

2016-2021

Wildwood Community Association



Calgary Wildwood Community Association

Board of Directors

Prepared on November 28, 2015

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1.0 Our Mandate: Vision and Mission

1.1 Our Mandate: Values

- *Trust, respect and integrity*
- *Open, honest, inclusive and accessible processes and communication*
- *Shared vision, decision-making and responsibility*
- *Inclusive decision-making by consensus*
- *Listening to the diverse voices of the community*
- *Creative, flexible and innovative solutions*
- *Enhance natural capacities and networks within the community*

1.2 Our Mandate: Guiding Principles

Wildwood Community Association maintains financial strength, communicates with residents, advocates on behalf of community residents, maintains community property, and respects human resources. Please see Appendix A for more details on the association's guiding principles.

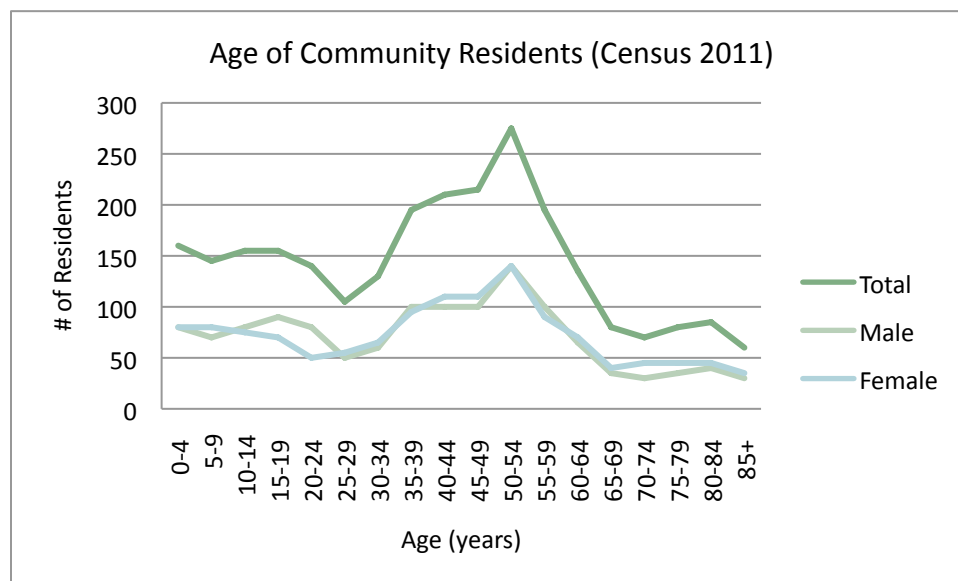
1.2 Our Mandate: Vision & Mission

Please find Wildwood Community Association's Vision & Mission in Appendix B

2.0 Our Community: Community Assessment and Market Research

2.1 Our Community: Who We Serve

Wildwood Community Association serves the growing community of Wildwood which now encompasses approximately 2,700 residents. The community is comprised of over one thousand dwelling of which 98% are single family homes. Over three-quarters of residents are 20-years or older and the median age of the community is 42 years old. Although the vast majority of community members are primarily English speaking (95%), the community is full of diverse languages, the most common of which include French, Greek, Serbian, Arabic, Cantonese, and Chinese (n.o.s.).



2.2 Our Community: What We Know About the People We Serve

In an effort to identify the needs of the community, the association completes a Community Needs Assessment every 5 years. This assessment allows the association to gain feedback directly from the people they serve. Please see the Assessing Community Needs policy in Appendix C.

2.3 Our Community: Members

In 2015 the association had a total of 431 active memberships (families), which included 66 senior families. They have maintained consistent membership over the past few years and expect this trend to continue in the years to come. Appendix D outlines the association's membership policy.

2.4 Our Community: Partners and Competitors

Wildwood Community Association works in partnership with many groups, including the City of Calgary, Bow Cliff Seniors, Wildwood Playschool, Pedal-Heads and others to deliver programs and services that provide added value to the membership. The association provides priority access to facilities for these groups to ensure programming availability to members

Wildwood Community Association is not negatively impacted by neighboring competitors.

3.0 Our Programs and Services

3.1 Our Programs and Services: Priority Programs and Services

Wildwood Community Association has historically provided a core set of program offerings, which include soccer, playschool, pedal-heads, yoga, martial arts, tennis, hockey, and pickle ball. As the community spans a broad age demographic, programming is aimed to keep all ages active. Through the association’s partnership with Bow Cliff Seniors they have been able to provide additional opportunities for the senior community.

See Appendix E for the complete Sports/Programs Policy, as well as Appendix F for the Events Policy.

3.2 Our Programs and Services: Resourcing Priority Programs and Services

All Wildwood programs are implemented to follow a net-zero philosophy with regard to revenue and expenses. Program forecasts are generated using historical data, and adjustments are made as required. A tiered system is implemented where community association members often received a reduced rate as compared to non-members.

Programming is provided through third parties to ensure all demographics have programs available to them.

3.3 Our Programs and Services: Adding & Reducing Programs and Services

Programs are provided based on the Needs Assessment (as mentioned in section 2.2), and direct communication by community members to the association. Community members are encouraged to suggest and champion additional community programs, which have the potential to become core programs.

On an annual basis the programming director, together with individual coordinators, assess the various programs through an end-of season debrief. Continuance or discontinuance of programming is based primary on community interest and participation.

Programs and Services Goals

GOAL 1: PARTICIPANT REVIEWS

Objectives:	Actions:	When:	Who:	Resources:	Success Metric:
Increase participant input into programming enhancement	Introduce participant review follow-up following programming to be introduced in next 5-years.	2017	Program Director	Volunteer hours	1. Survey distributed 2. 50% survey completion

4.0 Our People: Human Resources

4.1 Our People: Board of Directors

As per the Bylaws, the Board of Directors shall consist of not fewer than ten and not more than twenty-five voting members. If a position is not elected by acclamation the voting member who receives the most votes will be elected to the applicable position. Directors shall form the Board and hold office until the next General Meeting. Officers can remain on the board for a maximum of six years in succession, and would require a Special Resolution of the Membership to continue longer. A member shall be eligible to serve again as an Officer following an absence from the Executive of one year.

A Board Orientation session occurs annually (usually in September) and board members are required to adhere to the Conflict of Interest Policy (Appendix G)

A summary of board position can be found in section 4.6 below. Summary of Board of Director Job Descriptions can be found in Appendix H.

4.2 Our People: Committees

Wildwood Community Association has a number of standing committees, which include:

- *Executive Committee,*
- *Traffic Committee (See Appendix I),*
- *Development Committee (Appendix J), and*
- *Community Garden Committee*

Ad hoc committees are formed when needs arise, and are generally populated through email distribution to community volunteer.

4.3 Our People: Staff

Wildwood Community Association functions without staff, and generally operates through volunteer hours. Contractors are hired when additional expertise is required, and are held accountable to the board through the appropriate Director.

4.4 Our People: Volunteers

Wildwood Community Association is a volunteer run organization. Please see Appendix K for the association's Volunteer Appreciation Policy.

4.5 Our People: Recruitment and Succession Planning

Recruitment of board members is the responsibility of the board, and efforts are made to fill vacant positions based on skill set gaps as identified by the board. See Appendix L for Wildwood Community Association's Succession Planning Policy.

4.6 Organizational Chart

Wildwood Community Association's Organizational Chart can be found in Appendix M.

Human Resource Goals

GOAL 1: BUSINESS PLAN DISBURSEMENT					
<i>Objectives:</i>	<i>Actions:</i>	<i>When:</i>	<i>Who:</i>	<i>Resources:</i>	<i>Success Metric:</i>
<i>Increase Board awareness of organizational strategy and direction</i>	<i>Distribute and discuss Business Plan annually at Board Orientation session (September)</i>	<i>2016</i>	<i>President</i>	<i>Volunteer hours</i>	<i>Discussion</i>
GOAL 2: NOMINATION COMMITTEE					
<i>Objectives:</i>	<i>Actions:</i>	<i>When:</i>	<i>Who:</i>	<i>Resources:</i>	<i>Success Metric:</i>
<i>Improve Board Recruitment, Retention & Succession</i>	<i>Create a Nominating Committee/Director</i>	<i>2017</i>	<i>Executive</i>	<i>Volunteer hours</i>	<i>Committee</i>
GOAL 3: RECRUITMENT & SUCCESSION WORKSHOPS					
<i>Objectives:</i>	<i>Actions:</i>	<i>When:</i>	<i>Who:</i>	<i>Resources:</i>	<i>Success Metric:</i>
<i>Improve Board Recruitment, Retention & Succession</i>	<i>Discuss Board Recruitment and Succession Planning annually at Board Orientation</i>	<i>2017</i>	<i>President</i>	<i>Volunteer hours</i>	<i>Discussion</i>
SUGGESTION!! GOAL 4: COMMITTEE TERMS OF REFERENCE					
<i>Objectives:</i>	<i>Actions:</i>	<i>When:</i>	<i>Who:</i>	<i>Resources:</i>	<i>Success Metric:</i>
<i>Clarify the roles of committees</i>	<i>Create Terms of Reference for all association committees</i>	<i>2018</i>	<i>Executive</i>	<i>Volunteer hours</i>	<i>Documents</i>

5.0 Our Story: Marketing and Communications

5.1 Our Story: Internal Communication

All board members are connected via a “Google Group”, which is used as a platform for all communications (email). Directors use this tool to share monthly reports, which are also presented at monthly board meetings.

The Board Orientation session (mentioned in section 4.1) is a key meeting to discuss the current state of affairs as well as future goals of the association. Board meetings are held 9-10 times per year and are well attended by board members.

5.2 Our Story: External Communication

Wildwood Community Association is governed by both a Communications Policy (Appendix N) as well as a Newsletter/Advertising Policy (Appendix O).

Communications Goals

GOAL 1: COMMUNICATION DIRECTOR

Objectives:	Actions:	When:	Who:	Resources:	Success Metric:
Improve role clarity of Communication positions.	Fill vacant Communications Director position	2016	President	Volunteer hours	Position filled

6.0 Community Asset Management Planning

6.1 Our Facility: Lifecycle

In 2013 Stantec completed a comprehensive Life Cycle Assessment of the Wildwood Community Association facility. This assessment indicated almost \$350,000 in lifecycle related items over a 5 year period (2013-2017). See Appendix P for a 5-year life cycle cost summary.

The lifecycle is reviewed annually, and applications for The City of Calgary's Capital Conservation Grant are submitted as required.

6.2 Our Facility: Maintenance

Facility maintenance is managed by the Facility Director and Hall Rental Director. Casino funds are used to fund major projects and rental revenue to cover standard operating costs. Additionally, projects are determined based on the community needs assessment as referred to in 2.2. See Appendix Q for Wildwood Community Association's Hall Maintenance Policy.

6.3 Our Facility: Usage and Growth

The facility is currently functioning within capacity; programming is not being turned away due to limited space or availability, but programs are consistently offered within the facility.

6.4 Our Facility: Subleases and Rentals

Rentals are driven by community needs and are priority driven. Wildwood Community Association partners with third-party rental groups to provide additional value-added programming to members. A complete description of the Association's Rental Policy can be found in Appendix R.

Facility Goals

GOAL 1: MAINTENANCE & CLEANING PLANS					
Objectives:	Actions:	When:	Who:	Resources:	Success Metric:
Clarify responsibilities and requirements with regard to facility.	Create and distribute a comprehensive Facility Maintenance & Cleaning Plan.	2017	Facility Maintenance Director	Volunteer hours	Document
GOAL 2: NOMINATION COMMITTEE					
Objectives:	Objectives:	When:	Who:	Resources:	Success Metric:
Clarify responsibilities and requirements with regard to facility.	Complete Facility Emergency Procedure Manual	2017	Facility Maintenance Director	Volunteer hours	Document

7.0 Our Finances

7.1 Our Finances: Financial Practices

The Wildwood Community Association is governed by its Financial Management Policy (Appendix S). The budget and financial documents are accessed regularly by the board and are reviewed monthly at board meetings, and an external auditor reviews the association's annual financial statements.

7.2 Our Finances: Revenues

Wildwood Community Association has been profitable over the past number of years. On average the association receives the following revenues (based on January 31, 2015 financial statements):

- *Casino (30%)*
- *Rentals (27%)*
- *Programming (24%)*
- *Grants (5%)*
- *Membership (5%)*
- *Advertising (3%)*
- *Interest (2%)*

7.3 Our Finances: Expenses

Major lifecycle items are expected over the next 5-year period, but the association's strong cash balance accommodates cash flow requirements for these capital projects.

On average the association incurs the following standard expenses (based on January 31, 2015 financial statements):

- *Building Repairs & Maintenance (15%)*
- *Materials (13%)*
- *Caretaker (12%)*
- *Utilities (12%)*
- *Events/Entertainment (12%)*
- *Printing (12%)*
- *Instructors (10%)*
- *Professional Fees (6%)*
- *Insurance (4%)*

7.4 Our Finances: Fundraising

Major fundraising initiatives include Casinos and grant writing. The association facilitates and manages these through a Casinos Coordinator and a Grants Director. Assistance with grants (specifically the Capital Conservation Grant) is also provided by the City of Calgary liaison.

Finance Goals

Wildwood financial goal have been summarized in a 5-year budget (Appendix T) which reflects the associations community, organizational, communication, and facility goals.

Appendix A: Guiding Principles

Date: August 2012

Date Revised:

Policy Administrator: Board of Directors

Programs / Events affected: All

Exceptions: None

Maintain Financial Strength - Maintaining the community association's healthy financial position is of critical importance to the Board. A key factor in Board decision-making regarding revenue, or expenditure of Association funds, is the Association's financial stability.

Build community – In the spirit of promoting a safe, strong and vibrant community, the Board strives to create and support inclusive programs, events and spaces that allow community members to come together to play, learn, celebrate, collaborate and connect.

Communicate with residents - Maintain an open, honest and transparent organization that communicates efficiently and effectively with community residents. A variety of methods will be used to maintain this level of communication, which could include newsletters, website, email and other forms of communication where appropriate. Conduct periodic (every 5 years) needs assessment so residents' views and requirements are a factor in decision-making.

Advocate on Behalf of Community Residents – Maintain awareness and knowledge of local issues and historic context; understand how change will affect the Community and residents' views of that change. Work with appropriate regulatory and government organizations in a positive and respectful way to ensure proposed change has a neutral or positive impact on the Community.

Maintain community property - Clean, maintain and enhance our community facilities (halls, "garage", ice rinks, tennis courts, gardens, etc.) to first, facilitate their use and enjoyment by community members and second, as a source of revenue to cover their maintenance and renovation as determined by regularly-updated life-cycle plans. At the same time, care will be taken to not overload facilities causing premature deterioration.

Respect Human Resources – An active and viable Association is only possible through an engaged volunteer base and the Board recognizes the importance of this resource. Volunteer time and effort, and the limits of both, are respected and valued. New volunteers will be encouraged and guided by those more experienced. A balance will be struck between new programs and events that may enhance the community, and the resources available to implement and maintain them.

Appendix B: Vision & Mission

Date: August 2012

Date Revised:

Policy Administrator: Board of Directors

Programs / Events affected: All

Exceptions: None

Vision

We are a safe, well-managed, inclusive community with engaged and involved residents who take pride in their Community.

Mission

Wildwood Community is served by a volunteer association that advocates and speaks on behalf of the community and its residents; maintains community gathering places; facilitates community-building activities; communicates with residents and; acts in a transparent, fiscally responsible and effective manner.

Appendix C: Assessing Community Needs Policy

Date: April 2014

Date Revised:

Policy Administrator:

Programs / Events affected: Events, Programs, Sports, Hall Rentals

Exceptions: None

The Wildwood Community Association (WCA) strives to provide the community with a variety of activities catering to its diverse population. We believe a mixture of such activities is an important part of the development of vibrant, sustainable local communities and contribute to the community social fabric.

So that residents can input their ideas to the activities offered, the WCA will conduct regular needs assessments to request the community's input about the current activities and ask what new ones are recommend. This survey will complement the "life cycle plan" that reviews the community facilities.

- *Every 5 years a questionnaire will be developed and the community residents will be asked to complete the questionnaire.*
- *Results will be analyzed and reported to the Board for action.*
- *Results will be published in the Warbler and posted to the WCA web site.*
- *Highly recommended new programs will require a champion to initiate the program and will be considered for further development in conjunction with the appropriate director. Community resources will be factored into the decision.*
- *The appropriate director will propose the new program/activity to the Board, including it in the annual plan and budget as necessary.*

Appendix D: Membership Policy

Date: November 2013

Date Revised:

Policy Administrator: Membership Director

Programs / Events affected: All

Exceptions: None

Background

Wildwood Community Association is a volunteer run organization. To sit as a member of the Executive, the Board or to participate in any Wildwood community programs and events, residents (or residents from other communities) must hold a valid WCA Membership. These annual memberships will assist to financially support the variety of programs and events that the Board endorses. These include, but are not limited to:

- production of the Wildwood Warbler
- community clean-up
- maintenance of hall, green spaces, rink, leisure ice, community garden, tennis courts
- annual children's parties for Easter, Halloween and Christmas

Membership in the WCA is available for one annual cost per fiscal year. No exceptions.

Specifically:

- The WCA Membership year runs in accordance with the Board's fiscal year (February 1st to January 31st) and will be printed directly onto the membership cards by the manufacturer. Annually, about November, the Membership Director will review membership rates per household and per senior household and recommend the following years' rates to the Board.
- Payments will be accepted as cash or cheque made payable to the WCA. All payments must first come to the Membership Director who will reconcile the database and subsequently forward the funds to the Treasurer.
- Each year, memberships can be purchased at a membership sales evening at the community hall in February, during the annual Membership Drive (door-to-door) between April and June, at community events (where the person in charge of coordinating the event will be responsible for selling a block of memberships assigned to them by the Membership Director for that event), or by phone to the Membership Director or his/her designate.
- The member database will be maintained by the Membership Director. The Membership Director will work with the Volunteer Director and the Communications Director to maintain appropriate information only for community activities.
- There is a card replacement fee (fee to be determined annually by the Membership Director) if a valid member (confirmed in the database) loses a card and needs to have it replaced.
- WCA cards must be shown to enter/participate in WCA events, programs or registrations. NO EXCEPTIONS. It is the responsibility of each program coordinator to ensure that ALL participants have a valid WCA membership.
- Free admission to WCA-sponsored events will be determined on an annual basis by the Board and advertised during the membership sales.

Appendix E: Sports/Programs Policy

Date: May 2014

Date Revised:

Policy Administrator: Programs/Sports Director(s)

Programs/Events affected: Memberships and Hall Rentals

Exceptions: None

Wildwood Community Association (WCA) strives to provide a variety of programs for community members. We believe that programs encourage engagement and community in Wildwood.

Policy Scope:

This policy applies to the Sports/Programs Director(s), the program coordinator(s) and all other volunteers involved with a WCA program or sports activity.

1. A Wildwood Program is defined as a community program that is facilitated, planned and executed by a volunteer coordinator or coordinators of the WCA. The function is intended to enhance and build community spirit in Wildwood.
2. The word 'facilitated' includes: monetary funds (in whole or in part), supplies, equipment, hall and grounds, facilities and volunteers.
3. Annually, a list of WCA programs will be proposed by the Sports/Programs Director(s), any existing coordinators or a community member or members.
4. A proposed program will be reviewed by the Sports/Programs Director(s) in relation to the Vision and Mission Statements and the Guiding Principles of Wildwood Community Association. If the program meets the criteria of these statements, it will be placed on the annual calendar of WCA programs for that year.
5. Annually, the Sports/Programs Director(s) proposes a budget that will include all proposed WCA programs for the year. All programs will be accounted for within the budget.
6. The WCA programs budget will be reviewed and approved by the board on an annual basis.
7. Each WCA program participant will require a valid Wildwood Community membership that is confirmed at the time of program registration.
8. Annually, all WCA programs will be assessed. The assessment is based on financial and volunteer obligations, value for money and community support.
9. Each WCA program must have at least one coordinator responsible for the program.
10. The WCA Sports/Programs Director(s) reserves the right to cancel a WCA program. The program will be cancelled no less than four (4) weeks prior to the program date to give appropriate notice to vendors, registrants, the Warbler and any other person or organization that may be affected by the cancellation. The program may be cancelled due to situations such as the following, but not limited to:
 - a. The program coordinator(s) cannot oversee the program.
 - b. Low or no registration deems the program will be unsuccessful based on the previously listed assessment criteria.
 - c. In order to mitigate any financial obligation to the board, i.e. entertainment costs.

Appendix F: Events Policy.

Date: October, 2013

Date Revised:

Policy Administrator: Events Director

Programs/Events affected: Events, Memberships, and Hall Rentals

Exceptions: None

Wildwood Community Association (WCA) strives to provide its community with a variety of events throughout each year. We believe a mixture of well-managed events is an important part of the development of vibrant, sustainable local communities; and that such events contribute to the community social fabric.

WCA Events Policy Scope:

This policy applies to the Events Director, the event coordinator(s) and all other volunteers involved with a WCA event.

- 1. A Wildwood Community Event (WCA event) is defined as a community function that is facilitated, planned and executed by a volunteer coordinator or coordinators of the WCA. The function is intended to enhance and build community spirit in Wildwood.*
- 2. The word 'facilitated' includes: monetary funds (in whole or in part), event supplies, equipment, hall facilities and volunteers.*
- 3. Annually, a list of WCA events will be proposed by the Events Director, any existing coordinators or a community member or members.*
- 4. A proposed event will be reviewed by the Events Director in relation to the Vision and Mission Statements and the Guiding Principles of Wildwood Community Association. If the event meets the criteria of these statements, it will be placed on the annual calendar of WCA events for that year.*
- 5. Annually, the Events Director proposes a budget that will include all proposed WCA events for the year. All events will be accounted for within the budget.*
- 6. The WCA event budget will be reviewed and approved by the board on an annual basis.*
- 7. A WCA event will be defined as either a 'Family' or an 'Adult' event.*
- 8. Each WCA event will have a discounted entry fee or free admission for any member of the Wildwood Community holding a valid, annual membership that is shown at the welcome table of the event.*
- 9. Annually, all WCA events will be assessed. The assessment is based on financial and volunteer obligations, value for money and community support.*
- 10. Each WCA event must have at least one coordinator present throughout the entirety of the event.*
- 11. The WCA Events Director reserves the right to cancel a WCA event. The event will be cancelled no less than four (4) weeks prior to the event date to give appropriate notice to vendors, registrants, the Warbler and any other person or organization that may be affected by the cancellation. The event may be cancelled due to the following situations such as the following but not limited to:*
 - a. The event's coordinator(s) and/ or the Events Director cannot be present at the event.*
 - b. Low or no registration deems the event will be unsuccessful based on the previously listed assessment criteria.*
 - c. In order to mitigate any financial obligation to the board, i.e. entertainment costs.*

Appendix G: Conflict of Interest Policy

Date: February 2014

Date Revised:

Policy Administrator: President

Programs / Events affected: All

Exceptions: None

Wildwood Community Association (WCA) is a volunteer run organization and each year at the AGM, elects an executive and a number of directors to its Board. Board members are expected to conduct themselves in an ethical and professional manner and in keeping with the values of the WCA as follows:

- *trust, respect and integrity*
- *open, honest, inclusive and accessible processes and communication*
- *shared vision and responsibility*
- *inclusive decision-making following open discussion and a majority vote*
- *listening to the diverse voices of the community*
- *creative, flexible and innovative solutions*
- *take advantage of natural capacities and networks within the community*

Specifically:

Board Members will deal with outside entities and individuals, with volunteers and staff and with each other in a fair, ethical and straightforward manner.

Board members will welcome and respect the diverse views of their colleagues, maintain confidentiality as required and support Board decisions.

Board members will use discretion and make decisions regarding expenditures that are reasonable and justified and that adhere to the Financial Management Policy.

Board members have the right to discuss questions before the Board and make their decisions in an uninhibited atmosphere.

Board members will disclose any advocacy or special interest group and membership on other boards or workplaces where there could be a perceived conflict of interest. Information should not be withheld if it is a matter of concern to the WCA.

Board members will not use Board information for their own direct benefit or advantage. There will not be private business or personal services between any Board member and the WCA except as procedurally controlled to assure openness, competitive opportunity and equal access to otherwise inside information.

The Board members will not use their positions to obtain for themselves or for their family members, employment within the organization. Should a Board member be considered for employment, they must temporarily withdraw from Board deliberation, voting and access to applicable Board information

When the Board is to decide upon an issue about which a member has a conflict of interest, the Board will determine whether a member should abstain from the discussion and decision-making.

Decisions of the Board are made as a group at Board meetings (or in some circumstances via electronic

communication) with a quorum of the Board as defined in the Bylaws (currently 6 Board members). Decisions will be made after a full discussion with all attending Board members and which the largest possible majority can support.

Where disagreements continue to exist, dissenting members may request that their objections be recorded in the minutes.

Code of Conduct Action

Board members will carry out their duties in good faith with a reasonable degree of diligence, care and skill. If a Board member is deemed to be negligent in carrying out their duties, then the Board will follow these guidelines:

- *The Board chair may censure the offending Board member with a letter being sent to the member outlining the circumstances and corrective actions.*

Continued offence will result in a motion of censure being brought to the Board. This motion may result in a voluntary withdrawal or upon a vote of the majority, the removal of the member from the Board.

Appendix H: Board of Directors - Job Descriptions

President

- Responsible for the general supervision of the Association;
- Chairs all meetings of the Association, the Board and the Executive;
- Acts as the official spokesperson for the Association, but may delegate such authority to the Vice-President or such other member of the Board as is reasonably appropriate in the particular circumstances;
- Is the principal signing authority on all contracts, official documents and correspondence of the Association, and a designated signing authority on all bank accounts of the Association;
- With the Secretary, authenticate the use of the seal of the Association;
- Acts as an ex-officio member of all committees of the Board;
- Is a member of the Executive and the Board; and
- Carries out other duties pertaining to such office, and such other duties as may be assigned by the Board.

Vice-President

The Vice President is a member of the Executive Committee and shall, in the absence or disability of the President, perform the duties and exercise the powers of the President.

- Learn the duties of the President and keep informed on key issues
- Work closely as a consultant and advisor to the President
- Prepare to serve a future term as President (if appropriate)
- Chair at least one major event or committee (eg Clean-up)
- Act as a signatory for cheques and other documents as required
- Attend executive meetings to work on policy development and future direction
- Work with President and Facilities Rental Director regarding longer-term leases for the hall
- Responds to emergency calls on the hall security system (with President and Facilities Rental Director)

Additional jobs currently being performed:

- Look after the security system by liaising with the contractor, setting access codes, keep documents up to date.

Secretary

- Serves on the Executive Committee;
- Attends meetings of the Executive Committee and the Board;
- In preparation for Board Meetings, requests reports and agenda items from each Director and other Board members. Prepares, for approval by the President, Board Meeting Agendas.
- Distributes, at least 4 days prior to Board Meetings, approved Agenda, minutes from previous meeting, Directors' Reports, and Treasurer's Report.
- Takes minutes at Board Meetings, AGM and if required, at Executive Committee and other Community meetings;
- Notes action items and brings forward at subsequent meetings;
- Provides summary of meeting for Warbler editor; provides approved minutes to Webmaster for posting on website.
- Manages all correspondence of the Association, under the direction of the President and the Board.
- Holds the corporate seal and all books, paper, records, correspondence, contracts and other documents belonging to the Association. Authenticates the use of the seal of the Association as applicable and under the direction of the President;

- *Maintains copies of the Association's bylaws and Board's policy statements and job descriptions; ensures these documents, minutes, Warblers and all records of the Association, are filed appropriately in the Association office files;*
- *Maintains lists of Executive Committee, Board of Directors and committee membership;*
- *Ensures there is a quorum at the meetings;*
- *Files all annual returns, the audited financial statements, any Special Resolutions, changes in the Directors, amendments to the By-laws and other incorporating documents with the Corporate Registry or any other applicable regulatory body as required by the Act, other statutes or laws and the Calgary License Agreement;*
- *Act as a designated signing authority with the President or Vice-President on all contracts entered into on behalf of the Association;*
- *Perform such duties as may from time to time be determined by the Board/Executive Committee.*

Treasurer

- *Collects all monies payable to the Association and ensures that all monies paid to the Association are deposited in a chartered bank, Treasury Branch, or trust company chosen by the Board, within thirty days after receipt of those monies;*
- *Disburses the funds of the Association under the direction of the Board and in compliance with the Association's by-laws, the Society's Act and the Calgary License Agreement;*
- *Is responsible for the care, custody, control and maintenance of the finances and financial records of the Association;*
- *Provides a monthly report of: (i) Balance Sheets and Income Statements of the Association, (ii) the Association's bank accounts; (iii) credits to those bank accounts; (iv) operational costs; and (v) amounts due and owing to the Association for more than thirty days after the date that such amounts were due to be paid, and be able to advise the Board at any time of the financial position of the Association;*
- *Ensures that an audited financial statement for the preceding Fiscal Year is prepared by the appointed auditors and presented at the Annual General Meeting;*
- *Prepares an annual operating budget to be approved by the Board;*
- *Is a member of the Executive and the Board;*
- *Is a designated signing authority for all bank accounts of the Association and, in the absence of the President and the Vice-President or at the direction of the President, all contracts to be entered into on behalf of the Association;*
- *Chairs any finance committee created as a standing committee by the Board; and*
- *Carries out such other duties as may be assigned by the*

Director at Large

- *May hold a specific and required skill set and acts as a quasi-consultant to the board advising on specific subjects (eg legal contracts).*
- *May coordinate or lead a specific and one-off project on behalf of the board (eg a hall renovation, system implementation)*
- *May manage a specific and regular event on behalf of the board (eg fundraising events such as a casino)*
- *May manage a specific and regular task (eg updating community sign, organizing a program)*
- *Depending on other board commitments and contributions (as above), directors at large are expected to take on one or two membership drive routes.*
- *Attends monthly board meetings and others as planned.*
- *When applicable, provides project budget proposal and work plan to the board and once approved, manages the project to ensure expenses do not exceed budget.*
- *When applicable, communicates with Volunteer Coordinator to ensure adequate time to recruit volunteers.*
- *When applicable, develops policies pertaining to specific issues and propose to the Board.*
- *When applicable, ensures documentation outlining process is developed and kept up to date.*

Communications Director

Coordinates the information and news of the WCA board and its residents.

- *Works with the Newsletter Editor, Webmaster, Newsletter Distribution Coordinator, Sign “Master” and Advertising Coordinator (the Communications Committee) to establish a monthly communication plan and budget for the upcoming year.*
- *Coordinates upcoming news so that the newsletter, website and sign reflect the current events in the community.*
- *Attends board meetings, updates the board on communication plans, and speaks on behalf of the communications committee to the board and the Wildwood residents.*
- *Develops and reviews policies pertaining to communications in Wildwood and submit changes on a yearly basis.*
- *Looks for solutions to reduce the cost of the printed newsletter and increase the advertising revenue for both the newsletter and website.*
- *Assists with communication regarding Federal grants and supports the executive when press releases or statements are being made on behalf of the WCA.*
- *Assists the communications committee to streamline information provided to residents including headlines, sign usage and website news being pertinent and relevant.*
- *Works as much as possible with outside groups (ie Edworthy Park Heritage Society) to find information to share with the local residents in the newsletter and on the website.*
- *Develops and updates release forms for photos of residents at events and programs to publish in the newsletter and on the website.*

Community Advocacy Director

Represents the Community’s interests in dealings with the City, other community associations and other organizations.

- *Maintains awareness and knowledge of local issues and historic context; understand how change will affect the Community and residents’ views of that change.*
- *Works with appropriate regulators and government organizations in a positive and respectful way to ensure proposed change has a neutral or positive impact on the Community.*
- *Oversees the work of each specific advocacy committee (currently, Traffic and Development) to ensure consistency.*
- *Canvasses (via Warbler or other means) Community residents as needed on their views of a particular issue.*
- *Annually, proposes to the board, events for the coming year. This includes dates of events or activities, budget, facility requirements, volunteer requirements. This information will be included in the annual community calendar.*
- *Once approved, manages activities within budget and provide update of activities for monthly board meeting.*
- *Attends monthly board meetings and others as planned.*
- *Develops policies pertaining to specific portfolio and propose to the Board.*

Events Director

Provides overall direction for Community-sponsored events.

- *Annually, propose to the board, events for the coming year, in conjunction with the operating budget cycle. This includes dates of events or activities, budget, facility requirements, volunteer requirements. All events will be included in the annual community calendar.*
- *Once approved, manages events within budget and provides update for monthly board meeting.*

- *Attends monthly board meetings and others as planned.*
- *Provides direction to and communicate with coordinators. Communicate with Volunteer Coordinator to ensure adequate time to recruit volunteers.*
- *Debriefs event with Coordinator(s) and documents required changes.*
- *Develops policies pertaining to specific portfolio and propose to the Board.*

Facility Maintenance Director(s)

- *Oversees the ongoing maintenance of Wildwood facilities including the hall, grounds, rink and tennis court.*
- *Assesses facilities on a periodic basis and determines maintenance requirements.*
- *Maintains a list of projects to be completed including WCA facilities and general community projects (e.g. playgrounds).*
- *For upgrades and/or larger maintenance projects, initiates and oversees RFP process and proposes successful contractor. Oversees work.*
- *Annually, proposes to the board, requirements for the coming year. This includes potential dates, budget, resource requirements.*
- *Once approved, manages maintenance activities within budget and provide update for monthly board meeting.*
- *Attends monthly board meetings and others as required.*
- *Provides direction to and communicates with other volunteers.*
- *Liaises with Facility Rental Director regarding common issues.*
- *Develops policies pertaining to specific portfolio and propose to the Board.*
- *Arranges for Life Cycle Study every 5 years.*

Hall Rentals Director

Manages the rental of the Community Hall and other facilities.

- *Receives calls and emails regarding rental inquiries. Checks availability and communicates information to potential renter. In some cases, shows the potential renter around the hall.*
- *When rental is confirmed, add to rental calendar, prepares Rental Agreement and sends to renter to have signed and returned with deposit cheque.*
- *Coordinates with renters for Agreement/Payment drop off and key pick up.*
- *Inspects hall after rentals to ensure no damage.*
- *Deposits rental cheques; provides spreadsheet of rental income to Treasurer.*
- *Maintains binder for rentals.*
- *Maintains Google Calendar for rentals.*
- *Quarterly, conducts a general inspection of the hall and arranges for minor maintenance to be complete; supervises contract maintenance people.*
- *Hires caretaker and oversees that work.*
- *Liaises with Facility Maintenance Director(s) regarding common issues.*
- *Attends monthly board meetings and others as planned.*
- *Annually review supplies and equipment available in the hall for renters and propose appropriate upgrades or additions to the Board together with a budget. Purchase supplies and equipment as necessary.*
- *Develops policies pertaining to specific portfolio and propose to the Board.*

Memberships Director

- *Manages the annual membership drive and ongoing marketing and sales of community memberships.*
- *Coordinates, through volunteers, the annual membership drive in May and June. Determines routes, documentation required, and timeline. This includes an annual membership sale/volunteer sign-up evening in February, in conjunction with Volunteer Director.*
- *Liaises with Communications Director to ensure residents are aware of membership cost, advantages and rules.*
- *Assists with and/or organizes membership sales at various community events and program registrations.*
- *Maintains membership database and liaises with Treasurer to record revenue.*
- *Annually, propose to the board, requirements for the coming year. This includes important dates, budget, changes to prior processes, volunteer requirements.*
- *Once approved, manage activities within budget and provide update of activities for monthly board meeting.*
- *Attend monthly board meetings and others as planned.*
- *Provide direction to and communicate with coordinators. Communicate with Volunteer Coordinator to ensure adequate time to recruit volunteers.*
- *Develops policies pertaining to specific portfolio and propose to the Board.*

Program Director

Provides overall direction for the Community-sponsored non-sports programs.

- *Acts as liaison with all coordinators of the various programs. Provides direction, communicates decisions of the board, suggests changes, ensures programs are running smoothly and provides update of activities for monthly board meeting.*
- *Annually, proposes to the board, programs for the coming year, in conjunction with the operating budget cycle. This includes dates of events or activities, budget, facility requirements, volunteer requirements. All programs will be included in the annual community calendar.*
- *Attends monthly board meetings and others as planned.*
- *Develops policies for specific portfolio and propose to Board.*

Sports Director

Provides overall direction for Community-sponsored sports programs.

- *Acts as liaison with all coordinators of the various sports programs. Provides direction, communicates decisions of the board, suggests changes, ensures programs are running smoothly and provides update of activities for monthly board meeting.*
- *Annually, proposes to the board, sports programs for the coming year, in conjunction with the operating budget cycle. This includes dates of events or activities, budget, facility requirements, volunteer requirements. All programs will be included in the annual community calendar.*
- *Attends monthly board meetings and others as planned.*
- *Develops policies for specific portfolio and propose to Board.*

Volunteers Director

Manages volunteer resources for the Community

- *Using annual plan and through communication with other directors, determines overall volunteer requirements for the year.*
- *Through directors and coordinators, gathers simple description of each volunteer position with approximate time commitment.*
- *Recruits volunteers using available communications tools and in conjunction with Communications Director. Proposes and implements new recruiting ideas and new methods of collecting contact*

information. Organizes an annual membership sale/volunteer sign-up evening in February, in conjunction with Membership Director.

- *Once approved, manages activities within budget and provide update of activities for monthly board meeting including.*
- *Attends monthly board meetings and others as planned.*
- *Develop policies for specific portfolio and propose to Board. Specifically, develops volunteer recognition policy and organizes annual event with Events Director.*

Appendix I: Traffic Committee

Date: April 2014

Date Revised:

Policy Administrator: Advocacy Director

Programs / Events affected: All

Exceptions: None

Background:

Wildwood Community Association (WCA) has created a committee that will monitor and respond to all traffic/transportation issues, changes and activity in and affecting the community of Wildwood. This Committee will work on behalf of the WCA Board and Wildwood residents in matters of traffic and transportation.

Specifically:

- *The Committee will be made up of between 3 and 5 community members. Every effort will be made to maintain at least 3 members at all times. Members volunteer their time for this Committee and do not need to have specific experience.*
- *The Committee will strive to review and respond to all correspondence received from Wildwood residents regarding traffic and transportation.*
- *The Committee will meet periodically with City of Calgary transportation/traffic personnel and with the Ward Councillor to ensure that Wildwood has a voice when changes are being made to traffic and/or transportation.*
- *The Committee will initiate the community's/resident's requests with the City and the Councillor and work with those people to influence decisions. They also have the authority to prioritize requests to the City and to ensure the highest priority issues are dealt with first.*
- *The Committee speaks on behalf of the residents and the WCA and therefore, if there is any question regarding the path that should be taken, the WCA Board will be consulted and approval sought prior to making a decision.*
- *The Committee will report regularly to the WCA Board.*

Appendix J: Development Committee

Date: March 2014

Date Revised:

Policy Administrator: President/Development Committee Chair

Programs / Events affected: All

Exceptions: None

Background:

Wildwood Community Association (WCA) has created a committee that will monitor and respond to all development activity in and affecting the community of Wildwood. This Committee will work on behalf of the WCA Board and Wildwood residents in matters of property development.

The WCA has had a development representative for many years, but in 2008 a WCA Development Committee was created to formalize the Community's interests regarding development activities. The Committee created a "Wildwood Community Development Charter", which outlines the principals of development based on the Committee's view of Wildwood. This document was presented at a series of open community meetings in order to engage residents in Wildwood and seek their feedback so that the Charter could represent the majority of residents. After the public meetings, the Charter was presented to the WCA Board and was formally adopted. Since its adoption, the Charter has been used as the basis for all comments presented to homeowners and City of Calgary Development and Building Approvals (DBA) in regards to development in Wildwood.

When a development is being planned, homeowners or builders can contact the Development Committee for initial discussions. The Committee will encourage discussions between the developer/home owner and surrounding neighbours. Once the designs are complete, they are submitted to DBA who reviews the plans and either approves or denies the application. If the application is approved, it is sent to the Committee for comment. Usually, adjacent neighbours are also contacted by DBA to inform them of an application. The Committee will review the plans and respond to DBA with any comments. The Committee will also share these plans with neighbours if requested.

Specifically:

- The Committee will be made up of between 3 and 7 community members. Every effort will be made to maintain at least 3 members at all times. Members volunteer their time for this Committee and do not need to have specific construction or design experience.
- The Committee will strive to review and respond to all applications that are sent from DBA
- The Committee will review the Development Charter annually to address any new or changing issues. If the Committee determines that significant changes will be made to the Development Charter, a public engagement process will be started with community residents before being adopted by the Board.
- The Committee will make an annual presentation to the Board regarding developments that have occurred in Wildwood.

Appendix K: Volunteer Appreciation Policy

Date: September 2013

Date Revised:

Policy Administrator: Volunteer Coordinator

Programs / Events affected: All

Exceptions: None

Wildwood Community Association is a volunteer run organization. We value every volunteer effort made to help reach our community goals. In order to recognize our volunteers, the following guidelines are in place to ensure that all volunteers are equally recognized for their efforts.

- *Each program will maintain a list of volunteers and the hours each contributes to WCA programs and events.*
- *Volunteer lists will be submitted to the volunteer coordinator at the end of each program.*
- *WCA board will also maintain a list of board members and volunteer hours associated with the WCA board initiatives. This list will also be submitted to the volunteer coordinator on an annual basis.*
- *The board will recognize all volunteers on an annual basis. Volunteers under 18 will receive something monetary (e.g. a gift certificate with face value to be determined by the board). Volunteers 18 years of age and older will be recognized at a volunteer appreciation event. The event will be organized by the Event and Volunteer Directors/Coordinators and will be appropriate for the number of volunteers that are on the lists for the previous year.*
- *April is Volunteer Appreciation month, so efforts will be made to stage the event during this month, depending on what is most appropriate with the annual WCA event calendar.*
- *Volunteer appreciation will be handled at the community association level; individual programs will not hold volunteer appreciation events. Therefore money will not be allocated to program budgets for volunteer appreciation.*

Appendix L: Succession Planning Policy.

Date: June 2014

Date Revised:

Policy Administrator: President

Programs / Events affected: All

Exceptions: None

Wildwood Community Association Board of Directors is a volunteer board with board members elected at the April AGM for a one-year term. Mid-term or new director appointments can be approved by the board. Each Executive position (President, Vice-President, Treasurer, Secretary) can be held for a maximum of three terms and an individual cannot serve in an Executive position for more than 6 terms.

It is important that talented people are identified, recruited and elected to the board to ensure the effective management of the WCA.

Throughout the year and using all available communication (Warbler, website, direct request by sitting board members) new volunteers are recruited and particularly, volunteers to assume director roles. All director roles will have an up-to-date job description so that new recruits are clear on the position responsibilities.

Each portfolio will also have up-to-date policies to provide guidance and decision-making tools to new directors, and former directors will have prepared "how to" documents to assist new directors in their role and/or will be available to provide assistance as required.

Board members should identify potential directors and approach them to encourage their acceptance of a position. The President should be advised and will also contact the individual.

It is the intent that the Vice-President incumbent be available to assume the role of President when the President steps down. The President will become the Past-President and be available to guide and assist the new President.