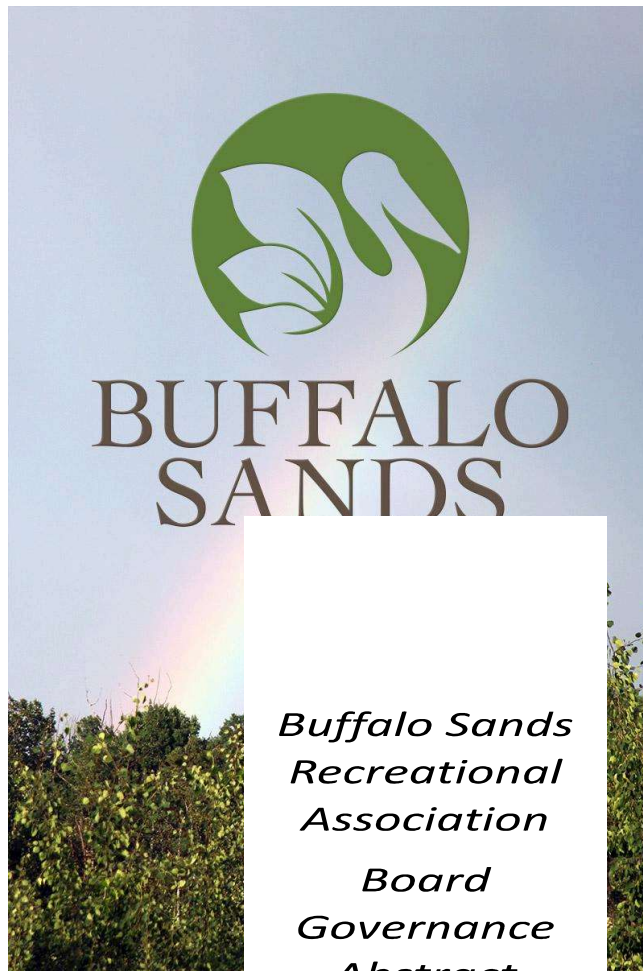


*Buffalo Sands Community Recreational Association
Board Governance*



*Buffalo Sands
Recreational
Association
Board
Governance
Abstract*

*November 2019
to February
2020*

*Updated May
10.2020, Oct 28,
2020*

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Buffalo Sands Recreational Association Board Governance

Mission, Vision & Values

Mission

The mission of the BSRA Board is to operate for the benefit of all residents including;

- *Improve and enhance the value of the community in all its actions and decisions*
- *Encourage an all-inclusive community association where all are welcomed and valued*
- *Equal and fair treatment of all members regardless of diversity*
- *Create a forum for;*
 - o *information sharing*
 - o *connecting neighbours*
 - o *promoting social activities &*
 - o *fostering community involvement*

Vision & Values

We are a volunteer association, striving to make our community a better place to live in, play in and enjoy by all, with membership being open to everyone who is a member of the Buffalo Sands Community Association.

We are responsive to our community's needs through the relationships we build with our neighbors, local businesses, other Buffalo Lake Community organizations, the Town of Stettler and the County of Stettler No.6.

We should operate as a conduit of information for our neighbors about the community. By providing access to board members and board meetings, being transparent for all members to all board & community events, maintaining a community web site, keeping our community aware of board operations, meeting minutes & decisions. As well as other lake and county events and potential developments and changes that may affect the community.

We offer an opportunity for neighbors to bring forth their ideas, opportunities, concerns and problems, while providing them assurances the board will further review, investigate, discuss and respond to their issues as appropriate.

Buffalo Sands Recreational Association Board Governance

Code of Conduct - President

Key Responsibilities;

- Coordination of annual Community Strategic Plan* by garnering input from other board members, community members and other community stakeholders.
- Draft meeting agendas in advance of board meetings. -Attendance at all board meetings and AGM or if not available, then a nominated alternate from the board can represent the President at these specific meetings.
- Schedule appropriate number of board meetings for board to meet, minimum 3 with a target of 5 per annum.
- Help build & summarize consensus during board meetings and agenda topic discussions.
- Actively participate in board meetings/discussions, extra initiatives, external body engagement as required
- Engage with community members during the President's board incumbency to elicit community input in the strategic direction, positive aspects and areas of concern or improvement.
- Help facilitate succession planning and encouragement of other community members to take on board roles
- Compliance with, upholding and encouraging others on the board to do the same with;
 - Mission
 - Values
 - Bylaws
 - Code of Conduct
 - Conflict of Interest
 - Confidentiality

Authority

Refer to Buffalo Sands RA bylaws for authority limits and authorization of the President & Board of directors.

Communications

All detailed communications should be made through community website and or social media if such exists. Information via direct communication with Buffalo Sands community members is always encouraged.

Voting

Refer to Buffalo Sands RA bylaws for authority limits and authorization of the President & Board of directors.

Term/Reelection

The President can be re-elected to the board in the same or new role bi-annually with a vote occurring at the board meeting immediately following the AGM in the year that their term expires. It is also suggested that after two successive terms the incumbent will vacate the position permitting other community members to participate as President should someone else volunteer the position. This facilitates a broad number of participants and perspectives and maximizes the positive effects of diversity and different perspectives and greater participation by the community.

Experience/Desire

No prior board of director experience necessary to take on role. However previous board experience is an asset. An interest, a passion, willingness to take it on - are as or more important than experience. Reference materials, such as the board governance, mission, values, code of conduct, bylaws, previous meetings notes, previous board members, are all useful to familiarizing one with the role. Must be a community member in good standing.

Community Strategic Plan* Components

- *annual renewal of a two to five-year plan dealing with these Buffalo Sands community aspects;
 - Environmental
 - Governance
 - Social
 - Marketing
 - Communications
 - Infrastructure
 - Community Relations

Reference prior year board strategies, actions and decisions for examples and illustrations of strategy.

Add, delete, revise components as need be to meet the strategic direction of the community.

Reference mission and values in construction of Strategy

Buffalo Sands Recreational Association Board Governance

Code of Conduct - Treasurer

Key Responsibilities;

- Participation in developing the annual Community Strategic Plan with the other board members, community members and other community stakeholders.
- Manage bank accounts, liaise with banks, ensure cheque signing & authorities are current w/Board bank
- Negotiate any borrowing, financing, credit cards, credit facilities as approved by bylaws and board resolutions
- Responsible for financial interpretation of BSRA materials; Bylaws, Governance, Decisions, meeting minutes, mission, values, code of conduct, conflict of interest, confidentiality
- Attendance at all board meetings and AGM (as available; if not available then need to delegate to other board member to present financial update, issues to board)
- Help build & summarize consensus during board meetings and agenda topic discussions.
- Actively participate in board meetings/discussions, extra initiatives, external body engagement as required
- Engage with community members to elicit community input in the strategic direction, positive aspects and areas of concern or improvement.
- Help facilitate succession planning and encouragement of other community members to take on board roles
- Compliance with, upholding and encouraging others on the board to do the same with;
 - Mission
 - Values
 - Bylaws
 - Code of Conduct
 - Conflict of Interest
 - Confidentiality

Authority

Refer to Buffalo Sands RA bylaws for authority limits and authorization of the President & Board of directors.

Communications

All detailed communications should be made through community website and or social media if such exists. Information via direct communication with Buffalo Sands community members is always encouraged.

Voting

Refer to Buffalo Sands RA bylaws for authority limits and authorization of the President & Board of directors.

Term/Reelection

The Treasurer can be re-elected to the board in the same or new role bi-annually with a vote occurring at the board meeting immediately following the AGM in the year that their term expires. It is also suggested that after two successive terms the incumbent will vacate the board permitting other community members to participate as Treasurer should someone else volunteer for the position. This facilitates a broad number of participants and perspectives and maximizes the positive effects of diversity and different perspectives and greater participation by the community.

Experience/Desire

No prior board of director experience necessary to take on role. However, board experience and previous financial management experience are assets.

An interest, a passion, willingness to take it on - are as or more important than experience. Reference materials, such as the board governance, mission, values, code of conduct, bylaws, previous meetings notes, previous board members, are all useful to familiarizing one with the role. Must be a community member in good standing.

Community Strategic Plan* Components

*-*annual renewal of a two to five-year plan dealing with these Buffalo Sands community aspects;*

- | | | | |
|-----------------|-----------------|----------------------|------------|
| -Environmental | -Governance | -Social | -Marketing |
| -Communications | -Infrastructure | -Community Relations | |

Reference prior year board strategies, actions and decisions for examples and illustrations of strategy.

Add, delete, revise components as need be to meet the strategic direction of the community.

Reference mission and values in construction of Strategy

Buffalo Sands Recreational Association Board Governance

Code of Conduct - Secretary

Key Responsibilities;

- Participation in developing the annual Community Strategic Plan with the other board members, community members and other community stakeholders.
- Take & distribute meeting minutes off all board meetings & AGM's.
- Responsible for initial technical interpretation of BSRA materials; Bylaws, Governance, Decisions, meeting minutes, mission, values, code of conduct, conflict of interest, confidentiality
- Attendance at all board meetings and AGM (as available; if not available then need to delegate secretary responsibilities to other board member for that meeting)
- Help build & summarize consensus during board meetings and agenda topic discussions.
- Actively participate in board meetings/discussions, extra initiatives, external body engagement as required
- Engage with community members to elicit community input in the strategic direction, positive aspects and areas of concern or improvement.
- Help facilitate succession planning and encouragement of other community members to take on board roles
- Compliance with, upholding and encouraging others on the board to do the same with;
 - Mission
 - Values
 - Bylaws
 - Code of Conduct
 - Conflict of Interest
 - Confidentiality

Authority

Refer to Buffalo Sands RA bylaws for authority limits and authorization of the President & Board of directors.

Communications

All detailed communications should be made through community website and or social media if such exists. Information via direct communication with Buffalo Sands community members is always encouraged.

Voting

Refer to Buffalo Sands RA bylaws for authority limits and authorization of the President & Board of directors.

Term/Reelection

The Secretary can be re-elected once to the board in the same or new role bi-annually with a vote occurring at the board meeting immediately following the AGM in the year that their term expires. It is also suggested that after two successive terms the incumbent will vacate the board permitting other community members to participate as Secretary should someone else volunteer for the position. This facilitates a broad number of participants and perspectives and maximizes the positive effects of diversity and different perspectives and greater participation by the community.

Experience/Desire

No prior board of director experience necessary to take on role. However, board experience is an asset.

An interest, a passion, willingness to take it on - are as or more important than experience. Reference materials, such as the board governance, mission, values, code of conduct, bylaws, previous meetings notes, previous board members, are all useful to familiarizing one with the role. Must be a community member in good standing.

Community Strategic Plan* Components

*-*annual renewal of a two to five-year plan dealing with these Buffalo Sands community aspects;*

- | | | | |
|-----------------|-----------------|----------------------|------------|
| -Environmental | -Governance | -Social | -Marketing |
| -Communications | -Infrastructure | -Community Relations | |

Reference prior year board strategies, actions and decisions for examples and illustrations of strategy.

Add, delete, revise components as need be to meet the strategic direction of the community.

Reference mission and values in construction of Strategy

Buffalo Sands Community Association Board Governance

Code of Conduct – Other Positions

Can combine these roles with others as needs dictate, they do not have to be standalone positions. These may be part of the role of the remaining members on the board outside of those listed previously. This will depend on who is willing to take on these particular roles. To be assigned in the first board of directors meeting post the AGM.

Environmental - Similar to other positions with unique focus on;

- **Pond**
 - Winter & Summer
- **Vegetation; plants, trees, flowers, lawns, natural/ indigenous vegetation / plantings**
- **Pathways**
- **Beaches**
- **Gabion walls, baskets**
- **Weeds, nuisance growth**
- **AED**
- **Highway and community Signage**
- **County liaison re: environment**

Community Relations - Similar to other positions with unique focus on;

- **County Bylaw changes, updates**
- **Alberta Municipal Government Act input, liaison**
- **Other community engagement**
- **Area development plan input, review, advising**
- **Hearings, county representations**

Marketing & Communications - Similar to other positions with unique focus on;

- **Website development, upkeep, maintenance – including these components but not limited to;**
 - Governance
 - Board activities
 - Community Social/Events
 - Real Estate sales
- **Links, Other**
- **Social media stewardship**
 - Instagram, Snapchat, FB, Other?
- **Community Marketing**
- **Membership communications**
- **Community WIFI maintenance**

Infrastructure - Similar to other positions with unique focus on;

- **Community hall – construction, maintenance**
- **Land purchases**
- **County land use, negotiations**
- **Fixed Assets stewardship**
- **Capital Projects stewardship**
- **Capital equipment stewardship**
- **Pond/community furniture**

Governance - Similar to other positions with unique focus on;

- **Bylaws**
- **Code of conduct**
- **Mission, Vision, Values**
- **Confidentiality**
- **Conflict of Interest**
- **Strategic Plan**

Social - Similar to other positions with unique focus on;

- **Community events**
- **Family Movie Nights**
- **Adult Social events**
- **Golf Tourneys**
- **BBQ's**
- **Skating party**
- **Curling tourney**
- **Winter Activities**
- **Xmas social**
- **Beach blanket bingo**

Dock -- Similar to other positions with unique focus on;

- **Coordinate Dock install and removal**
- **Maintenance of dock equipment**
- **Work closely with dock members**
- **Purchase of new equipment**
- **Liaison with Ab environment**
- **Report to BSRA board**

Buffalo Sands Recreational Association

Confidentiality

Confidentiality; protection & maintenance of same for the benefit of members & families;

General statement about Confidentiality & Principles including protection of the following;

- Personal information; email address, home address details, etc., license plates, images, etc.
- PIPA Act reference if required see link

<https://www.alberta.ca/personal-information-protection-act.aspx>

- Website details, social media, governance, social media, taxes, other
- (Delinquent) HOA fees
- Security camera images; access, storage, use, distribution, who has
- Website, Facebook – social media
- <https://open.alberta.ca/publications/6914844>

General Governance statement about Conflict of Interest (COI)

- **What constitutes COI** – Conflict of Interest occurs when a specific member(s) on the Board of Directors (including family members of that member) has an interest, primarily financial, in the outcome of a specific decision that the BoD needs to make as a group. In this case that board member needs to excuse themselves from the discussion and decision to be made by the remaining members of the board.
- **Why declare & disclose**
 - **Board / Community expectations:** that conflict of interest violations should not occur while members of community serve on the board.
 - <https://www.kuleuven.be/english/research/integrity/practices/conflictinterest>
 - <http://blog.lawroom.com/ethical-conduct/conflicts-of-interest/why-avoiding-workplace-conflicts-of-interest-important/>
- **Timeliness of disclosure:** Members need to disclose conflict of interest situations to the board Secretary in advance of the meeting whereby they can excuse themselves from the specific agenda item in conflict during the meeting.
- **Permitted / board approved relationships**
 - **Protection of parties**

Contracting

Including utilizing and how to appropriate deal with the following

- Contracting with;
 - Family
 - Business
 - Close friends, associates
 - Decision making

Fair & Equitable Treatment of All Members

- Discussion on ensuring fair and equitable treatment of all members; examples listed here
 - Full season vs seasonal members
 - Home Owners vs non-members
 - Stratification differences
 - Lake front owners vs non-lake front owners
 - Pond front owners vs non-pond front owners

Voting

- Discussion on fair & appropriate voting by members and board
 - Assurance of fairness
 - Elimination, reduction of bias
 - Family voting at Board, AGM meetings
 - One vote per lot & family; Equitable resolution for multiple lots
 - Vote switching
 - Multiple voting

General Governance – External References & Links

Please refer to some of the following for more volunteer board reference materials;

This is a small representation of what is out there....BTW

Volunteer Alberta Information Center

http://volunteeralberta.ab.ca/programs_services_resources/information-center/

Volunteer Alberta Developing Job Descriptions

<http://volunteeralberta.ab.ca/wp-content/uploads/2015/11/Creating-a-Job-Description-LRG.pdf>

http://volunteeralberta.ab.ca/wp-content/uploads/2015/11/Developing_Job_Descriptions09.pdf

Board Development

http://volunteeralberta.ab.ca/wp-content/uploads/2015/11/Recruiting_Development09.pdf

Community Sector Council programs and resources

Newfoundland and Labrador

<http://communitysector.nl.ca/HRposdescrip>

Same org - Roles for Directors

[http://communitysector.nl.ca/d/hbg/Session1/1_h_Executive_Roles_Board_of_Directors_\(CSCNL%20Compilation\).pdf/](http://communitysector.nl.ca/d/hbg/Session1/1_h_Executive_Roles_Board_of_Directors_(CSCNL%20Compilation).pdf/)

Service Alberta

<https://www.alberta.ca/running-non-profit-organization.aspx>