

BOARD OF DIRECTORS MEETING MINUTES
LOCATION: Zoom
10:00 am Thursday, November 19, 2020

PRESENT:

Helen Kelleher-Empey	Chair, Municipality of Jasper
Jacqui Currie	Vice Chair, Town of Edson (joined the meeting at 11:40 am)
Trevor Bevan	Director, Town of Edson
Anthony Giezen	Director, Yellowhead County
Tyler Olsen	Director, MD of Greenview
Tyler Waugh	Secretary/Treasurer, Town of Hinton
Scott Wilson	Director, Municipality of Jasper
Dewly Nelson	Director, Town of Hinton
Wade Williams	Director, Yellowhead County (left at 11:36 am)
Duane Didow	IRC Chair, MD of Greenview

STAFF PRESENT:

Nancy Robbins	General Manager
Benita Smit	Small Business Coach

GUESTS:

Karen Blewett	Community Development Officer, Alberta Culture, Multiculturalism and Status of Women, Government of Alberta
Glenys Reeves-Gibb	Reeves-Gibbs Coaching & Consulting

1. CALL TO ORDER

Chair **KELLEHER-EMPEY** called the meeting to order at 10:00 am

2. PRESENTATION ON CCAT REPORT

Karen Blewett, Community Development Officer with Alberta Culture, Multiculturalism and Status of Women with the Government of Alberta reviewed the Core Capacity Assessment Report or CCAT for CFWY.

This report gives the board a foundation of what is required for strategic planning and an understanding of where the organization is at this period of time.

A summary of the report is as follows:

- CFWY is at the "impact expansion" stage as an organization;
- Four main capacities of (1) leadership, (2) technical, (3) adaptive, and (4) management are explored by the report;

Ms. Blewett's presentation helped the board with their ideas with strategic planning in the new year.

3. UPCOMING CHRISTMAS PARTY

Due to the rising numbers of COVID-19 cases in the province, the decision was made to cancel strategic planning and staff Christmas party for December 4, 2020. Nancy Robbins, General Manager, will send the board new dates for strategic planning for the new year.

4. ADJOURNMENT

WAUGH Motion to adjourn at 12:10 pm
(CARRIED)
(Unanimous)





Chair



Secretary/Treasurer

Recap of CCAT Interpretive Session

The purpose of Community Futures West Yellowhead's CCAT Interpretive session was to:

- 
Develop a shared understanding of and debrief the CCAT results, including the lifecycle stage, capacity scores, and recommendations.
- 
Increase awareness of CFWY's capacity building needs and its priorities for organizational effectiveness.

CCAT's Interpretation Capacity Chart

CFWY's placement in CCAT was in **Impact Expansion**.

	Core Program Development	Infrastructure Development	Impact Expansion
Leadership	Internal leadership and vision to sustain and grow program model	Internal leadership to sustain and grow business model	Scalable models for community impact and system change
Adaptive	Needs assessment and ongoing evaluation (R&D) to sustain and grow	Organizational assessment for sustainability and business planning for independent resource generation for growth	Evaluation, planning, and process implementation for community alliances, collaborations, and system reform efforts
Management	Strong program management and implementation for sustainability and growth	HR and infrastructure management & performance measurement for sustainability and growth	Alliance and partner management
Technical	Program delivery, resources and tools for sustainability and growth	Operational and administrative facilities; skills and tools for sustainability and growth	Relationships, networks, and resources

General Reflections:

- Not surprised at the results – we did well overall
- Happy where we landed, shows our strength as an organization
- Hard as board members to answer some of questions specific to management (for instance, had to make assumptions around functionality as we are not familiar with day-to-day inner workings)

Reflections on Capacity Needs

As part of the CCAT Interpretive Session, board and staff reflected their thoughts in each of the four capacity areas:

Adaptive	Leadership	Management	Technical
<ul style="list-style-type: none"> • Results reflect we are doing well • Happy to see board is so close in our thoughts, and on the same page • Resource Sustainability <ul style="list-style-type: none"> • Ongoing challenge. • The way we are structured with core-funding (can result in challenges for our other programs that are not part of funding but are important for our work). • Program Resource Adaptability: <ul style="list-style-type: none"> • Very enthusiastic about our adaptability and see this as an opportunity • Our positive work with OHS delivery could be moved to other platforms to build on existing strengths in other areas (such as marketing and branding) 	<ul style="list-style-type: none"> • Impressed with our leadership capacity • All on board • No surprises • Leadership Sustainability <ul style="list-style-type: none"> • We are screwed if Nancy leaves • Board Leadership <ul style="list-style-type: none"> • Need to work on it • Recognize need for improvement • We are in a good place and recognize it is different when it is strong • Due to nature of board changing because of elected officials can be challenging in terms of learning, understanding roles, continuity • Strong management makes board's job easy (because we have strong ED) 	<ul style="list-style-type: none"> • Very strong in this area • So positive • Comfortable with results • Reinforces need for succession planning - as we would be in trouble without Nancy • Volunteer management: <ul style="list-style-type: none"> • Curious about the suggestions around the volunteer management aspect. • Are we maximizing the opportunity? (could potentially be linked to board recruitment). • Does it fit with how we are structured? • Maybe the word volunteer management throws us off (vs. board) 	<ul style="list-style-type: none"> • Surprised to see fundraising skills as a recommendation (as it is not as relevant to the work we do or how we are funded) • Technology Skills <ul style="list-style-type: none"> • Technology needs may exist - however the skills we have are higher than we may give ourselves credit for • We've adapted well to online collaboration • Still some weaknesses in technology (tools / skills)

Reflections on Organizational Culture:

- Great to see strong culture, validates we have great relationships (in the office, board, board and ED relations, staff and clients).
- Proud of culture of office and board
- Frank, honest, respectful

CCAT Recommendations

CCAT Report's Priority Focus Areas for CFWY:

ADAPTIVE

Use strategic planning and formal evaluations to make informed decisions about your programs, and to develop and diversify your organization's resources. Test methods of collaboration with those in your community to better achieve your shared vision.

YOUR PRIORITY FOCUS AREAS
Organizational Learning
Resource Sustainability

LEADERSHIP

Increase the influence of leaders and board members in the community. Build a strong, sustainable management team with the skills to operate your organization, and drive efforts to refine programs and share learnings.

YOUR PRIORITY FOCUS AREAS
Board Leadership

MANAGEMENT

Recruit specialized professional staff to support an increasingly complex organization, continue to train and develop your staff, and establish clear lines of communication across the organization.

TECHNICAL

Increase long-term sustainability by building your ability to communicate with supporters, maintain existing revenue sources, and develop new, diversified revenue streams.

YOUR PRIORITY FOCUS AREAS
Technology Skills
Outreach

Building on Recommendations / Priority Focus Areas:

Focus Areas	Link to Capacity / Sub-Capacity	Action / Next Steps
Resource Sustainability <ul style="list-style-type: none"> What are the opportunities to diversify funding streams? (if opportunities present themselves) What are the options to keep programs sustainable? (Core funding doesn't provide it) We have "nice to have" vs. "must do" We don't ask for \$ from small biz, just industry if it is a program or project Financial Independence vs. Sustainability <ul style="list-style-type: none"> Is it our goal to be sustainable (or depend on WD) Do we exist because of WD or vision of CFWY? As nonprofit we need to be aware of appropriateness 	Adaptive Resource sustainability Management Managing finances	<ul style="list-style-type: none"> Discuss at strategic planning – what are our goals?
Programs <ul style="list-style-type: none"> Appreciate new ideas of staff/ new programs Strong staff and program adaptability Offer core programs and other programs / projects (how do we sustain programs or create new ones) 	Adaptive Program Resource Adaptability Management Managing program staff Program evaluation	

Focus Areas	Link to Capacity / Sub-Capacity	Action / Next Steps
Board Leadership <ul style="list-style-type: none"> • Due to nature of board changing (cycle of elected officials) can be challenging in terms of learning, understanding roles, continuity. This could be a challenge if all or majority of board left at same time (hard on staff) • Hope communities appoint same individuals to CF board so there is continuity (for second term) • We have AG before election so there is some planning / preparation • Result of makeup of board • Most difficult time is September to December 	Leadership Board Leadership Adaptive Organizational Learning	Encourage, where applicable, communities to appoint elected officials to second term on CF board
Technology <ul style="list-style-type: none"> • Have systems in place, • Systems go with skills we have • Potential for upgrading systems • Getting better at Zoom 	Technical	

Additional comments:

- Reflections on questions – equates to us being satisfied and proud
- Silence is that we are doing well
- Great for our strategic plan – good timing

Next Steps

Linking CCAT Results to Strategic Planning:

Integrating CFWY's CCAT capacity recommendations can help to build upon our strategic plan priorities.

- What capacity areas do we want to enhance or build upon in our strategic plan?
- What do you feel is a priority capacity area for CFWY? Why?
- What recommendations seem most important to tackle?

CFWY Board and Staff identified the following priority areas to discuss for strategic planning:



Future Ideas to Build a Capacity Plan:

- What would it look like if we built on our priority capacities?
- What impact would this have on our organization, the client we serve, and the outcomes we are trying to achieve in our regional community?
- What resources do we need to build our capacity? What do we have? What do we need?

Additional Resources:

TCC's Six Step Capacity Worksheet:

- Unpacking our priority capacities and dedicating a "Change Team" to make it happen

TCC's CCAT Capacity Building Resources: (online tools, resources and links)

- Adaptive Capacity: Decision Making Tools, Organizational Learning, Program Resource Adaptability, Resource Sustainability
- Leadership Capacity: Board Leadership, Leader Vision, Internal Leadership, Leadership Sustainability
- Management Capacity: Assessing Performance, Conveying Staff Value, Problem Solving, Staff Development, Volunteer Management, Resourcing Staff
- Technical Capacity: Program Evaluation, Service Delivery, Outreach, Technology

Community Development Unit

- Consultation, facilitation and training in organizational development, planning, board governance
- Resources, handouts and tools on various capacity building topics

3 to 6-Month Check-In:

- How have we 'moved the needle' on our capacity? What has changed? Are we at the same lifecycle stage?
- Reflections on strategic plan, board self-evaluation, capacity building plan