

**United Way East Ontario
Governance Workshop Series in
Lanark County and Smiths Falls.
Building the Governance Capacity of
community non-profit organizations.**



United Way
East Ontario

WORKING WITH COMMUNITIES
IN PRESCOTT-RUSSELL, OTTAWA,
LANARK AND RENFREW COUNTIES

Non-profit (community benefit) organizations come in many shapes and sizes. They contribute to social and economic development in ways business and government are unable to. They bring us together, help us to recognize our gifts and the gifts of our neighbours. They are integral to creating and sustaining welcoming, vibrant communities.

Non-profit organizations emerge, thrive and have an impact through the leadership of committed volunteers who serve on their Boards of Directors. Whereas many volunteers serve by contributing time and talent in a number of ways, the primary work done by non-profit Board members involves creating the future, steering the ship and stewardship of the organizations resources. This important community building work is often referred to as governance.

Good governance has always been important to community well-being, to the sustainability and impact of organizations and to the individuals involved. As society deals with increasingly complex problems, non-profit leaders (both volunteers and the staff who support them and who do much of the leg work in programme delivery) are challenged to ensure that Boards have the capacity to work effectively, that Board members learn and are engaged as members of teams and that their organizations have an impact. Good governance requires intentional, ongoing capacity building.

United Way Governance Capacity Building is a three-part series of workshops which aims to build the governance capacity of non-profit organizations in the communities of Lanark County and Smiths Falls.

The first full day workshop, **Leading with Intent**, will bring together board members and staff leaders to:

- Think about the Mission of individual organizations and discuss the potential for collaborating for increased impact
- Provide an overview of Board roles and responsibilities
- Learn about practical tools and approaches to governance work.
- Examine how to build and sustain a positive and productive Board team
- Connect with colleagues and explore opportunities for collaboration

This workshop is for new, prospective and “seasoned” Board members and “lead” staff (e.g. Executive Directors). The session will include presentations and participant engagement activities. Participants will receive an extensive resource booklet and will have access to all presentations.

Leading with Intent- An Overview of Non Profit Governance

This workshop will be based on foundational Board Source approaches, “Ten Basic Responsibilities of Non-Profit Boards” and the “Non Profit Board Building Cycle”. It will also draw on recent governance research and best practices from Canada and the US. The workshop will be organized around six themes:

1. *Community Benefit Organizations - Creating Vibrant, welcoming communities*

- *Scope and role of the “third sector “*
- *Governance challenges - recent research re non-profits and their Boards*
- *Governance as Leadership*

2. *Creating the Future - Start with Why?*

Determining mission, purpose and organizational identity

- What’s your Mission?
- What does success/impact look like?
- Stand for your Mission – advocacy

Strategic Thinking and planning

- Strategic planning
- Organizational identity
- Leading with Intent- “What’s your “theory of Change?”

3. *The Board / ED or Lead Staff Partnership*

Selecting the ED/Lead Staff;

- Linking selection to Mission, style and strategy
- why succession planning is an integral Board responsibility

Supporting and evaluating the ED/Lead Staff; sustaining a positive working relationship

- Ongoing support; Goal setting and appraisal
- The ED- Board balancing act - “who does what?”

4. *Providing Oversight and Ensuring Accountability*

Monitoring, learning and improving impact

- Understanding what your organization does and what’s important
- monitoring and evaluation: the Board Dashboard

Stewardship - protecting assets, financial oversight and managing risk

- Ensuring legal and ethical integrity
- Duties and obligations; Conflict of interest
- The “new rules” - The Not-for-Profit Corporations Act (ONCA)

5. *Building and Sustaining a competent Board and a Positive Board Culture*

- Understanding and implementing the Board Building Cycle
- Positive and Productive meetings
- Board Self-Assessment
- “Golden ground rules”

6. *Community Engagement & Community Building*

Resource Development – ensuring adequate financial resources;

- the Board’s role in fund raising
- the link between strategic thinking, community engagement and resource development

Enhance the organizations public standing and relationships

- Brand building
 - Ambassadorship - Community engagement and Inter organizational collaboration
- Tip sheets on a number of key Board issues as well as a resource list will be made available to participants electronically

Workshop #2 Leading for Impact

This workshop is intended to provide an opportunity for Lead Staff (EDs) and Board Chairs to explore approaches to leading their organizations. It will also provide a great opportunity for individuals who are may be considering taking on Board Chair or ED roles to prepare for those positions.

This three-hour workshop will be:

- Be highly interactive, practical and challenging
- Feature guest presenters (EDs and Board Chairs will share insights and experiences)
- Be organized around three themes;

Leadership for Public Benefit

- Governance as leadership – a growing approach to the work of the board
- Servant Leadership and Stewardship as leadership approaches
- “Culture eats Strategy for Breakfast”

Relationships Matter

- Mine, yours and ours - Roles and relationships – Chair, Board and ED.
- ED Limitations policies
- A few “sticky bits” – ED appraisal, feedback and succession planning
- Challenges of inter organizational collaboration

Core Structures and Processes

- Review of Board Building Cycle
- Board Policies
- Productive Meetings
- Committees and Task Forces
- Monitoring, evaluation and focus on Impact
- Board succession planning

Notes:

- This workshop will build on the foundation provided through the “Leading with Intent” workshop. Although that workshop is not a pre-requisite, participants will be asked to do some pre reading and review re the 10 key responsibilities of non-profit boards, the Board building cycle and governance as leadership.
- Participants will also be encouraged to submit questions & problem challenges they are experiencing to the workshop leader in advance. The workshop leader will endeavour to customize content and workshop conversations to deal with participant issues and questions
- Tip sheets on a number of key Board issues as well as a resource list will be made available to participants electronically

Workshop # 3 Community Engagement and Community Building for Non-Profit Boards

This workshop is intended to create opportunities

- for Lead Staff (EDs) and Board Chairs to explore approaches to helping their organizations to be more “outward facing” and engaged in community building.
- for individuals who are may be considering taking on Board Chair or ED roles to prepare
- for individuals who want to undertake Board or staff leadership roles related to community engagement to promote a “community first” orientation in their organizations

This three-hour workshop will

- be highly interactive, practical and challenging
- Feature guest presenters (funders, non-profit leaders and community developers)
- Be organized around four themes;

Start with Why?

- The role of community benefit organizations in creating welcoming communities and a civil society
- Understanding Mission and Impact
- Balancing “Organization First” and “Community First” perspectives
- The power of “appreciative and “asset based” thinking

Resource Development – ensuring adequate financial resources;

- the Board’s role in fund raising and friend raising
- the links between strategic thinking, community engagement and resource development

Enhance the organizations public standing and relationships

- Brand building and communications
- Ambassadorship and building a network of support

Better Together - Community Engagement & Community Building

- Stand for your mission- Advocacy and shaping public policy
- Collaboration and working for collective impact

Notes:

- This workshop will build on the foundation provided through the “Leading with Intent” workshop. Although that workshop is not a pre-requisite, participants will be asked to do some pre reading and review re the 10 key responsibilities of non-profit boards.
- Participants will also be encouraged to submit questions & problem challenges they are experiencing to the workshop leader in advance. The workshop leader will endeavour to customize content and workshop conversations to deal with participant issues and questions
- Tip sheets on issues related to community engagement /community development as well as a resource list will be made available to participants electronically

General Notes:

- Sessions will take place on:
 - September 28, 2019, from 9:00 AM to 4:00 PM, with a networking lunch provided, and included morning and afternoon breaks.
 - October 3, 2019 from 6:30 PM to 9:30 PM, with breaks.
 - October 10, 2019 from 6:30 PM to 9:30 PM, with breaks.
- Session Leader for all workshops will be Mike Coxon, Board Source Certified Governance Leader and past CEO of Mills Community Support Corporation
- Location for all sessions: Brunton Hall at Township of Beckwith, 1702 9th Line Beckwith K7C 3P2
- Registration: \$100/person via [Eventbrite](#) or call United Way East Ontario’s Lanark County office at 613-253-9074

In order to keep fees reduced, these workshops are generously sponsored in part by these community minded organizations:

