ideas. You shouldn't just copy another group's bylaws, although others' bylaws can form a good guide.

A sample set of bylaws from the Whitmore Park Community Association is included as an appendix to this document.

Decide by Whom and How the Bylaws Will Be Written and Approved

Will it be your board of directors, steering committee, or some combination of these groups that take on the task of writing or re-writing your bylaws? Will you approve portions of the bylaws by consensus, or will each part have to be agreed upon unanimously? Before you start, know how you're going to make these decisions, and then choose one person to be in charge of writing up the first draft and making additional changes. If the bylaws are going to be long or complex, you might divide up the writing tasks, with groups of two or more people writing particular sections.

Write a First Draft of Your Bylaws

The group that will approve the bylaws should meet at least once to come up with a rough outline before the writing begins. Depending on how much you already know about how your organization operates, the first draft may be easy for one person to complete on his/her own, or it may require you to meet as a group and work together. This is not the time to get into lengthy discussions about the particulars of the bylaws; instead, you should assemble enough generally agreed-upon information to compose a first draft, and leave the specifics for a later discussion.

When writing your first draft, you may find that filling in a general outline for your bylaws is much easier than writing it from scratch. You can leave blanks on specific things you are not sure about, as those can easily be filled in when you meet again as a group. Below is a list of items that typically appear in bylaws. You may decide to alter this somewhat for your own purposes, so keep in mind that your bylaws don't necessarily have to appear in this order or include all of these components. You may also decide to add components of your own.

Article I: Name and purpose of the organization.

There should be no doubt as to the official name of your organization. If there are other names used to refer to your group (shortened versions that are easier to say in casual conversation, for example), you might mention here that your group is also known by these names. The name of the organization is usually indicated in bylaws with the words, "This organization shall be known as" or "The official name of this organization is."

Clearly defining your group's purpose helps you keep your focus. Will the primary purpose be service, social, political, or something else? Is the organization focused on a single issue, a set of issues, a geographic area, or a specific population?

This may also be a good place to include your vision and mission statements, but remember that these too change over time and will need membership approval if they change.

Article II: Membership.

This explains what the members' rights are, what their limitations are, and what, if any, requirements there are for membership (e.g. open membership, closed membership). The article should also clearly state any required fees, attendance requirements, and any circumstances in which membership can be revoked. If you are going to allow honorary memberships, you must outline the particulars in this article.

Article III: Officers and decision-making.

In this section of your bylaws, you should explain:

- **Governing structure:** The structure and decision-making process in your organization, and who reports to whom in terms of the overall governing structure. The bylaws will explain that the executive director is hired and overseen by the board, for instance, but they will not set out who other staff members report to or what their duties are. Those job descriptions are the responsibility of the executive

director, who oversees them as part of his/her day-to-day operation of the organization.

- **Officers:** Offices of the group, with their correct titles and required duties specifically outlined, and how long their terms should run.
- **Procedures for filling and vacating offices:** If an office is to be elected, who votes on it and how; if an office is to be appointed, who makes the appointment? Also, what must happen in order to remove someone from office?
- **Committees:** What, if any, standing committees (committees that are ongoing) there will be, how special committees (committees that only exist for the duration of completing a specific task or project) will be formed, how committee chairs will be chosen, and how members will be appointed to those committees.
- **Decisions:** How decisions are to be made and how many members and/or officers are required for quorum (the number that must be present for official business to take place).
- **Amendments:** How changes to the bylaws should be made. Usually it requires previous notice (for example, telling members at two consecutive meetings that a bylaw amendment will be voted on at the third meeting, or sending out a postcard to all members telling them that a bylaw amendment will be voted on and when) and a two-thirds majority vote.

Article IV: General, special, and annual meetings.

This part of your bylaws should explain how often meetings are to be held. This does not have to be very specific, but it should be clear whether the organization will meet on a regular basis or only as needed. The bylaws should explain who has the authority to call meetings and how notice of upcoming meetings must be given to members. You should also describe your meeting procedures (i.e. whether you're going to use Robert's Rules of Order, the prerogatives of the chair, who gets the floor and how, etc.)

Special meetings should also be covered in this section of the bylaws. Special meetings are sometimes restricted to the board or the officers. This section should explain how special meetings are to be arranged, who has the authority to call a special meeting, what sort of business may be conducted at a special meeting, and who may attend. Finally, this part of the bylaws should cover the specifics of how they will call and conduct the annual meeting or any meeting of the members conducted. Annual reports should be covered here as well – when they will be delivered, what they will include, who prepares them and so forth.

Article V: Board of directors.

This section should describe what the board's role is in the group, how many people will be on the board, how long a board member's term will run, how often the board will meet, and how board members will be appointed or selected. It should also designate how many board members must be present for quorum, and how members can be removed from the board. It should also outline the roles and responsibilities of members of the board.

Other items you might consider including include the following:

- Definition of terms used in the bylaws;

- Who will have custody of the corporate seal and how is it used to certify your organization's documents;
- Fiscal year of the organization;
- Process for the annual audit;
- Compensation of board members;
- Process for amendment of the bylaws; and
- Provision for an indemnity for the directors.

Article VI: How to end.

There are two critical elements that your organization needs to add to your bylaws: dissolution and wind-up provisions. These include:

- That the assets of a charity cannot be distributed to its members at any time, including upon dissolution; and
- That upon wind-up or dissolution, all remaining assets after the payment of debts will be distributed to one or more qualified organizations (that is, other registered charities, or certain other entities specified under the *Income Tax Act*).

The issue of the distribution of assets upon dissolution or winding up of an organization has become increasingly complex, and you may wish to seek legal advice if at any time your organization is considering dissolution.

Meet as a Group to Discuss the Proposed Bylaws

Get copies of the proposed bylaws out to the group that is going to edit or go over them well in advance of the meeting so they will have time to reflect and can have their questions, issues, prospective changes, or concerns ready. This will not only save time, but it will also make it much more likely that errors or ill-considered bylaws will be caught, and that the final version will mirror what everyone really wants.

Get together and go over the bylaws. You may find this requires one person to take charge and read off the bylaws for approval; if you have a smaller or more casual group, you may take turns reading the articles and sections aloud. Go over each article and section individually for approval, and do so carefully. It may seem tedious, but your bylaws are very important and should be handled with attention to detail.

This is also the time you should consider whether your bylaws are fair and democratic. Do they distribute the power in your organization in a fair way? Do they allow members enough of a voice in how the organization is run?

Take note and discuss any changes, voting when necessary. Depending on how long and how complicated your bylaws are, this may take more than one meeting. When you've worked through and made all the changes, adjourn to have the final draft made.

Complete and Approve the Final Draft

Again, make sure that people get copies ahead of time. If the whole membership has to vote on the bylaws, you need to figure out how that is going to happen, especially if the membership is large. You may find it easiest to designate a meeting at which the bylaws will be voted on and give the membership written notice about the meeting in advance.

Make all the agreed-upon changes to the bylaws and meet again to go over the final draft. When everyone is satisfied that the changes have been made correctly and the bylaws are as they should be, you should vote to approve bylaws. The date that the final draft was approved should appear at the bottom of the bylaws in all future copies.

Be Sure Copies Are Given to Anyone Who Needs Them

All officers, members of your board, and committee chairs should be given copies of the bylaws. Also, you should either give copies to all members, or make copies easily available to those who want them.

Use your bylaws!

Completing your bylaws is a great accomplishment, but they are not worth much if you do not use them. If your organization has someone with strong knowledge of governance best practices or a consultant who advises the officers and board on parliamentary procedure, then he or she can help remind people whenever the organization, one of its officers, a board member, or a regular member is doing something contrary to your bylaws.

Otherwise, you will just have to make sure that your officers make an effort to keep the bylaws in mind when doing your organization's business. Be sure that a copy of the bylaws is handy any time official organization business is being conducted. If there is ever any question about how exactly you should proceed, do not hesitate to consult the bylaws.

Review and Amend Your Bylaws Periodically

Getting together as a group from time to time to go over your bylaws and, if necessary, amending them will ensure that your board, officers, and members remain familiar with them. It also will allow you to gauge whether your bylaws accurately reflect the direction of the organization, whether changes need to be made in the light of events since the bylaws were written, or if any clarifications need to be made.

Appendix: Sample Bylaws

*** See Whitmore Park Community Association Sample Bylaws Module.**



Understanding Financial Statements in Your Non-profit Organization

Non-profit organizations need to prepare financial statements for a variety of reasons. These include:

- Reporting to funders;
- Providing accountability to the community at large;
- Assessing how management has discharged its stewardship responsibilities;
- Meeting the requirements of the Act under which your board is incorporated (e.g. *The Societies Act*); and
- Evaluating performance.

Financial statements tell the reader about the financial picture of the organization by identifying its revenues and expenditures, assets, liabilities, and net assets. They also assist in determining whether the organization is on track with its financial and strategic plans. These plans should be identified in the yearly budget. By comparing actual figures with the budgeted figures, an organization can determine how it is doing and whether it needs to re-evaluate and modify its plans.

The board ensures that financial policies are in place so that they can assist them in making financial decisions. Typical policies might cover the budget preparation process and approval, signing authority for the organization, and petty cash guidelines. The board is responsible for approving all financial policies, although it may delegate some duties to a finance committee or treasurer. As a board member, you need to understand the financial statements of your organization so you can make informed decisions. All board members must understand, and agree with, what they are approving.

Board members may be personally liable if they do not fulfill their responsibilities, and this includes reading and understanding financial statements and financial policies. The board is responsible for the overall operations of the organization. Board members need to know how to read and interpret financial statements. They also need to know and understand all financial policies established by the organization.

Board members must ensure that funds are spent in accordance with the board objectives. They share equally in the responsibility to carry out the mandate of an organization by:

- Attending and participating in board and committee meetings;
- Approving the budget and financial policies;
- Reviewing and approving financial statements; and
- Ensuring that funds are used for the purpose intended.

Financial responsibilities do not have to be overwhelming if you:

- Understand that the board has the ultimate responsibility for governance;
- Understand the legislative requirements;
- Have good financial policies in place;
- Know the roles and responsibilities within the organization;
- Seek professional help when needed;
- Rely on the Executive Director and other staff, if there are such positions, for input and in implementation;
- Have board members who take their financial responsibilities seriously;
- Have an approved budget in place and monitor it; and
- Take the time to read and understand the financial statements.

Good record keeping is essential to good financial statement preparation and presentation. Books and records must be kept in a secure location so that they can be referred to should the need arise in the future, and they may need to be provided to the government or funders to verify reported information.

Three Key Financial Statements

Board members should be able to read and understand the following three key statements:

1. Statement of Operations
2. Statement of Financial Position
3. Statement of Changes in Net Assets

Statement of Operations

The Statement of Operations can also be referred to as the:

- Income and Expense Statement
- Statement of Revenues and Expenses
- Revenue and Expenditures Statement
- Operating Statement
- Profit and Loss Statement

An example of this statement is provided in Table 1. This statement always summarizes revenue and expense items. The statement shows where revenue comes from and how

much you had left (surplus) or were short (deficit). In the case of a deficit, the negative number should be indicated in parentheses (see the example below). The surplus or deficit is used to increase or decrease the total net assets, a figure that appears on your Statement of Financial Position.

Revenues are money that comes into the organization through grants, donations, interest, fees for service, membership fees, fundraising, and other sources of income. Expenses are amounts paid out by the organization as a cost of operating the organization. Examples of expense items are insurance, salaries, program-related costs, fundraising costs, rent, and utilities. Revenue (or expense) items are grouped together and summarized by like categories. This is done to reduce the number of items listed on the statement. It is important that, for comparative purposes, the groupings remain consistent from year to year.

Revenues minus Expenses = Surplus or Deficit or Zero Balance

For example:

Revenue	\$100,000	\$100,000	\$100,000
Expenses	96,000	103,000	100,000
	\$ 4,000	\$ (3,000)	\$ 0
	Surplus	Deficit	Zero Balance

Annually, this statement is prepared indicating all revenue and expense items for the full year of operations. The prior year's figures are presented for comparative purposes (see Table 1). The Statement of Operations should also be prepared monthly for the board. The board then compares the figures in the statement to the approved budget. The statement indicates what revenue has been received and what expenses have been paid.

Table 1

XYZ Non-profit Organization

Statement of Operations

For the Year Ended March 31, 2004

	2004	2003
Revenues		
Grants & Donations	\$ 103,135	\$ 85,000
Memberships	300	250
Raffles	150	125
Total Revenue	<u>103,585</u>	<u>85,375</u>
Expenses		
Salaries & Benefits	66,585	55,000
Rent	12,000	10,000
Materials & Services	16,500	8,000
Utilities	<u>3,500</u>	<u>3,000</u>
Total Expenses	<u>98,585</u>	<u>76,000</u>

Excess of Revenues over Expenses	<u>\$ 5,000</u>	<u>\$ 9,375</u>
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Revenue and expense items are shown for the period (e.g. monthly) and for the year-to-date. Year-to-date figures include all revenue and expense items paid from the start of the fiscal period to the end of the current period. For example, a monthly statement for the board would include a column for the current month as well as a separate column showing the totals for revenues and expenses up to this point in time.

A variance report is sometimes prepared showing the difference between budgeted amounts and actual amounts. This provides additional easy-to-read information for the board.

Statement of Financial Position

The Statement of Financial Position is also referred to as the Balance Sheet. The Statement of Financial Position is always prepared at year-end and may be provided monthly to the board.

The Statement of Financial Position reflects the balances of the asset, liability, and net asset accounts at a set point in time. It reflects what an organization owns and owes. Components of this statement include current assets, depreciable assets, other assets, current liabilities, long-term liabilities, and net assets. Unlike the Statement of Operations, which reflects the total revenues and expenses over a finite period of time, the Statement of Financial Position reflects the cumulative value of the assets, liabilities and net assets at a set point in time.

The Statement of Operations and the Statement of Financial Position are linked. At the end of each fiscal year, any surplus or deficit is included in the net asset account on the Statement of Financial Position (Table 2). A surplus will increase the accumulated balance of net assets and a deficit will decrease the accumulated balance of net assets. The net asset account then reflects the accumulated surplus or deficit over a period of time. Any restrictions on the use of the net assets must be identified.

An asset is something that is owned by or owed to the organization. An example of an asset would be a building that is owned by the organization. Another asset category is cash. Accounts receivable are current assets that can reasonably be expected to turn into cash within one year. Capital assets include items such as buildings and vehicles. These assets are depreciated (amortized) over time and the net value is reflected in the statement. Details are provided in the notes to the financial statements.

A liability is something that is owed by the organization, such as accounts payable, a bank loan, or a mortgage on a building. Liabilities are debts that are yet to be paid. Liabilities can either be short term or long term in nature. A short-term liability is also

known as a current liability and is paid out within a year or less, whereas a long-term liability such as a mortgage is paid out over a number of years.

Net assets are the residual of total assets less total liabilities. Another way of saying this is **Assets minus Liabilities = Net Assets**

Using the numbers from the statement for the year 2004 in Table 2, we can see that:
 $\$ 24,000 - \$2,000 = \$ 22,000$

Table 2
 XYZ Not-for-Profit Organization
Statement of Financial Position (Balance Sheet)
 As at March 31, 2004

	2004	2003
Current Assets		
Cash	\$ 15,000	\$ 13,000
Accounts Receivable	9,000	6,000
Total Assets	<u>\$ 24,000</u>	<u>\$ 19,000</u>
Current Liabilities		
Payroll Payable	\$ 1,500	\$ 1,250
Accounts Payable	500	750
Total Liabilities	<u>2,000</u>	<u>2,000</u>
Net Assets	<u>22,000</u>	<u>17,000</u>
	<u>\$ 24,000</u>	<u>\$ 19,000</u>

Statement of Changes in Net Assets

The Statement of Changes in Net Assets is sometimes known as the Statement of Changes in Fund Balances.

The Statement of Changes in Net Assets reconciles the balance of the net asset account at the beginning of the year with the balance at the end of the year. Figures for the prior year are shown for comparative purposes. This statement identifies any restrictions to this account and starts with the balance at the beginning of the year. In its simplest form, the changes will reflect the surplus or deficit of revenue over expenditures.

Table 3**XYZ Non-profit Organization
Statement of Changes in Net Assets
For the year ended March 31, 2004**

	2004	2003
Balance at the beginning of the year	\$ 17,000	\$ 7,625
Surplus of revenue over expenditures	5,000	9,375
Balance at the end of the year	<u>\$ 22,000</u>	<u>\$ 17,000</u>

Audited Financial Statements

An audit of a non-profit organization is most often conducted by a professional accountant in accordance with generally accepted auditing principles. This meets the criteria for “audited financial statements.”

The auditor examines financial records and provides an opinion on whether those statements are a fair representation of the financial position of the organization.

An unqualified opinion states that the auditor has had access to all the information and that the statements are presented in accordance with generally accepted accounting principles (GAAP). A qualified opinion may result if it has not been possible for the auditor to verify all information or when the records and statements are not in accordance with GAAP. It is common for the auditor to make a statement that it has not been possible to determine if all revenues have been included.

A review engagement is not an audit. It is less expensive and less detailed. It does not provide the same level of assurance as an audit by a professional accountant and does not satisfy the requirement for an “audited financial statement.”

Some small organizations appoint two people, without signing authority, to audit the accounts of the society by reviewing a sample of transactions to determine whether policies have been followed and to review the accuracy of the transactions.

What is necessary? It depends on the requirements of the funders, government requirements, policies established, or bylaws of the organization. Some non-profit organizations require that a yearly audit be conducted by a professional accountant.

You are required under the *Non-profit Corporations Act, 1995* (the Act) to present your financial statements to your members for their approval at your annual meeting. The statements must be signed by two or more of your directors. You are not allowed to publish your statements until they have been approved and signed, and they must be accompanied by the report of the appointed auditor.

Subject to the Act, the members of a charitable corporation whose revenues are less than \$250,000 in the previous fiscal year may resolve not to appoint an auditor; however they must still appoint a qualified person who meets the qualifications prescribed in the regulations within the Act to conduct a review of the financial statements of the organization. If the organization's revenues are less than \$25,000 in the previous fiscal year, it may resolve not to appoint an auditor or a person to conduct a review of the organization's financial statements.

Reference Guide to Accounting Terminology

Asset – Something that is owned by or is owed to the organization.

Amortize – To deduct the cost of assets over a period of time.

Audit – A review and examination of financial books, records, and internal controls to determine the reliability of the information.

Budget – The organization's financial plan, usually prepared annually to forecast revenue and expense items. Throughout the year, the board reviews whether the organization is on track with actual figures compared to budgeted figures. The budget is a tool to monitor financial activities throughout the year.

Expenses – Amounts paid out by the organization as a cost of running the organization.

Fiscal Period – The period for which the organization's statements and budget have been prepared.

GAAP (Generally Accepted Accounting Principles) – The broad and specific standards, procedures, and applications that are adopted by the accounting professions as guidelines for measuring, recording, and reporting the financial transactions and activities of an organization.

Governance – The way a board exercises its authority, control, and direction over the organization.

Internal Controls – Plans, procedures and records adopted to enhance the safeguarding of assets and the reliability of financial information. An example of an internal control is an adequate segregation of duties (e.g. the same person who approves an expense is not the same person who signs the cheque.)

Liability – What the organization owes to someone else.

Net Assets – The difference between what is owned and what is owed.

Policy – A statement outlining a guideline for future action. Policies express the will of the board.

Professional Accountant – A trained and certified professional who is authorized to conduct financial reviews and audits. Within Alberta there are three types of professional accountants who may do this: Certified General Accountants (CGA), Chartered Accountants (CA) and Certified Management Accountants (CMA).

Revenue – Money that comes into an organization for services provided or goods sold. This can be from grants, donations, interest, fees for service, membership fees, fundraising, and other sources of income.

Review Engagement – An examination of books and records where the scope of the review is not as comprehensive as an audit and no audit opinion is expressed.

Source: http://culture.alberta.ca/community-and-voluntary-services/programs-and-services/board-development/resources/info-bulletins-english/pdfs/UnderstandingFinancialStatements-print_09.pdf

- Alberta Government, Community Development Unit – Board Development Program.

Glossary of Terms

Bylaw – A municipal law. A Bylaw is the legal instrument or force of law which may be used to implement policy.

Community Association – Twenty seven distinct non-profit organizations operating within the City of Regina. Associations are autonomous bodies and separate legal entities formed to develop and deliver sport, culture and leisure opportunities in local neighbourhoods.

Zone Boards – Five boards active in the City of Regina: North, South, East, West and Central. The zone boards oversee programs and services which cannot feasibly be operated at the community level. The services include large scale sport and recreation events that are beyond the scope of community associations.

Community - Self-organized network of people with common agenda, cause, or interest, who collaborate by sharing ideas, information, and other resources.

Community Engagement - A planned process with the specific purpose of working with identified groups of people, whether they are connected by geographic location, special interest, or affiliation or identify to address issues affecting their well-being. The Neighbourhood Support Model (NSM) provides a forum and the resources for 'engagement'. Engagement serves to broaden the scope, shifting the focus from the individual to the collective, with the associated implications for inclusiveness to ensure consideration is made of the diversity that exists within any community.

Capacity - Capabilities, knowledge and resources that a non-profit needs in order to fulfill its mission through a blend of sound management, strong governance and a persistent rededication to achieving positive change and impact in community.

Capacity building – Activities that strengthen a non-profit organization and help it better fulfill its mission. Building capacity has implications for the individual taking action and collective action by an organization active within community.

Strategic Planning – A process of defining strategies for your organization with the greatest possible knowledge of the organization's environment and factors that influence your organization.

Operational Planning – Planning that is concerned with the day to day operation of your organization, scheduling specific tasks of often short term and/or one-time events.

Policy – A policy is a statement of intent that addresses recurring issues and provides direction which employees and volunteers can follow consistently without referring to higher levels of authority.

Vision – The desired future state for your organization and for those persons who benefit from programs and services that are provided.

Mission – A brief summary of the means that an organization will use to achieve the vision - the role your organization will play in achieving the vision - Defines how service is provided and what in general terms is offered to the community.

Diversity - The concept of diversity is understood by demonstrating acceptance and respect. It means understanding that each individual is unique, and provides a safe space to recognize individual differences. These differences can be along the dimensions of race, ethnicity, gender, sexual orientation, socio-economic status, age, physical abilities or religious beliefs.

Appendices



WHITMORE PARK COMMUNITY ASSOCIATION

BYLAWS

AS APPROVED BY THE MEMBERS OF THE WHITMORE PARK COMMUNITY
ASSOCIATION ON NOVEMBER 21, 2012.

WHITMORE PARK COMMUNITY ASSOCIATION – CONSTITUTION

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Article 01: Name

General

The name of this association is “Whitmore Park Community Association Inc.”, hereafter referred to as the “Association”.

Boundaries of the Association shall be as determined by the City of Regina.

Article 02: Interpretation

“**Member**” shall mean an individual admitted to membership in accordance with the provisions Article 06: Membership.

“**Fiscal Year**” shall be determined by the Board and approved at an Annual General Meeting.

Article 03: Authority for Establishment and Operation

3.1 General

3.1.1 The Association is established under The Non-Profit Corporations Act of Saskatchewan.

Article 04: Purpose of the Operation

4.1 General

Vision

To be Regina’s most inclusive and safe neighbourhood, where the well-being of the individual and the community are the priority.

Mission

To build community partnerships that will improve the quality of life (within Whitmore Park) through public engagement, proactive governance and equal representation.

Article 05: Objectives

Values

These are the main characteristics (underlying principles) of the Community Association:

Responsive
Accountable
Collaboration
Fun
Caring

The objectives of the Association shall be:

Identify local sport, cultural, and recreational needs in its broadest sense and make provisions to fulfill these needs.

Coordinate volunteers in conducting local sport, cultural, and recreational programs.

Provide a means of communication to Association area residents.

Evaluate programs and their worth to the community.

To work with the City of Regina, Parks and Recreation Department, and the South Zone Recreation Board to improve and institute sport, cultural, and recreational facilities and services within the community.

Effectively administer all Association funds for the betterment of sport, culture, and recreation within the community.

To operate and administer social events for the community.

To examine any matters which could affect the residents of Whitmore Park in any cultural, economic, environmental, or political way.

Article 06: Membership

General

Membership in the Association shall be open to all individuals and families residing within the boundaries of Whitmore Park Community Association. Family is all closely related individuals living at the same address.

Subject to such items and conditions as set forth in the bylaws, any eligible applicant may become a member of the Association following the payment of such fees as the Board may determine.

Members of the Association have the right to attend and speak at Board meetings.
With due process, if a member's good standing as stated in Article 5 is in question, that member's membership may be revoked.

Members of the Association have a right to vote on each motion and resolution placed before an Annual General Meeting.

Members of the Association may participate in the programs of other Associations in the City of Regina through reciprocal agreements.

Members of other Community Associations may participate in the programs of the Association subject to program availability.

Members of the Association may participate in all Association activities subject to program availability.

Term of Membership

The term of membership will expire at the end of each fiscal year.

Membership List

An updated membership list will be maintained electronically.

Privilege of Members

Members shall be accorded the full privileges of the Association as recorded in the bylaws as administered by the Board.

All members, in good standing as stated in Article 5, are eligible to be elected to the Board.

Article 07: Organization

Board

The Board shall consist of the President, Vice-President, Secretary, Treasurer, and Past-President and five (5) other Directors.

The Board may appoint Directors and Program Coordinators deemed necessary by the Board for the affective function of the Association.

The Board shall have authority over the affairs of each committee and may establish new committees or dissolve old committees.

Committee members may include persons other than Association Executive members; however, the Chairperson of such committees shall be members of the Board and the President shall be an ex-officio member.

Elections

Elections for the Board shall be at the Annual General Meeting with the new Board assuming office at the adjournment of the Annual General Meeting.

The term of office of a Board member shall be for two (2) years.

No Director shall be eligible to serve more than three consecutive terms.

A member who has served three full consecutive terms on the Board shall not be eligible to serve again as a Director of the Board before the passing of one year.

A member under clause 7.2.4 may continue to serve on committees of the Board or affiliated groups during the year in which he or she is ineligible to serve as a Director of the Board.

The Board has the privilege of appointing Directors only if vacant.

The Term of Office for members of the Board shall be two years commencing immediately after the Annual General Meeting. The President and Vice-President shall be elected in even years and the Secretary and the Treasurer shall be elected in odd years. The going out President automatically becomes the Past President.

Attendance

Directors that fail to attend three (3) unexcused, consecutive Board meetings may be asked to resign.

Duties of the Executive Officers

The duties of each Executive office position shall be defined as and not limited to:

President

The President shall preside at or appoint someone to chair at all Board Meetings and at all Executive meetings and shall represent the Association at public affairs. The President shall, in consultation with the Board, appoint the Chair of all committees. The President shall also be an ex-officio member of all committees so appointed. The President may be involved in other duties as designated from time to time from the Board.

Vice-President

The Vice-President shall perform the duties of the President in the President's absence or inability to act. The Vice-President shall assume the duties as determined by the

Board. In addition, this position serves as a parliamentary role and is responsible for ensuring that the rules for order are followed.

Secretary

The Secretary shall keep a record of the proceedings of the Board meetings and Annual General Meetings. The Secretary shall read all official communication to the Association, write correspondence as directed by the Board, keep on file all important papers, and generate Annual Reports. In addition, the Secretary will distribute minutes of meetings to all members of the Board.

Treasurer

The Treasurer shall receive all monies payable to the Association and shall be responsible for the deposit of said monies in whatever account as may be ordered by the Board. The Treasurer shall:

- Pay all bills incurred by the Association.
- Properly account for all funds of the Association and keep such books as necessary or directed.
- Present a full detailed account of receipts and disbursements to the Board when requested.
- Prepare an annual financial statement for the auditor as required.
- Ensure that all payments will be made by cheque drawn on the Association's account signed by two (2) of the three (3) signing officers.
- Will make an up-to-date financial report at each Board meeting.
- Shall ensure that all expenditures shall have prior approval by the Board.
- Shall issue receipts for all sums.
- Shall refund program fees if any program must be cancelled or changed.
- Shall be paid an honorarium of five hundred dollars (\$500.00) a year at the discretion of the Board.
- Has the responsibility to lead the development of financial policy.

Past President

The duties of the Past President are to act as an advisor to the President and perform all duties designated by the Board. In addition, the Past President runs the electoral process for Annual General Meetings.

The affairs of the Association shall be managed by the Board. They shall have full power to conduct the affairs of the Association and may

delegate to committees of the Association such duties and powers as required.

The Directors shall serve without remuneration, not including honorariums for services rendered.

One member of the Board shall attend South Zone Board meetings.

Article 08: Meetings

Annual General Meeting (AGM)

The business of the AGM shall include:

Audited financial statement presented by the Treasurer;

Any business concerning the Association;

Elect the Directors for the up-coming year. A Director shall be any mentally competent person who is at least 18 years of age and who is not bankrupt;

All members may attend an AGM and it will be chaired by the President, or in absence, the Vice-President;

Shall be held on a date and place to be determined by the Board no later than four (4) months after the fiscal year end;

Membership must be notified no less than fifteen (15) days of the date of the AGM. Special business shall be part of the notification, if any;

Presentation of discussion of resolutions directed to the Board.

Special General Meeting

To be held in accordance with the bylaws at the request of:

The Board;

Upon written request, signed by not less than ten (10) Association members;

The Board must determine a time and place and declare the reason for the meeting with adequate notice given to the membership.

Board Meetings

Shall be held regularly, a minimum of six (6) times per year, or at the request of the President, or upon written request of a majority of the members of the Board, to transact normal business matters of the Association.

Committees

The Board reserves the power to establish committees as needed with appropriate terms of reference.

Quorums

Annual General Meetings and Special General Meetings: quorum shall consist of at least ten (10) members.

Board Meetings: quorum shall consist of a simple majority of the Board that includes at least 2 Executive Officers.

If within fifteen (15) minutes from the time appointed for the meeting a quorum is not present, the meeting, if convened upon the request of the members, shall be dissolved. In any other case, it shall stand adjourned for fifteen (15) minutes at the same place, and if at the adjourned meeting a quorum is not present, the members present shall be a quorum.

Procedure of Meetings

The most updated version of "King and Kerr's Rules of Order" shall be the parliamentary authority of this Association.

Article 09: Membership Fees

Shall be determined by the Board from time to time and approved by the members at the next AGM.

Will be payable on the first day of the new fiscal period.

Individuals, who become members of the Association subsequent to the first day of the fiscal period, will pay full annual membership fees for the year in which they joined.

Membership fees must be paid before individuals are allowed to register in programs.

Refund, rebate or adjustment of membership fees will be made at the discretion of the Treasurer.

Article 10: Insurance

10.1 The Association will purchase appropriate Director and Officer insurance.

Article 11: Amendments

The bylaws shall be reviewed and updated by the Past-President.

Bylaws may be made and changed by the Directors, but member's approval is required at the next AGM.

Article 12: Dissolution

Upon the possibility of dissolving the Association, the Board of Directors reserves the right to determine the disbursements of its assets.

The dissolving of the Association must be passed by special resolution which means that two-thirds of the Board of Directors must vote for the dissolution.

Article 13: Amalgamation

13.1 The amalgamation of the Association must be passed by special resolution which means that two-thirds of the Board of Directors must vote for the dissolution.

Article 14: Records

An adequate set of records shall be kept that includes:

Articles of incorporation

Bylaws and all the amendments

Minutes of the meetings, all resolutions, Annual General Meeting reports

A register of members entitled to vote

Financial and insurance records.



DiverseCity

THE GREATER TORONTO
LEADERSHIP PROJECT

Diversity in Governance

[A **TOOLKIT** for Nonprofit Boards]



MAYTREE

For Leaders. For Change.

For Leaders. For Change.

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ABOUT DIVERSECITY ONBOARD

DiverseCity onBoard, a Maytree idea, connects qualified candidates from the aboriginal, visible minority, and under-represented immigrant communities to governance positions in agencies, boards, commissions and nonprofit organizations across the Greater Toronto Area.

For more information about the DiverseCity onBoard program, visit <http://www.diversecitytoronto.ca/diversecity-onboard/>



ABOUT MAYTREE

Maytree invests in leaders to build a Canada that can benefit from the skills, experience and energy of all of its people. Our policy insights promote equity and prosperity. Our programs and grants create diversity in the workplace, in the boardroom and in public office, changing the face of leadership in our country.

www.maytree.com



MAYTREE

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Citizenship and
Immigration Canada

Citoyenneté et
Immigration Canada

Canada



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Introduction

Diversity is an integral part of the Canadian landscape. Visible minorities and under-represented immigrant communities make up an increasing percentage of our population. Almost half (44%) of Greater Toronto Area (GTA) residents were born outside of Canada, compared to 16% of the Canadian population as a whole, and 40% of the population are visible minorities (Statistics Canada, 2008). By 2031, visible minorities will be the visible majority in Toronto comprising 63% of the population in the Toronto census area (up from 43% in 2006) (Statistics Canada, 2010).¹

Canada's nonprofit and voluntary sector is the second largest in the world, employing two million people, or 11% of the economically active population. Virtually all nonprofit and voluntary organizations in Ontario involve volunteers, either as board members or to help carry out their activities. Ontario alone has approximately 386,000 volunteer board members.² Yet the governance of these organizations is not always as diverse as their communities. A study of 20 of the largest charities and foundations located in the GTA based on revenue revealed that in 2010 the proportion of visible minorities on boards was only 11.9% compared to 49.5% of the population in the area under study. In addition, four (28.6%) of the 14 charities analyzed, and two (33.3%) of six foundations had no visible minorities on their boards.³

This is a missed opportunity. Diversity makes good business sense not only in the corporate sector but also in the voluntary sector – both corporate and voluntary boards provide service to the community, communicate information and manage scarce resources. Experience tells us that organizations benefit from having governance bodies that reflect the communities they serve. Some of the advantages of a more diverse board include:

- Diverse perspectives in decision-making lead to better decisions.
- A diverse board can help to legitimize the mandate of the organization.
- A diverse board can help build social capital and cohesion among diverse populations.
- A diverse organization can be more responsive to the community and clients.
- A diverse board can support fundraising and marketing/outreach more effectively.

The first step in increasing board diversity is acknowledging that diversity matters to nonprofit boards and that it makes good business sense. This toolkit will help you to take this first step and the ones that follow.

¹ *DiverseCity Counts 2, A Snapshot of Diverse Leadership in the GTA, 2010*, The Diversity Institute in Management and Technology, Ted Rogers School of Management, Ryerson University, p. 8.

² Imagine Canada, 2005. Statistics from the National Survey of Nonprofit and Voluntary Organizations

³ *DiverseCity Counts 2, A Snapshot of Diverse Leadership in the GTA, 2010*, p. 13.

How to Work with this Toolkit

Diversity in Governance: A Toolkit for Nonprofit Boards is a comprehensive toolkit for use by CEOs, board chairs, heads of board governance committees and independent consultants when working with boards on issues around diversity and governance. It is a companion to the Maytree publication *Diversity Matters* which focuses on public agencies, boards and commissions.

The five sections will guide you through the steps for increasing diversity on your organization's board of governance.

“Starting the Conversation” encourages you to talk about what diversity means for your organization and to take a look at the demographics of the community served by your organization. It contains an outline of what needs to be in place for a diversity-in-governance initiative to succeed.

In **“Developing a Board Diversity Policy”** you will learn about the role of the governance committee, especially with respect to policy development. This section also describes the elements of a diversity policy and includes examples.

“Conducting Board Outreach and Recruitment” focuses on how to recruit a more inclusive board through an analysis of your current situation, the use of an outreach strategy and a transparent application process.

“Creating an Effective Board” provides guidance on setting the stage for a positive and productive board experience. It contains information and practical tips on board orientation, mentoring and board training topics.

In **“Keeping on Track”** you will learn about tracking, monitoring and evaluating progress towards achieving your goal of a more inclusive board.

The **appendices** include sample tools and a listing of resources.

We recommend that you skim through the whole document to get a sense of which sections are most relevant for you. You will find examples of organizations that have had positive results with, and been recognized for, their work in creating more inclusive governance structures for their organizations. While Maytree's DiverseCity onBoard program focuses on visible minorities, the principles and examples may also be applied to increasing board diversity in other areas such as disability, gender or sexual orientation.

1

Starting the Conversation

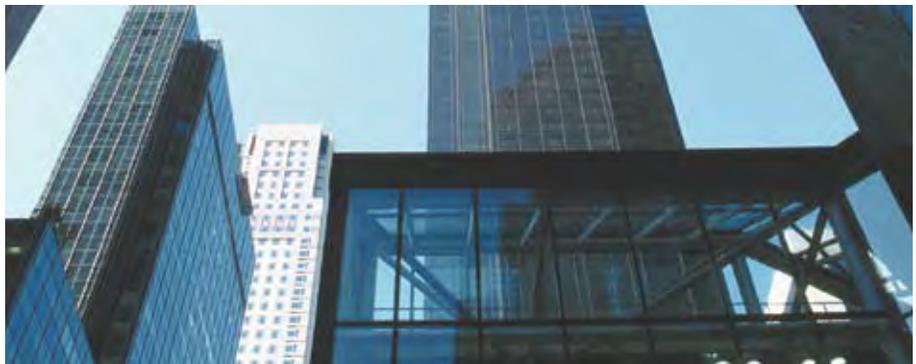
Acknowledging the need for diversity may come as a flash of insight or as the result of a combination of factors over time. For example, you may find that your board's homogeneous composition is limiting its creativity and fundraising ability, or that the demographics of the community being served have changed. Looking at these and similar factors will start the conversation on where your organization is on its diversity journey, what changes need to be made and in what order of priority. Remember that becoming a truly inclusive board takes time as well as understanding and commitment from all its members. Once the board has acknowledged the need for diversity and is committed to the journey, it must define what type of "diversity" is needed.

Once you have decided that your board is ready to take action, consider the following points:

- identify where the impetus to change is coming from: the organization's programming and clientele, staff and/or the board itself
- explicitly acknowledge the need for diversity
- as board members, be ready to provide leadership on diversity for the whole organization
- link increasing board diversity to your organization's strategic plan
- understand and apply change management principles
- recognize that building equity and access requires a commitment both in internal operations and external relationships
- be prepared to break out of your comfort zone as new opportunities require taking risks
- learn from what other organizations have already done
- incorporate diversity training for board members into the board's training calendar

It may take time to achieve your diversity goals. A lack of knowledge about being inclusive and discomfort with change may cause some of your board members to be reluctant to alter the status quo. Refer to page 20 and page 21 for an overview of the principles of managing organizational change. These may help to put your diversity goals into a larger organizational perspective.

We recommend you set aside time at your board meetings to explore and discuss issues related to increasing board diversity. A facilitator may be helpful as it is important for all board and/or committee members to participate fully in the conversation.



When Frances Lankin reflected on United Way Toronto's experience with making diverse governance a priority, she said there comes a time to "just do it."

Talk about what diversity means for your organization and then take a look.

You may choose to begin by examining what an inclusive culture throughout your whole organization could look like. Apply a "diversity lens" to your policies, practices, systems and values. Is your organization's culture inclusive and welcoming? If not, how should you change it?

Look at the competencies on your board as well as the demographics of your organization, your board and your community. Set goals and make a plan.

To plan a comprehensive strategy addressing diversity in board governance, it is necessary to understand your starting point:

- What is the demographic composition of the community?
- Is the demographic composition of the community currently reflected in the governance of the organization?

To answer these questions, you need to have current information on who lives in the community you serve and its socio-demographic characteristics. You also need to take a closer look at who governs your organization and research a few more questions that are relevant to your situation.

Document and use this baseline when you discuss setting goals for increasing diversity on your board. Once you reach agreement, work together to communicate your goals in a way that everyone can understand and remember.

Agree on an approach that takes tasks, timelines and resources into consideration. Consider developing a detailed list of activities and assigning tasks. Talk about having someone take on the role of project manager.

There is no magic formula that will tell you where to start. In fact, there may be several starting points depending on your organization and your situation. When Frances Lankin reflected on United Way Toronto's experience with making diverse governance a priority, she said there comes a time to "just do it."



CANADIAN MENTAL HEALTH ASSOCIATION (CMHA)

The report *Multicultural Access within a National Organization* (1993) provided CMHA with an overview of cross-cultural mental health across the country. The report indicated that CMHA had a lot of work to do in order to truly represent their client group, including a better representation of cultural communities on boards. In this process it became apparent that a practical tool was needed to assist the organization's branches and divisions to identify and tackle some of their systemic barriers. They called this their "diversity lens."

The CMHA Diversity Lens was developed as a framework to evaluate existing policies and procedures with respect to how sensitive these are to the diverse needs of staff, volunteers, board members and clients. It covers communications (access to information, language and visuals), policy and procedures (personnel procedures, recruitment and evaluation) and programs and services. Though the list is extensive, it is not intended as exhaustive.

The recruitment and selection checklist is provided in Appendix 1, page 25, as an example. You may adapt it to suit your organization.

See Also:

Appendix 1:
Board Questionnaire
on Diversity, page 25

UNITED WAY TORONTO

According to Frances Lankin, past President and CEO of United Way Toronto (UWT), "There's a direct connection between the level of fluency with diversity at UWT and our potential for influence and impact on the community."

When board chair Alnasir Samji began serving on UWT committees more than a decade ago, he recalled that diverse representation was already the norm. Now it is "embedded in the culture – 'part of the DNA,'" he says. When recruiting for senior staff and board positions, "we look at meritocracy – we look far, and look wide. That invariably means a blend of the community."

2

Developing a Board Diversity Policy

A board diversity policy signals your commitment to diversity, supports implementation and demonstrates good governance. It will engage your executive leadership to champion the cause and act as catalysts for change.

Do your best to create an environment in which your board members, current and future, will embrace the policy wholeheartedly. This will help to set the tone for how the whole organization supports diversity.

“For policies to bring about real change, an organization needs to involve community agencies and board members as well as a cross-section of staff in their development. This builds connections across the organization and a shared understanding of the intent of the policies. It is equally important to ensure meaningful representation and engagement of people of colour in the process of writing the policy; to use language that is strong and clear...to make sure the policy builds in directions that point clearly to an action plan and that implementation is made everyone’s responsibility.”

Tina Lopes and Barb Thomas, *Dancing on Live Embers: Challenging Racism in Organizations*. Between the Lines, Toronto, 2006, p. 113

The development of a board diversity policy may be the function of a board diversity committee or a board governance committee. Some organizations are moving away from the diversity committee approach and placing diversity work within a broader context related to governance. Regardless, it must remain a board priority. This board committee can do the following:

- assess the current state of governance practices and identify gaps
- develop draft by-laws, policies and procedures to improve and clarify governance
- recruit new board members
- ensure board orientation and ongoing development needs are met
- ensure committees have a Terms of Reference (see Appendix 2, page 26) for a sample format for Terms of Reference and Appendix 3, page 28, for sample board governance responsibilities)
- review and make recommendations to the board concerning board composition, board size, board structures, board policies and procedures, by-law amendments and board attendance

Diversity policies are most useful when they contain:

- a values statement about the organization’s commitment to issues of diversity and equity
- a brief statement of the added value that implementing this policy will bring to the work of the board – for example, making better decisions
- a concrete statement of objectives
- a set of milestones that the board would like to achieve
- an accountability framework for achieving these (see the section called Keeping on Track on page 19)
- information on resources to be used to ensure implementation
- an accompanying operational plan that outlines, in priority, the steps taken to reach each goal

See next page for an overview of how Women’s College Hospital in Toronto developed its equity vision. A sample diversity policy from Family Service Toronto is found in Appendix 4, page 29.

WOMEN'S COLLEGE HOSPITAL

A world leader in women's healthcare, Women's College Hospital (WCH) had to create an entirely new infrastructure, purpose and mission when it de-amalgamated from Sunnybrook Health Sciences Centre in 2006. The board of WCH wanted diversity and equity to be built right into the DNA of the new organization. WCH calls its "commitment to optimal health outcomes for diverse women and their families" its Equity Vision.

"While 'diversity' is a celebration of all that we are, 'equity' is our call to action," explains former Equity Champion Hazelle Palmer. Palmer worked with other members, senior WCH management, staff and community representatives to craft the Equity Vision. An equity champion can create a work plan to increase an organization's diversity and keep the conversation going. If the champion is also on the board, he or she can ensure that the board supports implementation of the work plan.

The Equity Vision incorporates the principles of human rights, anti-racism and anti-oppression, and applies to the entire hospital organization, including patients and staff. And it explicitly mandates the resources necessary to achieve its goals.

WOMEN'S COLLEGE HOSPITAL EQUITY VISION

Our commitment to optimal health outcomes for diverse women and their families through community informed, inclusive and responsive services

Commitment: all policies/practices at WCH incorporate values/principles of human rights, anti-racism and anti-oppression; resources allocated to ensure meeting change agenda and needs of women; advocates for external systemic change to improve health outcomes for all women

Diverse women and their families: patient base reflects GTA's diverse communities; at all levels of WCH staff, doctors and volunteers reflective of diverse communities

Community informed: diverse communities inform all aspects of WCH with their expertise and experience including WCH's advocacy efforts

Inclusive: culturally welcoming and barrier free

Responsive services: meets the varied needs with differential programs, services, research and education that acknowledge the impact of the social determinants of health on women's lives; all volunteers, managers, staff and doctors are culturally competent and sensitive

See Also:

Appendix 2:
Sample Format for
Committee Terms of
Reference, page 26

Appendix 3:
Sample Board Governance
and Nominating Committee
Responsibilities, page 28

Appendix 4:
Sample Diversity Policy,
page 29

3

Conducting Board Outreach and Recruitment

Look at the demographics of your community, the competencies you require and your strategic goals. This will help you prepare to build an applicant pool that better reflects the diversity of the population you serve and who will bring the range of perspectives and experience needed to govern well. As well you will have more candidates with experience, knowledge and skills, which will increase the number of qualified applicants as a whole who could serve on your boards and committees.



Here are steps for you to consider.

Identify what you need and what you have.

Consider your strategic priorities for the next few years. You may have already set these out in a strategic plan. Identify the skills, experience and knowledge needed at the board level to help you achieve them. Consider your changing external environment and whether this requires new skills. What gaps will be created by retiring board members?

Record all of these on a matrix such as the one found in Appendix 5, page 30, which you can adapt to suit your needs.

Ask existing board members to fill in copies of the matrix, indicating whether their skills and experience for the area are strong, adequate or weak. Transfer these individual answers to a single matrix. The board or governance committee will be able to see where the board is already strong and where it has gaps in skills, knowledge or experience. It is also useful to compare these results against when board members' terms are ending so that you can plan for the future. For example, if you know that your treasurer is retiring at the end of the next term, you might be looking ahead for a replacement.

The information from the completed matrix will help you develop a strategy for finding new members. Consider the following examples of how one organization used a skills matrix and how another relied on demographic information as well as a skills inventory.

HARBOURFRONT CENTRE

From its inception in 1972, Harbourfront Centre has exposed Torontonians and its visitors to the best of what Canada and the world has to offer in contemporary dance, theatre, music, literature, crafts, the visual arts, and children’s and family recreation and entertainment. Attracting more than 12 ½ million visits every year, Harbourfront may be the most widely attended arts and culture centre in Canada

Harbourfront Centre uses a grid – a visual summary of the current board’s ethno-cultural, diversity, and skills makeup – to measure and track diversity targets and to ensure that board recruitment is reflective of the community. Annual goals are set for the nominating committee based on the gaps that have been identified this way. The grid system also lets the board see at a glance when each member’s term will end, and therefore what attributes the committee will need to be thinking about when it looks for future candidates. The board also needs to be thinking about “line of succession” and about who may eventually have those kinds of skills.

“Having a more diverse leadership has allowed us to better appreciate the different communities and to better respond to their needs.”

L. Robin Cardozo,
Chief Executive Officer,
Ontario Trillium Foundation

FAMILY SERVICE TORONTO

As Janet McCrimmon, Family Service Toronto’s director of research, evaluation and planning, explains, “We recognized that the board, staff and management have to look like the community – it’s built right into the strategic direction. It’s not just about ethno-racial or ethno-cultural diversity. It’s also about ability, gender, sexual orientation, [and] age.”

“Research informs how we recruit for our board,” continues McCrimmon. Each year a skills, experience, and linkages inventory of the FST board is produced, as well as a demographic assessment⁴ (based on Statistics Canada questions so that the data gathered can be readily compared with Stats Can’s own figures). One year, when it was compared to the city’s demographic makeup, one of the gaps identified was the need for more ethno-racial diversity, more women, more from the LGBTQ communities, more young people.

FST sought to build a board that reflects rather than represents the community. McCrimmon explains: “We want to benefit from the experiences that people have, who they are as people, what knowledge they have of their communities – but the first commitment of members has to be to serve the interests of the organization.”

⁴The Ontario Human Rights Code, section 14.1 permits voluntary and confidential data collection for the purpose of implementing a special program designed to achieve equal opportunity.

Board profiles identify the competencies needed by the board as a whole to achieve its mandate and strategies.

Develop an outreach strategy.

Develop an outreach strategy that will help you find qualified candidates to fill existing gaps. You can include where to advertise for board vacancies and when, in order to screen potential candidates before the Annual General Meeting.

There are different models for board eligibility. Some organizations' by-laws state that in order for people to be members of the board they must first be members of the organization. In this case, you may consider adding a membership drive to your board outreach strategy as a means of increasing the pool of applicants you can draw from for your board.

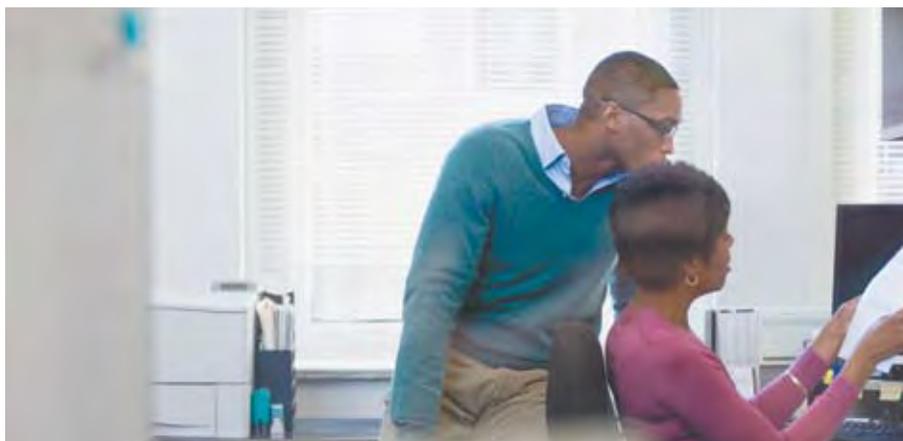
You may choose to include a statement declaring your board's commitment to diversity in the messages you communicate while advertising for board vacancies. In addition, you may think about posting board profiles and vacancy profiles so that board candidates know they will be evaluated against the same criteria.

Board profiles identify the competencies needed by the board as a whole to achieve its mandate and strategies. You may find these in your board skills matrix. Vacancy profiles set out the specific skills and qualifications needed by candidates to be considered and selected for an available position.

Some outreach techniques include

- advertising in community hubs and ethnic media
- distributing brochures at events and business associations of diverse communities
- newsletters of ethnic professional or business associations
- reaching out to your volunteer base
- conducting information sessions in diverse communities
- advertising in different languages
- becoming affiliated with services that recruit, screen and train potential board candidates such as DiverseCity onBoard

The following example highlights how one organization extended its diversity practices to include reaching out to the local community for new board members.



ONTARIO SCIENCE CENTRE

The Centennial Centre of Science and Technology, more commonly known as the Ontario Science Centre (OSC), was established by the Province of Ontario as a crown corporation to commemorate the centennial of Canadian confederation. Its mandate is to create a science museum that showcases Ontario's role in science and technology, to conduct science education programs and to stimulate public interest in the relationship of science to society.

For many years the OSC has been actively committed to creating a welcoming space for, and a reflection of, the diversity of its visitors. The OSC is a destination for visitors from around the world, but it also sees itself as a community facility within Flemingdon Park, one of the most racially and culturally diverse neighbourhoods in Toronto. The OSC has long been committed to diversity in employment practices, in programming and in its exhibits. Over the last few years, the chair and the CEO acknowledged that the next step was to create a Board of Trustees that was reflective of the diversity of Toronto, its donors, its employees, its volunteers and its visitors.

The board diversification strategy began with an assessment of the skills needed for board members in general and, more specifically, those needed to fill upcoming vacancies. Connections to the diverse communities that the OSC serves and a commitment to corporate social responsibility were added to the list of standard board skills. Armed with a revised checklist, the chair of the board and CEO reviewed applications received through the Province of Ontario public application process, sought the advice of Maytree and invited recommendations from members of the board and senior management team and their networks. From this process a number of qualified candidates were recommended to Cabinet for appointment. Five new appointments were made over an eighteen-month period, of whom three were members of visible minorities.

Armed with a revised checklist, Ontario Science Centre's chair of the board and CEO reviewed applications received through the Province of Ontario public application process, sought the advice of Maytree and invited recommendations from members of the board and senior management team and their networks.



See Also:

Appendix 5:
Sample Board Composition
Matrix – Identifying Gaps,
page 30

Appendix 6:
Sample Interview
Questions, page 31

Appendix 7:
Sample Recruitment
Timeline, page 32

Design a transparent and clear application process.

Ensure that application criteria for board positions are clear and publicly available through board and vacancy profiles. Take a good look at how you manage your selection process now and see if there are ways to be more inclusive. Consider the following examples.

THE CITY OF TORONTO

The City of Toronto identified barriers to their civic appointments process and then removed them. For example, they enhanced their website to provide comprehensive information about the application process. This entailed using clearer language, including better instructions and offering more convenient methods for submitting applications – in person, mail, fax or email.

Be thorough when you interview prospective candidates. Develop interview questions that will provide you the information you need about a potential candidate’s competencies and skills. Think about including working with diverse communities as a competency in itself.

FAMILY SERVICE TORONTO

Prospective board candidates answer a standard questionnaire during 60-minute interviews with a board panel at Family Service Toronto. “We want to be sure that they understand the commitment they are going to be making,” says board chair Harlan Schonfeld. Among other things, they answer questions about their experiences working with diverse groups and about their attitude to equity and inclusion.

See Appendix 6, page 31, for sample interview questions on diversity.

Get organized.

Be sure to leave lots of time for recruiting and selecting new board members, especially if you have special needs or several spots to fill. Planning ahead will increase the chances that committee members can commit their time and become truly involved. Tie your activities to the preparations for the Annual General Meeting (AGM). See Appendix 7, page 32, for a sample recruitment timeline leading up to an AGM.

4 |

Creating an Effective Board

You now have new board members. What can you do to create a welcoming and supportive environment?

Prepare your new board members.

The following activities are good governance practices in general and are included in this toolkit because they are particularly effective in supporting diverse board members. To be most effective, they should become part of every new board member's orientation.

Board orientation

This function is usually fulfilled by the governance committee. Try to hold your board orientation session as soon as possible after the Annual General Meeting. While you are designing the session, keep the needs of existing board members in mind as well.

Potential topics include:

- sector information to describe the environment in which the organization operates
- organization history, mission, vision and values
- introduction to strategic plan
- programming overview
- legal framework for the organization
- by-laws or policies that have been developed by the board
- procedures regarding how the board makes its decisions
- role of board vis-à-vis role of executive director
- board member responsibilities
- liability and accountability
- stakeholders and key relationships
- an orientation to the board manual (see Appendix 8, page 33, for a sample listing of what you may include in a board manual)

Mentoring

Mentoring is an effective and inexpensive means of preparing new board members for full participation in the work of the board. A more experienced board member (mentor) provides knowledge, advice and support to a newer member (mentee) who is seeking information and knowledge about the workings of the board and the organization.

Encourage senior board executives to support the program. You may choose to involve the executive director in selecting and matching mentors and mentees. Take new board members' prior board experience into consideration when matching them to suitable mentors.

Consider these criteria when selecting experienced board members to become mentors:

- minimum of one year on the board
- good knowledge of governance
- experience in leadership roles
- commitment to increasing diversity on the board
- understanding of challenges faced by new board members

Good governance training includes diversity training. To be effective, governance training needs to be tailored to your particular audience.

Here are some points to keep in mind when selecting new board members to become mentees:

- length and level of prior board experience
- recently appointed to the board (less than six months)
- commitment to increasing their capacity as board members
- motivated to take leadership on the board
- willingness to commit the time to increase their effectiveness on the board

Formal mentoring is a structured program within a specific timeframe. Mentors and new board members are matched, trained and sign a partnership agreement, which is a written agreement outlining their mutual expectations and the new board members' learning goals. (See a sample partnership agreement in Appendix 9, page 34.)

Informal mentoring is a spontaneous relationship that unfolds naturally when a less experienced person seeks advice from someone more experienced and knowledgeable. There are benefits to both formal and informal mentoring. You will know which approach best suits your board.

The following table is a quick guide to mentoring activities. See Appendix 10, page 35, for a detailed roadmap of a sample relationship in which the mentoring pair spent nine hours together over a period of six months.

Mentor tasks

- Share articles, books and websites on board governance.
- Discuss your history with the board and how things got done on the board and in the organization.
- Meet with your mentee half an hour before a board meeting to clarify agenda items.
- Telephone your mentee after the board meeting to discuss and answer questions on issues.

Mentee tasks

- Read and discuss materials recommended by your mentor. Share materials you've read.
- Select a topic from the board manual that you want to learn more about and discuss with your mentor.
- Make a list of unfamiliar board terminology and ask your mentor to explain.
- Observe committee meetings and discuss which one to join.

Offer governance and diversity training.

Regardless of the model of your board governance, all board members require ongoing training on good governance. Courses might include Board Roles and Responsibilities, Risk Management, Strategic Planning, Diversity and Cultural Awareness.

Good governance training includes diversity training. To be effective, governance training needs to be tailored to your particular audience. You will know if you need to bring in a facilitator to assist you with the planning and delivery. It is important to create a safe learning environment and to allow plenty of time for discussion.

You may choose to have board members undertake a self-assessment regarding diversity issues; for example, looking at their assumptions about how they conduct themselves in their board work and their level of cultural awareness.

Build more than one diversity training session into your board learning calendar. The commitment to diversity is ongoing and it can take time for board members to develop and/or strengthen the skills they need to achieve your diversity goals.

Some organizations choose to meet with board members individually to review the board's commitment to diversity and its diversity policies. Think about what is best for you.

The commitment to diversity is ongoing and it can take time for board members to develop and/or strengthen the skills they need to achieve your diversity goals.

YMCA OF GREATER TORONTO

The YMCA of Greater Toronto runs a full-day orientation for all new board members as well as an informal board mentoring program in which new members are paired with more experienced ones. In the Y's experience, diversity-awareness training for boards needs to be customized each and every time. Sometimes only a discussion is required because new board members are already knowledgeable. They found that "blanket training programs didn't work well" and instead focus on integrating diversity into the board's orientation process.

THE CENTRE FOR ADDICTION AND MENTAL HEALTH

At the Centre for Addiction and Mental Health (CAMH) board and senior management were the first to receive diversity training specifically tailored to their roles in leading the organization. Training is mandatory across the organization and at the board. CAMH then moved to second-level training tailored to specific activities within the organization, such as bias-free hiring.

See Also:

Appendix 8:
Sample Board Manual
Topics, page 33

Appendix 9:
Sample Mentoring
Partnership Agreement,
page 34

Appendix 10:
Sample Roadmap for a
Mentoring Relationship,
page 35

Take the needs of new board members into consideration.

Ensure that venues are accessible, that meetings are scheduled to not interfere with major cultural holidays and that child-care needs are addressed. Ask if there are other requirements or preferences.

“You don’t know how limiting things can be for people simply because of their physical condition, their mental condition, or their gender or age,” says Harlan Schonfeld, board chair, Family Service Toronto. The board has learned about the experiences of transgender people, persons with disabilities, and broadened their understanding of equity and inclusion. “It’s only through continuing to learn about what anti-oppression is that you realize there’s always someone who will feel a barrier, and that it needs to be addressed.” Is there wheelchair access to the building? Can everybody read and understand board documents? What else might need to be done?

Keep board members engaged and active.

Providing ongoing opportunities for your board members to stay engaged is a logical, strategic follow-up to recruitment and selection. Keep up the momentum!

Board training can take place throughout the whole year and can be scheduled in the board calendar. Consider developing a learning agenda for each person and finding ways to address items to ensure meaningful participation from all. Diversity training can also be offered on more than one occasion throughout the year.

FAMILY SERVICE TORONTO

By using a “consent agenda” – putting items such as the ED’s report, the president’s report, and the approval of the minutes in a document that can be approved in one motion – Family Service Toronto frees up more time at each meeting for substantive discussion and for ongoing education.



5

Keeping on Track

You have now created and implemented a plan for increasing diversity on your board and for establishing an effective board. You have worked hard to recruit new members with diverse backgrounds and to make board members feel welcome so that they contribute their skills, knowledge and energy. How will you know that you have succeeded?

Here are some actions that will contribute to a successful board diversity initiative:

- link your actions strongly with your strategic priorities
- clearly communicate what it is you would like to achieve
- keep your board diversity plan “front and centre”
- integrate your diversity plan into your board decision-making processes
- allocate resources for implementation of the plan (for example, for a board retreat)
- put accountability measures in place
- determine what success will look like
- measure (and celebrate) progress
- implement recommendations for improvement

Tracking progress.

You may begin by going back to your starting point and assessing your board composition against relevant demographic information. You may also choose to take a closer look at policies and procedures:

- How have you changed your board nomination and appointments policies and procedures?
- Have your policies and procedures been amended to reduce/address barriers?

Take some time to outline what you would like to achieve during an evaluation and how you will go about it. Consider, for example, whether you have the expertise to conduct your own evaluation or whether you will pay for someone to assist you. Think about the scope of your evaluation and set reasonable timelines. Set expectations for the kind of recommendations you would like to see after your evaluation is complete and think about how you will use your findings. For example, you can integrate priorities into board and committee work plans and the strategic planning cycle. Evaluation results can be shared with stakeholders as well as included in funding reports and fundraising proposals.



“Be strategic in seeking change. Be knowledgeable about the formal and informal culture and processes of the organization you seek to change. Find allies who share your vision and support your efforts. Be persistent and have more than one approach in your change toolkit.”

Alok Mukherjee,
*Chair, Toronto Police
Services Board*

What to look for and where to find it.

Determine the outcomes you would like to measure and the indicators that will let you know you have reached your goals. These may be quantitative or qualitative measures. For example, you may set numerical targets for the number of ex-clients serving on your board such as 20%. You may try to measure what board members have learned during a board diversity training session. Appendix 11, page 38, provides an example of how to plan for evaluating different aspects of board governance.

Go back to your policies and procedures to collect information on the following:

- how you determine eligibility criteria for available positions
- how you advertise vacancies
- how you recruit new members
- how you screen new members
- how you orient new members to how your board works

Tools and resources that can be used include:

- organizational self-assessment checklists (see resources listing in Appendix 14, page 46, for Inclusive Community Organizations Toolkit)
- individual self-assessment for board members
- board effectiveness questionnaire (see Appendix 12, page 40, for guidelines on creating a board self-assessment survey)
- personal interviews
- ongoing anecdotal information
- skills matrix (refer to section on Conducting Board Outreach and Recruitment, page 10)
- Statistics Canada census information

Organizational change in perspective.

Be patient. Organizational change takes time. An understanding of the principles of change management may help you to understand your organization’s efforts and will put the inevitable setbacks in perspective. The following overview links essential elements of increasing board diversity to John Kotter’s eight-step change model.⁵ Kotter observes that successful change goes through all eight stages, usually in sequence.

1. Establishing a sense of urgency – Complacency will obstruct change efforts. First, identify sources of complacency and then either remove them or minimize their impact. Take the time to prepare for change and then start honest discussions about diversity and what being more inclusive may mean for your organization. Begin to communicate the rewards of increasing diversity and why it is time to start.

⁵ John P. Kotter, *Leading Change*. Harvard Business School Press, 1996.

2. Creating the guiding coalition – While an individual champion can be an important asset, effective change management requires a team effort. Recruit strong leadership and visible support from key people within the organization and the board. Foster trust among group members and develop a common goal. Your organization may have already undergone a diversity initiative at staff and program levels; if so, you may invite key people involved in that implementation to advise your team.

3. Developing a vision and strategy – A clear direction of change is required. Develop a picture of the future as a diverse board that can be summarized in one or two sentences. Add an overall direction for how this can be achieved. A commitment to a common vision is powerful as a framework to focus the board's attention on what is held in common rather than what the differences are around the board table.

4. Communicating the change vision – Talk about the vision at every opportunity; for example at board meetings, committee meetings and at meetings in the community. Use the vision to guide decisions and solve problems that arise during board meetings. Listen to what board members have to say about the vision and be prepared to refine it as required.

5. Empowering people for action – Look at your board's structure and practices to see if they are in line with your vision. Provide training in diversity and inclusion, with a special focus on board governance. Identify board members who are resisting the change and help them see what's needed.

6. Generating short-term wins – Nothing succeeds like success. Change takes time. Evidence that efforts are paying off will help convince those board members who are still unsure and will maintain momentum. This can be achieved by setting short-term targets as well as a long-term goal and by celebrating successes.

7. Consolidating gains and producing more change – Try not to let celebrating success dilute the sense of urgency and commitment to your vision. The board may still experience some resistance to change.

8. Anchoring new changes in the culture – Continue to discuss progress during your regular board meetings. Include the change ideals and values when recruiting new board and committee members. Create plans to replace key leaders of change as they move on, especially since boards have set terms of office.

See Also:

Appendix 11:
Board Evaluation Process
Overview, page 38

Appendix 12:
Guideline on Creating a
Board Self-Assessment
Survey, page 40

Appendix 13:
Sample Board Survey,
page 41

Appendix 14:
Resources, page 46

“ To self-reflect and have a 360-degree evaluation of the organization, of board members, and of how we’re moving forward. It’s pretty amazing.”

Hari Viswanathan,
Director, Family Service Toronto

FAMILY SERVICE TORONTO

In addition to the skills inventory, each year Family Service Toronto board members fill out a confidential on-line survey to assess their effectiveness and engagement as individual members and as a board (see Appendix 13, page 41). This enables the organization to assess both activities and behaviours. Questions, which change every year, may include whether members encourage each other to participate fully in governance work, and whether people are comfortable raising issues where differences of opinion or conflict are expected. Director Hari Viswanathan explains that this tool gives the board the opportunity “to self-reflect and have a 360-degree evaluation of the organization, of board members, and of how we’re moving forward. It’s pretty amazing.”

UNITED WAY TORONTO

From its inception in the mid-1950s, United Way Toronto (then the United Community Appeal of Greater Toronto) has recognized the importance of embracing the city’s diversity.

When United Way Toronto (UWT) reduced the size of its board of trustees, representing the community still had to be a priority. To be effective, UWT’s trustees must reflect the multicultural and multigenerational nature of Toronto. Shrinking the board from 44 to 23 made it more engaged, but having trustees with the right skill sets was key. Candidates came from UWT’s links with academia, not-for-profits, labour unions, government and the public sector; its Workplace Campaign connected it with corporate and business communities; the more than 200 agencies it funds provided highly-qualified potential trustees. As a result of its efforts, from 2002 to 2010 board diversity went from 28% to 61%.

In the 1980s, UWT committed to become even more diverse and inclusive, not just in terms of the agencies and charitable programs it funded, but also in its appeal to fundraisers and volunteers. Within a few years, it was producing materials targeted to ethnocultural groups, receiving coverage in Toronto’s foreign-language media, and had formed a standing committee dedicated to promoting the organization to ethnic communities. Black, Chinese, Greek, Italian and South Asian committees were created to involve Toronto’s five largest cultural communities in fundraising. There has also been targeted outreach to the Portuguese, Korean and Filipino communities, among others.

6

Conclusion

“Good practice in board governance includes finding the right people to lead,” states Ratna Omidvar, President of Maytree and co-chair of DiverseCity. “In a city region as diverse as ours, this involves embracing the full spectrum of skills, experiences and connections available. Capitalizing on our immense talent pool is an imperative for today’s nonprofit and public boards.”

The resources and samples are here for you to use and adapt as you move through start-up, implementation and evaluation. We wish you and your board success as you change the face of governance in your organization and region.



APPENDICES

Appendix 1: Board Questionnaire on Diversity

	Yes	No	To some extent	Need to do/find out
Does your organization reflect the diversity of your community with respect to:				
• board membership?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• staff?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• committee / working group members?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• volunteers?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Aside from conventional methods, do you advertise positions in community newspapers and through cultural agencies for:				
• staff positions?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• volunteer positions?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• practicum students?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Do you recruit from diverse groups in your community for:				
• new board positions?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• committee / working group positions?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is proficiency in languages other than the two official languages recognized as a valued skill when selecting:				
• board members?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• new staff?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• committee / working group positions?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• volunteers?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• practicum students?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is knowledge of cultures and traditions recognized as a valued skill when selecting:				
• board members?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• new staff?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• committee / working group positions?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• volunteers?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• practicum students?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Do you recognize knowledge of languages other than the official languages and knowledge of cultures and traditions as valued skills when evaluating staff?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
When recruiting in general, do you ask potential candidates how comfortable they feel about working with others from diverse backgrounds in the workplace?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Source: Excerpted from The Diversity Lens, Canadian Mental Health Association. The full text is available at www.cmha.bc.ca/about/vision_mission.

Appendix 2: Sample Format for Committee Terms of Reference

Format for Committee Terms of Reference

Role	<p>A general statement of the committee’s purpose or role should be set out. The role should be relevant to the work of the board.</p> <p><i>Example</i></p> <p>The role of the governance committee might be expressed as: “To advise the board on matters relating to the board’s governance structure and processes, evaluation of the board effectiveness, recruitment, education and evaluation of board members.”</p>
Responsibilities	<p>A specific list of activities the committee is to undertake, usually without setting out in detail the process the committee is to follow.</p> <p><i>Example</i></p> <p>Governance committee responsibilities might include:</p> <ul style="list-style-type: none">• Review by-laws and recommend revisions as required;• Conduct process for succession, interviewing and recommending candidates for election to the board; and• Evaluate effectiveness of board governance structures, processes and recommend changes as required. <p><i>(See Sample Committee Responsibilities for further examples.)</i></p>
Membership and Voting	<p>Set out the number of appointed and <i>ex-officio</i> committee members and whether they are voting or non-voting.</p> <p><i>Example</i></p> <p>Voting members:</p> <ul style="list-style-type: none">• Chair of the board;• At least four directors appointed by the board;• CEO as an <i>ex-officio</i> member. <p>Non-voting member:</p> <ul style="list-style-type: none">• Vice President of Planning.
Chair	<p>Describe who the chair will be.</p> <p><i>Example</i></p> <p>A member of the committee appointed by the board.</p>
Frequency of Meetings and Manner of Call	<p>Specify if a minimum number of meetings must be held.</p> <p><i>Example</i></p> <p>At least quarterly at the call of the committee chair.</p>

Appendix 2: Sample Format for Committee Terms of Reference (cont'd)

Quorum	<p>If there are non-board members on the committee, the quorum should reference the board members.</p> <p><i>Example</i> 51% of the committee members, provided a majority of those present are board members. -OR- 51% of the members entitled to vote.</p>
Resources	<p>Specify if a member of management is to be assigned to the committee as a resource and committee support.</p>
Reporting	<p>Specify how the committee reports. It will usually be to the board, but a sub-committee may report to a committee.</p> <p><i>Example</i> To the board.</p>
Date of Last Review	

Source: Corbett, Anne and James M. Mackay. *Guide to Good Governance, Not-for-Profit and Charitable Organizations*, Ontario Hospital Association, April 2009, pp. 153-154. Used with permission.

Appendix 3: Sample Board Governance and Nominating Committee Responsibilities

Board Recruitment

- Develop for approval by the board a description of the skills, experience and qualities including diversity of the directors;
- Consider skills, experience, qualities and diversity of current directors to determine board needs; and
- Oversee board recruitment and nomination processes and recommend to the board candidates for election at the annual meeting.

Board Education

- Ensure a comprehensive orientation session is provided to all new board members;
- Oversee board education sessions to ensure board receives periodic education on governance, industry issues and the organization's operations; and
- Organize, with the input of the CEO and board chair, the board's annual retreat.

Board Chair

- Ensure succession planning for the office of board chair;
- Oversee and implement the board's process for selecting a board chair and recommend an individual for election by the board as chair; and
- Make recommendations to the board for vice chairs and other board officers.

Board Committees

- Ensure periodic review and evaluation of committee performance and Terms of Reference and make recommendations to the board as required; and
- Recommend to the board, with the input of the chair, nominees for all board committees and committee chairs.

Evaluations

- Establish and implement a program to evaluate board performances including individual director performance, performance of the chair, board committees and committee chairs;
- Consider the results of board evaluations in connection with renewal of the terms of existing directors; and
- Review and make recommendations to the board concerning:
 - Board composition
 - Board size
 - Board structures
 - Board policies and procedures
 - By-law amendments
 - Board attendance
 - Other
- Such other matters as may be required by the board, from time to time.

Source: Corbett, Anne and James M. Mackay. *Guide to Good Governance, Not-for-Profit and Charitable Organizations*, Ontario Hospital Association, April 2009, pp. 157-158. Used with permission.

Appendix 4: Sample Diversity Policy

Family Service Toronto – Equity and Inclusion Policy, February 2009

Family Service Toronto (FST) affirms its commitment to building a city which is equitable and inclusive. This means that in all aspects of its operations and at all levels of the organization, FST works to ensure that there is no discrimination on the basis of, but not limited to, ethnicity, language, race, age, ability, sex, sexual or gender identity, sexual orientation, family status, income, immigrant or refugee status⁶, nationality, place of birth, generational status⁷, political or religious affiliation.

FST further recognizes that the increasing diversity among residents in Toronto has added cultural, social and economic benefits to our community. It is also sensitive to the fact that oppressed groups experience marginalization and encounter barriers to full access and participation in the community. FST seeks to increase access and participation, especially for those who are marginalized, disadvantaged or oppressed.

FST encourages individuals to participate fully and to have complete access to its services, employment, governance structures⁸ and volunteer opportunities. It shall make every effort to see that its structure, policies and systems reflect all aspects of the total community and to promote equal access to all. To this end, FST strives to ensure that:

- Discriminatory or oppressive behaviours are not tolerated;
- Individuals who engage with FST for services are valued participants who have opportunities to shape and evaluate our programs;
- Community programs and services are developed and delivered to give priority to individuals in marginalized communities and are sensitive to the needs of diverse groups;
- Programs are delivered in such a way that systemic barriers to full participation and access are eliminated and so that positive relations and attitudinal change towards marginalized groups are promoted;
- Services are provided with sensitivity to the influence of power and privilege in all relationships, including service relationships, and are delivered in keeping with anti-oppression principles; and
- Communication materials present a positive and balanced portrayal of people's diverse experiences.

This policy is intended to act as a positive force for equity and the elimination of oppression.

⁶ FST recognizes that barriers to employment and services may exist due to immigration or refugee status based on legislation and/or contractual funding obligations.

⁷ Generational status is intended to protect individuals with Canadian citizenship who are first, second or third generation immigrants from discrimination.

⁸ FST governance structures include: the board of directors, committees of the board and any board working groups that may be convened.

Appendix 5: Sample Board Composition Matrix – Identifying Gaps

Board Member Name:

CRITERIA	Strong	Adequate	Weak
Competency / Experience			
Chaired a board or committee of an organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other governance role	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Strategic Planning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Health Care	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Seniors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Housing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Immigration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Research and Education	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Information Technology	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Human Resources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Financial Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fundraising	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marketing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Real Estate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Legal	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Risk management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public Relations/Communication	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Board Experience			
Nonprofit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Corporate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diversity			
Female	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Male	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ethno-racial	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Person with a Disability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Youth	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Knowledge of Communities			
Community Leader	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Resident of Areas Served	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other - Specify	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Source: DiverseCity onBoard, Maytree

Appendix 6: Sample Interview Questions

Family Service Toronto (FST) uses a set of evaluation criteria when they develop interview questions for prospective board members. The following excerpt relates to diversity. Interviewers record comments about the candidates' answers and assign scores.

Evaluation criteria

Reflect the diversity of the City of Toronto including age, ability, race, ethnicity, gender and sexual orientation

Have knowledge of issues of equity and inclusion

Questions

FST serves the City of Toronto and works with many communities and organizations. Tell us about your knowledge of the Toronto community and your involvement in significant community initiatives.

FST welcomes diversity and has a strong equity and inclusion policy.

- a. What experience do you bring working with diverse groups?
- b. How do you think FST's commitment to equity and inclusion would affect the work of a board member?

Appendix 7: Sample Recruitment Timeline

The following recruitment timeline outlines outreach and recruitment activities which a board may undertake over a six-month period, leading up to the annual general meeting. In this example we have made the following assumptions:

- the annual general meeting takes place in September
- there is a committee in charge of outreach and recruitment
- the board is already committed to recruiting a diverse board and incorporates this into their recruitment and interview process

April	Take inventory of skills and diversity among current board members (using matrix – see Appendix 5, page 30)
	Make recommendations on whether or not to put existing board member(s) whose first term is ending on the slate for a second term
	Analyze completed matrix and identify gaps
end of April	Write posting and advertise board vacancies as widely as possible, both internally and externally
second and third weeks of May	Assign a board member or staff person to take information calls over a specified period
third week May	Resume cut-off date
last week of May, first week of June	Conduct preliminary phone screen with prospective candidates
May	Finalize personal interview questions
end of May	Short list candidates
first two weeks of June	Schedule interviews
mid-June	Decide on recommended candidates
June board meeting	Submit recommended candidates to board for approval
September xx	AGM
September xx (one week later)	First new board meeting
October xx	Orientation session for new board members
October xx weekend	Board retreat

Appendix 8: Sample Board Manual Topics

Introduction	History of organization Mission statement Board members Staff Organizational chart Contact information Overview of programs Funding background Calendar of events
Governance	Bylaws, policies, codes Insurance coverage Governance model Roles and responsibilities Board organizational chart Procedures Committees Strategic and operational plans
Minutes	Current year's board meetings Annual general meeting
Reports	Financial reports and contracts Executive Director's report Committee reports Auditor's reports
Administrative Procedures	HR policies Collective agreements
Training and Education	Orientation for new board members Any ongoing support/workshops for board members

Appendix 9: Sample Mentoring Partnership Agreement

Mentor-Mentee Partnership Agreement

Mentor: _____

Mentee: _____

To be completed by mentee

My learning goals are:

- _____
- _____
- _____

My primary expectations for my mentor are:

- _____
- _____
- _____

To be completed by mentor:

My primary expectations for my mentee are:

- _____
- _____
- _____

Mentoring will start on (date): _____

Mentoring will end on (date): _____

The initial meeting will take place on (date): _____

Signature of Mentor

Signature of Mentee

Source: The Mentoring Partnership, Toronto Region Immigrant Employment Council

Appendix 10: Sample Roadmap for a Mentoring Relationship

Time: Nine hours over a period of six months

Methods: In person, online, over the telephone

<p>Month 1 (2 meetings)</p>	<p>Meeting 1 (In person – 1 hour) Topic: Introduction</p>	<p>Meeting 2 (Online or phone – ½ hour) Topic: bylaws, policies, codes, liability and officers insurance</p>
<p>Goal Get to know each other and organization</p>	<ul style="list-style-type: none"> • Share previous board and volunteer experiences • Share expectations of each other • Mentee outlines learning goals for the mentoring relationship • Mentor reviews basic information about the organization and answers questions, explains governance model, clarify roles of board and management 	<ul style="list-style-type: none"> • Mentor clarifies content and context
<p>Suggested Reading/Resources</p>	<ul style="list-style-type: none"> • <i>The Imperfect Board Member: Discovering the Seven Disciplines of Governance Excellence.</i> Jim Brown. 2006. Jossey-Bass, San Francisco. • Board Manual 	<ul style="list-style-type: none"> • Board policy documents
<p>Month 2 (2 meetings)</p>	<p>Meeting 3 (In person – 1 hour) Topic: board contacts, communication, roles and responsibilities</p>	<p>Meeting 4 (In person – 1 hour) Topic: meetings</p>
<p>Goal Board structure and membership</p>	<ul style="list-style-type: none"> • Mentee reviews organizational chart • Discuss board’s responsibility to oversee organization • Mentor discusses fiduciary and legal duties as a board member • Mentor answers questions on interpreting financial statements • Mentor outlines lines of communication and information flow between board members, committees, Executive Director, management and staff 	<ul style="list-style-type: none"> • Discuss the types of meetings including board meetings, committee meetings, AGM • Set up a meeting for 30 minutes prior to next board meeting to outline rules of procedure and agenda
<p>Suggested Reading/Resources</p>	<ul style="list-style-type: none"> • Orientation package • Board manual 	<ul style="list-style-type: none"> • Orientation package • Board manual

Continue on next page >>

Appendix 10: Sample Roadmap for a Mentoring Relationship (cont'd)

Month 3 (2 meetings)	Meeting 5 (Online or phone – ½ hour) Topic: Committee	Meeting 6 (In person – ½ hour) Topic: Preparing for a board meeting
Goal Administration	<ul style="list-style-type: none"> • Discuss committee most suitable for mentee to serve on • Mentor introduces committee chair to mentee 	<ul style="list-style-type: none"> • Mentor outlines rules of procedure for board meeting • Discuss board meeting agenda
Suggested Reading/Resources	<ul style="list-style-type: none"> • Orientation package – list of committees, chairs, members of committees 	<ul style="list-style-type: none"> • Board manual • Meeting agenda
Month 4 (2 meetings)	Meeting 7 (In person – 1 hour) Topic: strategic and operational plans and reports	Meeting 8 (In person – 1 hour) Topic: strategic and operational plans and mentee learning goals
Goal Strategic and Operational Plans	<ul style="list-style-type: none"> • Discuss organization’s vision, mission statement and values as they relate to strategic plan • Discuss goals and objectives of board • Mentor shares internal and external reports relative to strategic and operational plans • Mentee reviews list of programs • Mentee reviews list of funding partners, memoranda of understanding and funding agreements outlined in board manual • Discuss history of funding relationships 	<ul style="list-style-type: none"> • Review and discuss outstanding questions on strategic and operational plans and/or reports • Assess mentoring relationship – what’s working, what’s not • Revisit mentee’s learning goals
Suggested Reading/Resources	<ul style="list-style-type: none"> • Board/organization strategic plan • Board workplan and priorities • Reports from any strategic planning priorities • Most recent audited financial statement • Minutes of previous meetings • Program descriptions • Board manual 	<ul style="list-style-type: none"> • Board manual/reports

Appendix 10: Sample Roadmap for a Mentoring Relationship (cont'd)

Month 5 (1 meeting)	Meeting 9 (In person – 1 hour) Topic: HR policies
Goal Organization management	<ul style="list-style-type: none"> • Mentee reviews all HR policies for employees and volunteers • Discuss any issues regarding HR policies • Mentor shares background information regarding any existing collective agreement
Suggested Reading/Resources	<ul style="list-style-type: none"> • Board manual • Policy documents • HR Council for the Nonprofit Sector, www.hrcouncil.ca
Month 6 (1 meeting)	Meeting 10 (In person – ½ hour) Topic: Evaluation and closure
Goal Evaluation of board performance and closure	<ul style="list-style-type: none"> • Discuss board evaluation process • Celebrate mentoring relationship • Discuss what to do differently next time • Discuss any further training mentee should pursue
Suggested Reading/Resources	<ul style="list-style-type: none"> • Previous board evaluations • Mentor/mentee evaluations

Source: Board Mentoring Handbook, Maytree (2007)

Appendix 11: Board Evaluation Process Overview

Evaluation Tool	Purpose	Completed by	Frequency of Completion	Results Evaluated by	Action and Timeline
Orientation Evaluation	To assess and improve board orientation program	Attendees at orientation	After new directors have attended two or three board meetings	Board Governance Committee	Review and revise orientation program prior to next year's orientation.
Board Retreat	To assess and improve board retreat	Attendees at retreat	At the end of each board retreat	Retreat Planning Committee	Provide input into the next board retreat.
Board Meeting	Improve meeting performance	Directors	At the end of the meeting – periodically throughout the year	Chair / CEO / Board Secretary	Periodic review of results reported to board and taken into account in agenda development and meeting processes.
Board	Improve board performance	Board	Annually	Governance Committee	Governance Committee makes report and recommendations to the board.
Individual Director	Self-improvement; renewal of term	Director and peers on the board	Annually	Board Chair	Chair communicates to board member. Reports results to committee responsible for board nominations if director is being considered for a renewal term.
Committee Member	Self-improvement; renewal of term	Committee member and peers on the Committee	Annually	Governance Committee and reported to Board Chair	Board chair provides results to committee member. Governance Committee considers results in recommending committee members.

Appendix 11: Board Evaluation Process Overview (cont'd)

Evaluation Tool	Purpose	Completed by	Frequency of Completion	Results Evaluated by	Action and Timeline
Chair	Self-improvement; renewal of term	Chair and directors	Annually	Governance Committee	Chair of Governance Committee meets with board chair.
Committee Chair	Self-improvement; renewal of term	Committee Chair; Committee members	Annually	Chair of Governance Committee or Board Chair	Governance Committee chair or board chair meets with the committee chair; considered by Governance Committee in making recommendations for committee chairs.
Committee	Improvement Revise or reconfirm committees existent and Terms of Reference To evaluate and recommend new or continuing committee member	Board	Annually	Board Chair / Board Governance Committee	Considered by Governance Committee in making recommendations regarding Committee's Terms of Reference.

- These evaluation tools can be combined. Completion of all of the potential evaluation tools can lead to “evaluation fatigue.”
- There is a risk that evaluations that are done too frequently can lose their effectiveness. For example, it may be more appropriate to conduct periodic evaluations of board or committee meetings.
- Results should be evaluated by the person or committee charged with making decisions that are relevant to the results of the evaluation. Where the purpose is self-improvement, the results should be confidential and communicated respectfully by the board chair.
- In cases where there is a significant board behaviour issue, an outside evaluation could also be considered. Some corporations have had an independent board monitor observe board proceedings and present a report to the board or give confidential feedback to individual board members.

Source: Corbett, Anne and James M. Mackay. *Guide to Good Governance, Not-for-Profit and Charitable Organizations*, Ontario Hospital Association, April 2009, pp. 114 - 115. Used with permission.

Appendix 12: Guideline on Creating a Board Self-Assessment Survey

This guideline is intended to assist a board in developing an appropriate board self-assessment tool. A board self-assessment or evaluation is completed by all board members and provides a process to evaluate and improve board performance, board processes and individual director performance.

The usual format asks a director to rate the board's performance, and the director's own performance, on a sliding scale. It is also common to allow an opportunity for the board member to answer open-ended questions or offer narrative comments.

Set out below is a template of a Board Self-Assessment Survey.

Statement	No Comment	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
	0	1	2	3	4	5

Sample Statements to Assess Board Composition and Quality

1. The board is the right size for effective board discussion; all board members have an opportunity to contribute.
2. The board identifies the skills and qualities that are required to perform the board's role.*
3. The board has clear, transparent and well-understood recruitment practices for new directors.
4. New board members are recruited on the basis of skills, knowledge, experience and required qualities.*
5. Board terms allow for board turnover to appropriately balance board continuity and new contributions.*
6. The board reflects the diversity of the community served.*
7. Board members receive orientation that prepares them to contribute effectively to the board.

* These statements may require modification for boards whose mission or governing legislation requires a composition that is not based solely on skills and experience.

Sample Statements to Assess Board Efficiency and Performance

1. Board members contribute their skills and experience.
2. Board members respect and value the views of all members of the board.
3. Board members come prepared.
4. Board members treat each other with courtesy and respect.
5. Board members respect the confidentiality of board discussions.
6. Board members declare conflicts as required.
7. Board members are aware of and adhere to the board Code of Conduct.

Source: Corbett, Anne and James M. Mackay. *Guide to Good Governance, Not-for-Profit and Charitable Organizations*, Ontario Hospital Association, April 2009, pp. 116, 119, 122. Used with permission.

Appendix 13: Sample Board Survey

Family Service Toronto invited board members to complete this online survey and provided them with the link.

1. Background

The FST board has a tradition of annually evaluating its work and using the results to learn and improve. This practice also assists FST in meeting the Standards of Good Practice of the Building Healthier Organizations accreditation program.

We ask that you complete the evaluation by DATE. The survey should take approximately 15 minutes to complete. STAFF PERSON will compile the survey results into a report for the consideration of the Governance Committee and the board. The survey does not ask you to identify yourself and results will be reported in aggregate form.

We encourage you to provide comments in addition to ratings so that we can focus our efforts to strengthen the work of the board.

If you have any questions or concerns, please contact NAME at NUMBER or EMAIL.

Thanks very much for your attention to this request.

Chair
Governance Committee

Continue on next page >>

Source: Family Service Toronto

Appendix 13: Sample Board Survey (cont'd)

2. Board Establishment and Operations

Please indicate the response that best represents your opinion.

	Strongly agree	Agree	Disagree	Strongly disagree	Don't know/ not sure
The board has a nomination process that identifies and recruits effective board members.	<input type="checkbox"/>				
Board membership reflects the diversity of the communities FST serves.	<input type="checkbox"/>				
The board currently has a sufficient range of expertise and experience to make it an effective governing body.	<input type="checkbox"/>				
New board members are provided a comprehensive orientation.	<input type="checkbox"/>				
The board evaluates its work annually to improve systems and processes.	<input type="checkbox"/>				
Board education opportunities are regularly provided to improve board skills and knowledge.	<input type="checkbox"/>				
The board operates consistent with the FST by-laws.	<input type="checkbox"/>				
FST's commitment to equity and inclusion is reflected in the board's activities and behaviour.	<input type="checkbox"/>				
When members recognize that they have a conflict of interest, they disclose it appropriately.	<input type="checkbox"/>				
Board members respect rules of confidentiality and speak with one voice following discussions and decisions at board meetings.	<input type="checkbox"/>				
Opportunities are created for board members to participate fully in the governance work of the board.	<input type="checkbox"/>				
The executive director is evaluated as stipulated in policy.	<input type="checkbox"/>				
The board focuses its attention on long-term strategic and policy issues rather than operational matters.	<input type="checkbox"/>				
Any comments on board establishment and operations?					

Appendix 13: Sample Board Survey (cont'd)

3. Communication and Decision-making

Please indicate the response that best represents your opinion.

	Strongly agree	Agree	Disagree	Strongly disagree	Don't know/ not sure
There are timely and open lines of communication between the board and the executive director.	<input type="checkbox"/>				
Board members support and encourage others on the board to participate fully.	<input type="checkbox"/>				
Board members are comfortable raising and addressing issues where differences of opinion or conflict occur.	<input type="checkbox"/>				
Board discussion is focused on major issues with fair, open, respectful and thorough deliberation.	<input type="checkbox"/>				
The board's decision-making process is transparent.	<input type="checkbox"/>				
Board meetings are conducted efficiently and effectively.	<input type="checkbox"/>				
Any comments on communications and decision-making?					

4. Trusteeship

Please indicate the response that best represents your opinion.

	Strongly agree	Agree	Disagree	Strongly disagree	Don't know/ not sure
Board members receive sufficient information about FST activities, services and programs to arrive at responsible decisions.	<input type="checkbox"/>				
The board ensures the proposed budget is financially responsible and furthers the achievement of the mission.	<input type="checkbox"/>				
Any comments on communications and decision-making?					

Continue on next page >>

Appendix 13: Sample Board Survey (cont'd)

5. Leadership and Training

Please indicate the response that best represents your opinion.

	Strongly agree	Agree	Disagree	Strongly disagree	Don't know/ not sure
The current mission reflects the role and activities of the organization.	<input type="checkbox"/>				
The board makes decisions that are consistent with the FST mission and values.	<input type="checkbox"/>				
The board is committed to ongoing learning and improvement.	<input type="checkbox"/>				
Any comments on leadership and training?					

6. Board Member's Experience

Please indicate the response that best represents your opinion.

	Strongly agree	Agree	Disagree	Strongly disagree	Don't know/ not sure
As a board member, I feel my skills and experience are well used.	<input type="checkbox"/>				
I feel my voice is heard and valued.	<input type="checkbox"/>				
I find the experience of being a FST board member satisfying and rewarding.	<input type="checkbox"/>				
Any comments on your experience as a board member?					

Appendix 13: Sample Board Survey (cont'd)

7. Overall Board Functioning

Please indicate the response that best represents your opinion.

	Strongly agree	Agree	Disagree	Strongly disagree	Don't know/ not sure
Board members share a strong commitment to FST.	<input type="checkbox"/>				
Overall, the board has been effective in accomplishing its goals and achieving results.	<input type="checkbox"/>				
The board conducts itself in an ethical and professional manner.	<input type="checkbox"/>				
Board members have good working relationships with one another.	<input type="checkbox"/>				
The board celebrates its accomplishments and successes.	<input type="checkbox"/>				
Any comments on overall board functioning?					

8. Qualitative Questions

What are the board's strengths?

Thinking about the board's accomplishments in the last year, what makes you most proud?

What, if anything, impacts on your ability to participate on the board?

What issues should occupy the board's time and attention during the next year?

What topics should the board prioritize for board education in the next year?

How can the board's performance be improved in the next year?

9. Thank you!

Thank you very much for taking the time to complete the evaluation.

Appendix 14: Resources



PUBLICATIONS

Averill, Nancy.

Diversity Matters, Changing the Face of Public Boards.

The Maytree Foundation, Toronto, 2009.

Brown, Jim.

The Imperfect Board Member: Discovering the Seven Disciplines of Governance Excellence.

Jossey-Bass, San Francisco, 2006.

Kotter, John P.

Leading Change.

Harvard Business School Press, 1996.

Lopes, Tina and Barb Thomas.

Dancing on Live Embers: Challenging Racism in Organizations.

Between the Lines, Toronto, 2006.

Ontario Hospital Association.

Guide to Good Governance: Not-For-Profit and Charitable Organizations.

Toronto, 2009.

Weston, Dorene.

Diverse Cities onBoard Toolkit,

The Maytree Foundation. Toronto, 2010.

Zachary, L.

Creating a Mentoring Culture: The Organization's Guide.

Jossey-Bass, San Francisco, 2005.

Appendix 14: Resources (cont'd)



WEBSITES

Maytree

www.maytree.com

The Greater Toronto DiverseCity Project

www.diversecitytoronto.ca

Board Diversity Training: A Toolkit

www.pillarnonprofit.ca/documents/pillartoolkit_boarddiversity_05.pdf

Board Match training for board members

www.altruvest.org/Altruvest/boardmatchleaders-main.html

Count Me In, Ontario Human Rights Commission

www.ohrc.on.ca/en/resources/factsheets/countmein

Dalhousie University, Non-Profit Leadership Program

http://collegeofcontinuinged.dal.ca/Files/NP_BuildingaBoardManual.pdf

DiverseCity Counts, A Snapshot of Diversity in the Greater Toronto Area

www.diversecitytoronto.ca/diversecity-counts/

Diversity 2004 Benchmarking

<http://diversityinc.com/images/pdfs/165357.pdf>

HR Council for the Nonprofit Sector

www.hrcouncil.ca

Kotters' 8-step change model

www.mindtools.com/pages/article/newPPM_82.htm

Leadership Development Services

www.leadsvs.com/

Mentoring Canada, a service of Big Brothers Big Sisters of Canada

www.mentoringcanada.ca/resources/training.html

Continue on next page >>

Appendix 14: Resources (cont'd)



WEBSITES (cont'd)

Ontario Public Appointments Secretariat

www.pas.gov.on.ca

Primer for Directors of Not-for-Profit Corporations, Industry Canada, 2002

www.ic.gc.ca/eic/site/cilp-pdci.nsf/eng/h_cl00688.html

Statistics Canada, 2006 census questions

www12.statcan.ca/IRC/english/ccr03_005_e.htm

City of Toronto public appointments information

<http://www.toronto.ca/public-appointments/application-process.htm>

Inclusive Community Organizations: A Tool Kit by Ontario Healthy Communities Coalition

www.ohcc-ccso.ca

Canadian Mental Health Association diversity lens and anti-racism policy

www.cmha.bc.ca/about/vision_mission

Developing the Diversity – Competent Organization: A Resource Manual for Non-Profit Human Service Agencies in Peel and Halton Regions

www.regionaldiversityroundtable.org/?q=node/96





DiverseCity is a partnership of Maytree and
the Greater Toronto CivicAction Alliance.

www.diversecitytoronto.ca



With funding from:



Citizenship and
Immigration Canada

Citoyenneté et
Immigration Canada

Canada

 Ontario

TECHNIQUES TO SHARE INFORMATION

TECHNIQUE	THINK IT THROUGH	WHAT CAN GO RIGHT?	WHAT CAN GO WRONG?
BILL STUFFERS			
Information flyer included with monthly utility bill	Design bill stuffers to be eye-catching to encourage readership	Widespread distribution within service area Economical use of existing mailings	Limited information can be conveyed Message may get confused as from the mailing entity
BRIEFINGS			
Use regular meetings of social and civic clubs and organizations to provide an opportunity to inform and educate. Normally these groups need speakers. Examples of target audiences: Rotary Club, Lions Clubs, Elks Clubs, Kiwanis, League of Women Voters. Also a good technique for elected officials.	KISS! Keep it Short and Simple Use "show and tell" techniques Bring visuals	Control of information/presentation Opportunity to reach a wide variety of individuals who may not have been attracted to another format Opportunity to expand mailing list Similar presentations can be used for different groups Builds community goodwill	Project stakeholders may not be in target audiences Topic may be too technical to capture interest of audience
CENTRAL INFORMATION CONTACTS			
Identify designated contacts for the public and media	If possible, list a person not a position Best if contact person is local Anticipate how phones will be answered Make sure message is kept up to date	People don't get "the run around" when they call Controls information flow Conveys image of "accessibility"	Designated contact must be committed to and prepared for prompt and accurate responses May filter public message from technical staff and decision makers May not serve to answer many of the toughest questions
EXPERT PANELS			
Public meeting designed in "Meet the Press" format. Media panel interviews experts from different perspectives. Can also be conducted with a neutral moderator asking questions of panel members.	Provide opportunity for participation by general public following panel Have a neutral moderator Agree on ground rules in advance Possibly encourage local organizations to sponsor rather than challenge	Encourages education of the media Presents opportunity for balanced discussion of key issues Provides opportunity to dispel scientific misinformation	Requires substantial preparation and organization May enhance public concerns by increasing visibility of issues

 An IAP2 TipSheet provides more information about this technique.
TipSheets are included as part of the course materials for IAP2's Techniques for Effective Public Participation.

TECHNIQUE	THINK IT THROUGH	WHAT CAN GO RIGHT?	WHAT CAN GO WRONG?
FEATURE STORIES			
<p>Focused stories on general project-related issues</p>	<p>Anticipate visuals or schedule interesting events to help sell the story</p> <p>Recognize that reporters are always looking for an angle</p>	<p>Can heighten the perceived importance of the project</p> <p>More likely to be read and taken seriously by the public</p>	<p>No control over what information is presented or how</p>
FIELD OFFICES			
<p>Offices established with prescribed hours to distribute information and respond to inquiries</p>	<p>Provide adequate staff to accommodate group tours</p> <p>Use brochures and videotapes to advertise and reach broader audience</p> <p>Consider providing internet access station</p> <p>Select an accessible and frequented location</p>	<p>Excellent opportunity to educate school children</p> <p>Places information dissemination in a positive educational setting</p> <p>Information is easily accessible to the public</p> <p>Provides an opportunity for more responsive ongoing communications focused on specific public involvement activities</p>	<p>Relatively expensive, especially for project-specific use</p> <p>Access is limited to those in vicinity of the center unless facility is mobile</p>
HOT LINES			
 <p>Identify a separate line for public access to prerecorded project information or to reach project team members who can answer questions/obtain input</p>	<p>Make sure contact has sufficient knowledge to answer most project-related questions</p> <p>If possible, list a person not a position</p> <p>Best if contact person is local</p>	<p>People don't get "the run around" when they call</p> <p>Controls information flow</p> <p>Conveys image of "accessibility"</p> <p>Easy to provide updates on project activities</p>	<p>Designated contact must be committed to and prepared for prompt and accurate responses</p>
INFORMATION KIOSKS			
<p>A station where project information is available.</p>	<p>Make sure the information presented is appropriately tailored to the audience you want to reach.</p> <p>Place in well traveled areas.</p> <p>Can be temporary or permanent.</p>	<p>Can reach large numbers of people.</p> <p>Can use computer technology to make the kiosk interactive and to gather comments.</p>	<p>Equipment or materials may "disappear".</p> <p>Information needs to be kept up to date.</p>

TECHNIQUE	THINK IT THROUGH	WHAT CAN GO RIGHT?	WHAT CAN GO WRONG?
INFORMATION REPOSITORIES			
Libraries, city halls, distribution centers, schools, and other public facilities make good locations for housing project-related information	<p>Make sure personnel at location know where materials are kept</p> <p>Keep list of repository items</p> <p>Track usage through a sign-in sheet</p>	<p>Relevant information is accessible to the public without incurring the costs or complications of tracking multiple copies sent to different people</p> <p>Can set up visible distribution centers for project information</p>	Information repositories are often not well used by the public
LISTSERVES AND E-MAIL			
Both listserves and email are electronic mailing lists. With listserves, anyone can register on the listserv to receive any messages sent to the listserv. With e-mail, someone needs to create and maintain an electronic distribution list for the project.	<p>People read and share e-mail quite differently from hard copy mail. Thus you must write messages differently.</p> <p>Augment with hard copy mail for those who prefer it or who don't have ready e-mail access.</p> <p>To share information of any sort including notifying stakeholders when new material is posted to a Web site, inviting them to upcoming meetings, including comment and evaluation forms, sharing summaries of meetings, comments and input, etc.</p>	<p>As an inexpensive way to directly reach stakeholders</p> <p>When you hope people will pass on messages to others since electronic-based mail is much easier to share than hard copies</p>	Can be difficult to maintain accurate, current e-mail addresses as these tend to change more frequently than postal addresses.
NEWS CONFERENCES			
	Make sure all speakers are trained in media relations	Opportunity to reach all media in one setting	Limited to news-worthy events
NEWSPAPER INSERTS			
A "fact sheet" within the local newspaper	<p>Design needs to get noticed in the pile of inserts</p> <p>Try on a day that has few other inserts</p>	<p>Provides community-wide distribution of information</p> <p>Presented in the context of local paper, insert is more likely to be read and taken seriously</p> <p>Provides opportunity to include public comment form</p>	Expensive, especially in urban areas

TECHNIQUE	THINK IT THROUGH	WHAT CAN GO RIGHT?	WHAT CAN GO WRONG?
PRESS RELEASES & PRESS PACKETS			
<p>Press Releases</p> <p>Press packets (provides resource and background information plus contact information)</p>	<p>Fax or e-mail press releases or media kits</p> <p>Foster a relationship with editorial board and reporters</p>	<p>Informs the media of project milestones</p> <p>Pressreleaselanguageisoftenused directly in articles</p> <p>Opportunity for technical and legal reviews</p>	<p>Low media response rate</p> <p>Frequent poor placement of press release within newspapers</p>
PRINT ADVERTISEMENTS			
<p>Paidadvertisementsinnewspapers and magazines</p>	<p>Figure out the best days and best sections of the paper to reach intended audience</p> <p>Avoid rarely read notice sections</p>	<p>Potentially reaches broad public</p>	<p>Expensive, especially in urban areas</p> <p>Allows for relatively limited amount of information</p>
PRINTED PUBLIC INFORMATION MATERIALS			
<p>Fact Sheets</p> <p>Newsletters</p> <p>Brochures</p> <p>Issue Papers</p> <p>Progress Reports</p> <p>Direct Mail Letters</p>	<p>KISS! Keep It Short and Simple</p> <p>Make it visually interesting but avoid a slick sales look</p> <p>Include a postage-paid comment form to encourage two-way communication and to expand mailing list</p> <p>Be sure to explain public role and how public comments have affected project decisions. Q&A format works well</p>	<p>Can reach large target audience</p> <p>Allows for technical and legal reviews</p> <p>Encourages written responses if comment form enclosed</p> <p>Facilitates documentation of public involvement process</p>	<p>Only as good as the mailing list/ distribution network</p> <p>Limited capability to communicate complicated concepts</p> <p>No guarantee materials will be read</p>
RESPONSIVENESS SUMMARIES			
<p>A form of documentation that provides feedback to the public regarding comments received and how they are being incorporated</p>	<p>May be used to comply with legal requirements for comment documentation.</p> <p>Use publicly and openly to announce and show how all comments were addressed</p>	<p>Responsiveness summaries can be an effective way to demonstrate how public comments are addressed in the decision process.</p>	<p>With a large public, the process of response documentation can get unwieldy, especially if Web-based comments are involved.</p>
TECHNICAL INFORMATION CONTACTS			
<p>Providing access to technical expertise to individuals and organizations</p>	<p>The technical resource must be perceived as credible by the audience</p>	<p>Builds credibility and helps address public concerns about equity</p> <p>Can be effective conflict resolution technique where facts are debated</p>	<p>Limited opportunities exist for providing technical assistance</p> <p>Technical experts may counter project information</p>

TECHNIQUE	THINK IT THROUGH	WHAT CAN GO RIGHT?	WHAT CAN GO WRONG?
TECHNICAL REPORTS			
Technical documents reporting research or policy findings	Reports are often more credible if prepared by independent groups	Provides for thorough explanation of project decisions	Can be more detailed than desired by many participants May not be written in clear, accessible language
TELEVISION			
Television programming to present information and elicit audience response	Cable options are expanding and can be inexpensive Check out expanding video options on the internet	Can be used in multiple geographic areas Many people will take the time to watch rather than read Provides opportunity for positive media coverage at groundbreaking and other significant events	High expense Difficult to gauge impact on audience
WORLD WIDE WEB SITES			
 <p>Web site provides information and links to other sites through the World Wide Web. Electronic mailing lists are included.</p>	<p>A good home page is critical</p> <p>Each Web page must be independent</p> <p>Put critical information at the top of page</p> <p>Use headings, bulleted and numbered lists to steer user</p>	<p>Reaches across distances</p> <p>Makes information accessible anywhere at any time</p> <p>Saves printing and mailing costs</p>	<p>Users may not have easy access to the Internet or knowledge of how to use computers</p> <p>Large files or graphics can take a long time to download</p>

TECHNIQUES TO COMPILE AND PROVIDE FEEDBACK

TECHNIQUE	THINK IT THROUGH	WHAT CAN GO RIGHT?	WHAT CAN GO WRONG?
COMMENT FORMS			
Mail-In-forms often included in fact sheets and other project mailings to gain information on public concerns and preferences Can provide a Web-based or e-mailed form	Use prepaid postage Include a section to add name to the mailing list Document results as part of public involvement record	Provides input from those who would be unlikely to attend meetings Provides a mechanism for expanding mailing list	Does not generate statistically valid results Only as good as the mailing list Results can be easily skewed
COMPUTER-BASED POLLING			
Surveys conducted via computer network	Appropriate for attitudinal research	Provides instant analyses of results Can be used in multiple areas Novelty of technique improves rate of response	High expense Detail of inquiry is limited
COMMUNITY FACILITATORS			
Use qualified individuals in local community organizations to conduct project outreach	Define roles, responsibilities and limitations up front Select and train facilitators carefully	Promotes community-based involvement Capitalizes on existing networks Enhances project credibility	Can be difficult to control information flow Can build false expectations
DELPHI PROCESSES			
A method of obtaining agreement on forecasts or other parameters by a group of people without the need for a face-to-face group process. The process involves several iterations of participant responses to a questionnaire and results tabulation and dissemination until additional iterations don't result in significant changes.	Delphi processes provide an opportunity to develop agreement among a group of people without the need for meeting Delphi processes can be conducted more rapidly with computer technology. You can modify the Delphi process to get agreement on sets of individuals to be representatives on advisory groups, to be presenters at symposia, etc.	Can be done anonymously so that people whose answers differ substantially from the norm can feel comfortable expressing themselves. A Delphi process can be especially useful when participants are in different geographic locations.	Keeping participants engaged and active in each round may be a challenge.
IN-PERSON SURVEYS			
One-on-one "focus groups" with standardized questionnaire or methodology such as "stated preference"	Make sure use of results is clear before technique is designed	Provides traceable data Reaches broad, representative public	Expensive

TECHNIQUE	THINK IT THROUGH	WHAT CAN GO RIGHT?	WHAT CAN GO WRONG?
INTERNET SURVEYS/POLLS			
<p>Web-based response polls</p>	<p>Be precise in how you set up site; chat rooms or discussion places can generate more input than can be reviewed</p>	<p>Provides input from individuals who would be unlikely to attend meetings</p> <p>Provides input from cross-section of public, not just those on mailing list</p> <p>Higher response rate than other communication forms</p>	<p>Generally not statistically valid results</p> <p>Can be very labor intensive to look at all of the responses</p> <p>Cannot control geographic reach of poll</p> <p>Results can be easily skewed</p>
INTERVIEWS			
 <p>One-to-one meetings with stakeholders to gain information for developing or refining public involvement and consensus-building programs</p>	<p>Where feasible, interviews should be conducted in person, particularly when considering candidates for citizens committees</p>	<p>Provides opportunity for in-depth information exchange in non-threatening forum</p> <p>Provides opportunity to obtain feedback from all stakeholders</p> <p>Can be used to evaluate potential citizen committee members</p>	<p>Scheduling multiple interviews can be time consuming</p>
MAILED SURVEYS & QUESTIONNAIRES			
 <p>Inquiries mailed randomly to sample population to gain specific information for statistical validation</p>	<p>Make sure you need statistically valid results before making investment</p> <p>Survey/questionnaire should be professionally developed and administered to avoid bias</p> <p>Most suitable for general attitudinal surveys</p>	<p>Provides input from individuals who would be unlikely to attend meetings</p> <p>Provides input from cross-section of public, not just activists</p> <p>Statistically valid results are more persuasive with political bodies and the general public</p>	<p>Response rate is generally low</p> <p>For statistically valid results, can be labor intensive and expensive</p> <p>Level of detail may be limited</p>
RESIDENT FEEDBACK REGISTERS			
 <p>A randomly selected database of residents created to give feedback to an agency, business, or organization about its services, priorities, project or contentious issues.</p>	<p>Think through what terms the participants should have. In the United Kingdom, 2 years is common.</p> <p>Using an independent company to select the participants will help allay any cynical concerns of “handpicking” residents to get the answer sponsors want</p>	<p>Useful in gathering input from “regular” citizens, on an ongoing basis, instead of just from representatives of interest groups or those who more typically come to meetings, participate on advisory groups, etc.</p> <p>Provides useful input without requiring people to come to meetings</p>	<p>Panel may not be credible with the larger community if people feel they have not been selected fairly.</p>

TECHNIQUE	THINK IT THROUGH	WHAT CAN GO RIGHT?	WHAT CAN GO WRONG?
TELEPHONE SURVEYS/POLLS			
Random sampling of population by telephone to gain specific information for statistical validation	Make sure you need statistically valid results before making investment Survey/questionnaire should be professionally developed and administered to avoid bias Most suitable for general attitudinal surveys	Provides input from individuals who would be unlikely to attend meetings Provides input from cross-section of public, not just those on mailing list Higher response rate than with mail-in surveys	More expensive and labor intensive than mailed surveys

TECHNIQUE	THINK IT THROUGH	WHAT CAN GO RIGHT?	WHAT CAN GO WRONG?
APPRECIATIVE INQUIRY PROCESSES			
 <p>Appreciative inquiry is a systematic process that uses the art and practice of asking questions and building upon narrative communications to surface imagination, innovation and commitment to action.</p>	<p>Requires “whole system” involvement; participants should be a microcosm of the potentially affected public.</p> <p>Process requires an especially high level of engagement by core team members.</p>	<p>Creates high level of engagement and commitment to change as an ongoing process, not a one-time event.</p> <p>Fosters positive, grassroots level action</p> <p>Connects the community by celebrating stories that reflect the best of what is and has been.</p>	<p>Participants need to “own” and co-create the process. Core team members may burn out.</p> <p>Given the high level of engagement, people expect to see changes as a result of the process.</p> <p>The sponsor of the process needs to be truly committed to the outcomes.</p>
CHARRETTES			
 <p>Intensive session where participants design project features</p>	<p>Best used to foster creative ideas</p> <p>Be clear about how results will be used</p>	<p>Promotes joint problem solving and creative thinking</p>	<p>Participants may not be seen as representative by larger public</p>
CITIZEN JURIES			
 <p>Small group of ordinary citizens empanelled to learn about an issue, cross-examine witnesses, make a recommendation. Always non-binding with no legal standing</p> <p>More Info: Citizen Jury® The Jefferson Center www.jefferson-center.org or www.soc.surrey.ac.uk/SRU/SRU37.html</p>	<p>Requires skilled moderator</p> <p>Commissioning body must follow recommendations or explain why</p> <p>Be clear about how results will be used</p>	<p>Great opportunity to develop deep understanding of an issue</p> <p>Public can identify with the “ordinary” citizens</p> <p>Pinpoint fatal flaws or gauge public reaction</p>	<p>Resource intensive</p>
COFFEE KLATCHES – KITCHEN TABLE MEETINGS			
<p>Small meetings within neighborhood usually at a person’s home</p>	<p>Make sure staff is very polite and appreciative</p>	<p>Relaxed setting is conducive to effective dialogue</p> <p>Maximizes two-way communication</p>	<p>Can be costly and labor intensive</p>
COMPUTER-ASSISTED MEETINGS			
<p>Any sized meeting when participants use interactive computer technology to register opinions</p>	<p>Understand your audience, particularly the demographic categories</p> <p>Design the inquiries to provide useful results</p> <p>Use facilitator trained in the technique and technology</p>	<p>Immediate graphic results prompt focused discussion</p> <p>Areas of agreement/disagreement easily portrayed</p> <p>Minority views are honored</p> <p>Responses are private</p> <p>Levels the playing field</p>	<p>Software limits design</p> <p>Potential for placing too much emphasis on numbers</p> <p>Technology failure</p>

TECHNIQUE	THINK IT THROUGH	WHAT CAN GO RIGHT?	WHAT CAN GO WRONG?
DELIBERATIVE DIALOGUES			
 <p>A systematic dialogic process that brings people together as a group to make choices about difficult, complex public issues where there is a lot of uncertainty about solutions and a high likelihood of people polarizing on the issue. The goal of deliberation is to find where there is common ground for action.</p>	<p>Considerable upfront planning and preparation may be needed. The deliberation revolves around 3 or 4 options described in an Issue or Options booklet.</p> <p>Process should be facilitated by a trained moderator.</p> <p>Deliberation should occur in a relatively small group, about 8 to 20 people. A larger public may need to break into several forums, requiring more moderators.</p>	<p>Participants openly share different perspectives and end up with a broader view on an issue.</p> <p>A diverse group identifies the area of common ground, within which decision makers can make policies and plans.</p>	<p>Participants may not truly reflect different perspectives.</p> <p>Participants are not willing to openly discuss areas of conflict.</p>
DELIBERATIVE POLLING PROCESSES			
 <p>Measures informed opinion on an issue</p> <p>More Info: The Center for Deliberative Democracy http://cdd.stanford.edu</p>	<p>Do not expect or encourage participants to develop a shared view</p> <p>Hire a facilitator experienced in this technique</p>	<p>Can tell decision makers what the public would think if they had more time and information</p> <p>Exposure to different backgrounds, arguments and views</p>	<p>Resource intensive</p> <p>Often held in conjunction with television companies</p> <p>2- to 3-day meeting</p>
DIALOGUE TECHNIQUES			
 <p>An intentional form of communication that supports the creation of shared meaning.</p>	<p>Dialogue requires discipline to intentionally suspend judgment and fully listen to one another. Participants need to be open to communication that engages both thinking and feeling.</p> <p>Participants need to feel safe to speak truthfully.</p> <p>It is important to carefully craft questions to be addressed in dialogue.</p>	<p>The group engages in “the art of thinking together” and creates shared meaning on a difficult issue.</p> <p>A new understanding of a problem or opportunity emerges.</p>	<p>Participants are “ready” to engage in dialogic communication. They may not be able to move from individual positions and reflectively listen to each other.</p>
FAIRS & EVENTS			
 <p>Central event with multiple activities to provide project information and raise awareness</p>	<p>All issues — large and small — must be considered</p> <p>Make sure adequate resources and staff are available</p>	<p>Focuses public attention on one element</p> <p>Conducive to media coverage</p> <p>Allows for different levels of information sharing</p>	<p>Public must be motivated to attend</p> <p>Usually expensive to do it well</p> <p>Can damage image if not done well</p>

TECHNIQUE	THINK IT THROUGH	WHAT CAN GO RIGHT?	WHAT CAN GO WRONG?
FISHBOWL PROCESSES			
<p>A meeting where decision makers do their work in a “fishbowl” so that the public can openly view their deliberations.</p>	<p>The meeting can be designed so that the public can participate by joining the fishbowl temporarily or moving about the room to indicate preferences.</p>	<p>Transparent decision making. Decision makers are able to gauge public reaction in the course of their deliberations.</p>	<p>The roles and responsibilities of the decision makers and the public may not be clear.</p>
FOCUSED CONVERSATIONS			
 <p>A structured approach to exploring a challenging situation or difficult issue by using a series of questions arranged in four stages:</p> <p>Objective — Review facts</p> <p>Reflective —Review emotional response</p> <p>Interpretive — Review meaning</p> <p>Decisional — Consider future action</p>	<p>Plan the series of questions ahead of time and don’t skip a step.</p> <p>May be used in many different settings, from debriefing a process to exploring the level of agreement on a given topic.</p> <p>Be clear on the intent of the conversation.</p>	<p>People learn new information and insights on a complex issue.</p> <p>People learn to respect and understand other views.</p> <p>The decisional steps leads to individual or collective action.</p>	<p>People jump ahead to interpretation or decisions and lose the meaning of the structured process.</p>
FOCUS GROUPS			
 <p>Message testing forum with randomly selected members of target audience. Can also be used to obtain input on planning decisions</p>	<p>Conduct at least two sessions for a given target</p> <p>Use a skilled focus group facilitator to conduct the session</p>	<p>Provides opportunity to test key messages prior to implementing program</p> <p>Works best for select target audience</p>	<p>Relatively expensive if conducted in focus group testing facility</p> <p>May require payment to participants</p>
FUTURE SEARCH CONFERENCES			
 <p>Focuses on the future of an organization, a network of people or community</p> <p>More Info: Future Search Network www.futuresearch.net</p>	<p>Hire a facilitator experienced in this technique</p>	<p>Can involve hundreds of people simultaneously in major organizational change decisions</p> <p>Individuals are experts</p> <p>Can lead to substantial changes across entire organization</p>	<p>Logistically challenging</p> <p>May be difficult to gain complete commitment from all stakeholders</p> <p>2- to 3-day meeting</p>
MEETINGS WITH EXISTING GROUPS			
<p>Small meetings with existing groups or in conjunction with another group’s event</p>	<p>Understand who the likely audience is to be</p> <p>Make opportunities for one-on-one meetings</p>	<p>Opportunity to get on the agenda</p> <p>Provides opportunity for in-depth information exchange in non-threatening forum</p>	<p>May be too selective and can leave out important groups</p>

TECHNIQUE	THINK IT THROUGH	WHAT CAN GO RIGHT?	WHAT CAN GO WRONG?
ONGOING ADVISORY GROUPS			
 <p>A group of representative stakeholders assembled to provide public input to the planning process.</p> <p>May also have members from the project team and experts.</p>	<p>Define roles and responsibilities up front</p> <p>Be forthcoming with information</p> <p>Use a consistently credible process</p> <p>Interview potential committee members in person before selection</p> <p>Use third-party facilitation</p>	<p>Provides for detailed analyses for project issues</p> <p>Participants gain understanding of other perspectives, leading toward compromise</p>	<p>General public may not embrace committee's recommendations</p> <p>Members may not achieve consensus</p> <p>Sponsor must accept need for give-and-take</p> <p>Time and labor intensive</p>
OPEN HOUSES			
 <p>An open house encourages the public to tour at their own pace. The facility should be set up with several informational stations, each addressing a separate issue. Resource people guide participants through the exhibits.</p>	<p>Someone should explain format at the door</p> <p>Have each participant fill out a comment sheet to document their participation</p> <p>Be prepared for a crowd all at once — develop a meeting contingency plan</p> <p>Encourage people to draw on maps to actively participate</p> <p>Set up stations so that several people (6-10) can view at once</p>	<p>Foster small group or one-on-one communications</p> <p>Ability to draw on other team members to answer difficult questions</p> <p>Less likely to receive media coverage</p> <p>Builds credibility</p>	<p>Difficult to document public input</p> <p>Agitators may stage themselves at each display</p> <p>Usually more staff intensive than a meeting</p>
OPEN SPACE MEETINGS			
 <p>Participants offer topics and others participate according to interest</p> <p>More Info: H.H. Owens & Co. www.openspaceworld.com</p>	<p>Important to have a powerful theme or vision statement to generate topics</p> <p>Need flexible facilities to accommodate numerous groups of different sizes</p> <p>Ground rules and procedures must be carefully explained for success</p>	<p>Provides structure for giving people opportunity and responsibility to create valuable product or experience</p> <p>Includes immediate summary of discussion</p>	<p>Most important issues could get lost in the shuffle</p> <p>Can be difficult to get accurate reporting of results</p>
PANELS			
<p>A group assembled to debate or provide input on specific issues</p>	<p>Most appropriate to show different news to public</p> <p>Panelists must be credible with public</p>	<p>Provides opportunity to dispel misinformation</p> <p>Can build credibility if all sides are represented</p> <p>May create wanted media attention</p>	<p>May create unwanted media attention</p>

TECHNIQUE	THINK IT THROUGH	WHAT CAN GO RIGHT?	WHAT CAN GO WRONG?
PUBLIC HEARINGS			
<p>Formal meetings with scheduled presentations offered. Typically, members of the public individually state opinions/positions that are recorded.</p>	<p>May be required by sponsor and/or legal requirement</p>	<p>Provides opportunity for public to speak without rebuttal</p>	<p>Does not foster constructive dialogue</p> <p>Can perpetuate an “us vs. them” feeling</p>
PUBLIC MEETINGS			
 <p>An organized large-group meeting usually used to make a presentation and give the public an opportunity to ask questions and give comments. Public meetings are open to the public at large</p>	<p>Set up the meeting to be as welcoming and receptive as possible to ideas and opinions and to increase interaction between technical staff and the public.</p> <p>Review all materials and presentations ahead of time.</p>	<p>Participants hear relevant information and have an open opportunity to ask questions and comment.</p> <p>People learn more by hearing others’ questions and comments.</p> <p>Legal requirements are met</p>	<p>The meeting escalates out of control because emotions are high.</p> <p>Facilitators are not able to establish an open and neutral environment for all views to be shared.</p>
REVOLVING CONVERSATIONS (ALSO KNOW AS SAMOAN CIRCLES)			
 <p>Leaderless meeting that stimulates active participation</p> <p>More Info: Larry Aggens www.involve.com</p>	<p>Set room up with center table surrounded by concentric circles</p> <p>Need microphones</p> <p>Requires several people to record</p>	<p>Can be used with 10 to 500 people</p> <p>Works best with controversial issues</p>	<p>Dialogue can stall or become monopolized</p>
STUDY CIRCLES			
 <p>A highly participatory process for involving numerous small groups in making a difference in their communities.</p>	<p>Study circles work best if multiple groups working at the same time in different locations and then come together to share.</p> <p>Study circles are typically structured around a study circle guide</p>	<p>Large numbers of people are involved without having them all meet at the same time and place.</p> <p>A diverse group of people agrees on opportunities for action to create social change.</p>	<p>Participants may find that the results are hard to assess and may feel that the process didn’t lead to concrete action.</p> <p>It may be difficult to reach and engage some segments of the community.</p>
SYMPOSIA			
<p>A meeting or conference to discuss a particular topic involving multiple speakers.</p>	<p>Provides an opportunity for presentations by experts with different views on a topic.</p> <p>Requires upfront planning to identify appropriate speakers.</p> <p>Needs strong publicity.</p>	<p>People learn new information on different sides of an issue.</p> <p>Provides a foundation for informed involvement by the public.</p>	<p>Experts don’t represent different perspectives on an issue.</p> <p>Controversial presenters may draw protests.</p>

TECHNIQUE	THINK IT THROUGH	WHAT CAN GO RIGHT?	WHAT CAN GO WRONG?
TASK FORCES – EXPERT COMMITTEE			
A group of experts or representatives formed to develop a specific product or policy recommendation	<p>Obtain strong leadership in advance</p> <p>Make sure membership has credibility with the public</p>	<p>Findings of a task force of independent or diverse interests will have greater credibility</p> <p>Provides constructive opportunity for compromise</p>	<p>Task force may not come to consensus or results may be too general to be meaningful</p> <p>Time and labor intensive</p>
TOURS AND FIELD TRIPS — GUIDED AND SELF-GUIDED			
 Provide tours for key stakeholders, elected officials, advisory group members and the media	<p>Know how many participants can be accommodated and make plans for overflow</p> <p>Plan question/answer session</p> <p>Consider providing refreshments</p> <p>Demonstrations work better than presentations</p> <p>Can be implemented as a self-guided with an itinerary and tour journal of guided questions and observations</p>	<p>Opportunity to develop rapport with key stakeholders</p> <p>Reduces outrage by making choices more familiar</p>	<p>Number of participants is limited by logistics</p> <p>Potentially attractive to protestors</p>
TOWN MEETINGS			
A group meeting format where people come together as equals to share concerns.	<p>Town meetings are often hosted by elected officials to elicit input from constituents.</p> <p>There are cultural and political differences in the understanding of the term “town meeting.” It may be interpreted differently wherever you are working.</p>	<p>Views are openly expressed.</p> <p>Officials hear from their constituents in an open forum.</p>	<p>The meeting escalates out of control because emotions are high.</p> <p>Facilitators are not able to establish an open and neutral environment for all views to be shared.</p>
WEB-BASED MEETINGS			
Meetings that occur via the Internet	<p>Tailor agenda to your participants</p> <p>Combine telephone and face-to-face meetings with Web-based meetings.</p> <p>Plan for graphics and other supporting materials</p>	<p>Cost and time efficient</p> <p>Can include a broader audience</p> <p>People can participate at different times or at the same time</p>	<p>Consider timing if international time zones are represented</p> <p>Difficult to manage or resolve conflict</p>

TECHNIQUE	THINK IT THROUGH	WHAT CAN GO RIGHT?	WHAT CAN GO WRONG?
WORKSHOPS			
 <p>An informal public meeting that may include presentations and exhibits but ends with interactive working groups</p>	<p>Know how you plan to use public input before the workshop</p> <p>Conduct training in advance with small group facilitators. Each should receive a list of instructions, especially where procedures involve weighting/ ranking of factors or criteria</p>	<p>Excellent for discussions on criteria or analysis of alternatives Fosters small group or one-to-one communication</p> <p>Ability to draw on other team members to answer difficult questions</p> <p>Builds credibility</p> <p>Maximizes feedback obtained from participants</p> <p>Fosters public ownership in solving the problem</p>	<p>Hostile participants may resist what they perceive to be the “divide and conquer” strategy of breaking into small groups</p> <p>Several small-group facilitators are necessary</p>
WORLD CAFES			
 <p>A meeting process featuring a series of simultaneous conversations in response to predetermined questions</p> <p>Participants change tables during the process and focus on identifying common ground in response to each question.</p>	<p>Room set-up is important. The room should feel conducive to a conversation and not as institutional as the standard meeting format.</p> <p>Allows for people to work in small groups without staff facilitators.</p> <p>Think through how to bring closure to the series of conversations.</p>	<p>Participants feel a stronger connection to the full group because they have talked to people at different tables.</p> <p>Good questions help people move from raising concerns to learning new views and co-creating solutions.</p>	<p>Participants resist moving from table to table.</p> <p>Reporting results at the end becomes awkward or tedious for a large group.</p> <p>The questions evoke the same responses.</p>

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