



## **KWSC Information and Feedback Meeting - December 7, 2017 Some Frequently Asked Questions**

### **1. Why are we having two meetings about the same subject?**

On November 12, 2017, the KWSC Board of Directors received a petition via email for a Special General Meeting, (SGM). A Special General Meeting must follow specific rules regarding quorum and agenda items according to our Constitution and By-laws. In order to provide more latitude for all concerned, and in the interest of a balanced and wholesome discussion, it was decided to first hold a membership meeting to both provide information and receive feedback in a more flexible format. Additionally, an SGM requires a longer notice period to provide the opportunity for all members to attend, not just those who have signed a petition.

### **2. What Does the board do and how?**

The Board is responsible for providing operational and financial oversight, strategic direction, and monitoring organizational performance. On a monthly basis the Board reviews monthly reports on operations. On a quarterly basis, the Board reviews reports on registration, financial results, and strategic plan progress. On an annual basis, the Board approves the budget. The Board examines the program pricing model and annual ice costs to ensure fair distribution of resources and costs across the organization.

### **3. What is the purpose of the Executive Committee?**

Our by-laws require us to have an Executive Committee consisting of the President, Past President, Secretary, VP Finance, and VP Operations. The Executive Committee provides input in planning meeting agendas and ensures the board receives the information it needs to perform its oversight role and make decisions in a timely manner. The Executive Committee is not empowered to make decisions on behalf of the entire board. They are sometimes used as a resource for the Executive Director.

### **4. What drives Board decision making?**

We use our Mission and Vision to guide our decisions.

Mission: “Inspiring a lifelong passion for excellence through skating”

Vision: “Our vision is to be a world-class skating centre for the entire community”

And if the discussion becomes tough we go back to the simplest ingredient of our guiding principle “Skater First”. We spent considerable time restating our Strategic Plan and it provides guiding principles and goals. Within our financial resources, the staff and coaches prioritize and work to move us toward our goals.

## **5. How does the Board manage the Executive Director?**

The Executive Director has a standing invitation to board meetings as a non-voting guest. A substantial portion of each board meeting is dedicated to receiving, reviewing, and providing feedback on the Executive Director's operations report. An annual performance review process is also conducted by the Board, led by a Board sub-committee (ED Review Committee). On behalf of the Board, the President communicates with the ED as needed outside of Board meetings to provide feedback and guidance as required. As the strategic plan progresses, it will be used to set goals and evaluate performance.

## **6. Why do members not meet directly with the board to discuss staffing, programming and pricing changes?**

Like all not-for-profit Boards, KWSC directors fulfill their fiduciary responsibilities by acting as officers of the corporation. They provide oversight of the club's finances, approve policies, and are responsible for strategic planning and other governance-related matters. A team of professional coaches is responsible for delivering the club's programs, while staff is responsible for day-to-day administrative matters. As a large not-for-profit corporation, the operations team is managed by a full-time Executive Director. In keeping with best practices in governance, the ED has delegated authority to make informed operational decisions in a timely manner. The role of the board is to govern, while the role of the ED is to manage. Human resources decisions and day-to-day financial decisions that fall within an approved budget are managerial responsibilities.

## **7. When there are staff changes, why is the board or management not communicating with the membership before it happens?**

Human resource decisions are managerial responsibilities. As such, the Executive Director is responsible for communicating these events. The organization is required to follow acceptable Human Resource etiquette, preserve an individual's privacy, and allow them to move forward. Advanced communication with the membership about human resource changes does not allow an appropriate level of privacy and confidentiality that is required in these circumstances.

## **8. How do I ask my questions or have my concerns answered?**

As with many not-for-profits, we have limited budgets to staff our office across all operating hours, and therefore much of our communication is conducted via email and phone. Members may also schedule face-to-face meetings with staff at mutually convenient times. Contact information is available at [www.kwsc.org](http://www.kwsc.org). The administrative and coaching staff are best positioned to answer membership questions and are the first point of contact in all operational matters. Matters pertaining to today's *Information and Feedback* meeting, board governance, and the future SGM, can be sent to [president@kwsc.org](mailto:president@kwsc.org).