

MEETING NO: # 01 19 Governance Committee Meeting
DATE: March 21, 2019
TIME: 2:00 p.m. – 2:30 p.m.
PLACE: CH Admin. Office, 2596 Britannia Road West, Burlington ON
905.336.1158 x 2236

AGENDA

PAGE

1. **Acceptance of Agenda as distributed**
2. **Disclosure of Pecuniary Interest for Governance Committee**
3. **Consent Items**
 - Roll call & Mileage
 - Approval of the Conservation Halton Governance Committee Minutes dated October 10, 2018
4. **Action Items**
 - 4.1 2019 CH Committees
Report #: CHGC 01 19 02
 - 4.2 Review of Terms of Reference for CH Committees 2019
Report #: CHGC 01 19 03
 - 4.3 Board Self Assessment Survey 2018
Report #: CHGC 01 19 04
5. **Other Business**
6. **Adjournment**

MEETING

Governance Committee # 02 18

MINUTES

A meeting of the Governance Committee was held on October 10, 2018 beginning at 3:00 p.m. at Conservation Halton Administration Office, Burlington ON.

Present: Jim Sweetlove
Cathy Duddeck
Joanne Di Maio
Gerry Smallegange

Absent with regrets: Jean Williams

Absent: John Vice

Staff Present: CAO, Hassaan Basit
Executive Assistant, Adriana Birza
Administrative Assistant, Niamh Buckley

Joanne Di Maio (Vice Chair, Gov) stepped in as Chair in the absence of John Vice.

1. **Acceptance of AMENDED Agenda.**

GC 02 01 Moved by: Cathy Duddeck
Seconded by: Jim Sweetlove

THAT the **Governance Committee accept the AMENDED Agenda.**

Carried

2. **Disclosure of Pecuniary Interest - NONE**

3. **Consent Items**
Roll Call & Mileage

The Consent Items were adopted.

4.0 **Action Items**

4.1 Review of 2nd Draft of revised Conservation Halton Board by-law
Report #: 02 18 02

GC 02 02 Moved by: Jim Sweetlove
Seconded by: Cathy Duddeck

THAT the Conservation Halton Governance Committee receives for discussion **the revised 2nd draft of Conservation Halton By-law, and recommends any changes before the final by-law is presented to the CH Board at the October meeting.**

Carried

5.0 Other Business

5.1 Board of Directors 2019 Draft Meeting Schedule

The Conservation Halton Governance Committee provided advice to Staff on the **Board of Directors 2019 Draft Meeting schedule that will be presented at the CH Board Meeting in October 2018.**

6.0 Adjournment

GC 02 Moved by: Cathy Duddeck

The Governance Committee **adjourned at 3:45 p.m.**

Carried

REPORT TO: Governance Committee

REPORT NO: # 01 19 02

FROM: Hassaan Basit, CAO / Secretary - Treasurer

DATE: March 21, 2019

SUBJECT: **Conservation Halton Board of Directors 2019 Committees Membership**

Recommendation

THAT the Conservation Halton Governance Committee **recommend to the Conservation Halton Board of Directors approval of the 2019 CH Board Committees membership effective March 21, 2019.**

Report

The purpose of this report is to revise the 2019 CH Board Committees membership following the change in the CH Board membership at the Inaugural meeting dated February 28, 2019.

The list below provides the names of the Board members and the Committees they will serve on for 2019 based on their preferences, and the revised Terms of Reference:

- Finance & Audit Committee: 5 members plus Chair as ex-officio.
- CAO Compensation Committee: 5 members including Chair, Vice Chair
- Governance Committee: 6 members plus Chair as ex-officio.

Name	Finance & Audit Committee (5 members)	CAO Compensation Committee (5 members)	Governance Committee (6 members)
Hamza Ansari			
Rob Burton	✓		
Mike Cluett	✓		
Joanne Di Maio	✓		
Cathy Duddeck			✓
Rick Di Lorenzo			✓
Zeeshan Hamid			
Allan Elgar		✓	
Moya Johnson	✓	✓	
Gord Krantz			✓
Bryan Lewis			✓
Rory Nisan			✓
Jim Sweetlove	✓		
Marianne Meed		✓	
Ward			
Ed Wells		✓	
Jean Williams			✓

Gerry	x	✓	x
Smallegange			
Total	5	5	6

Impact on Strategic Goals

This report supports the Metamorphosis strategic theme of *Striving for service excellence and efficiency*.

Financial Impact

There is no financial impact to the 2019 CH approved Budget.

Signed & respectfully submitted:

Approved for circulation:



Hassaan Basit
CAO/Secretary-Treasurer



Hassaan Basit
CAO/Secretary-Treasurer

FOR QUESTIONS ON CONTENT: Hassaan Basit, CAO/Secretary-Treasurer

REPORT TO: Governance Committee
REPORT NO: # 01 19 03
FROM: Hassaan Basit, CAO / Secretary - Treasurer
DATE: March 21, 2019
SUBJECT: **Board of Directors Committees New Terms of Reference**

Recommendation

THAT the Conservation Halton Governance Committee **recommend to the Conservation Halton Board of Directors approval of the Updated CH Board Committees Terms of Reference effective March 21, 2019.**

Report

The purpose of this recommendation is to revise the CH Board Committees Terms of Reference in accordance with Section 18(2) of the Conservation Authorities Act. The Board of Directors has established three committees for which the membership is reviewed annually.

Below is the section of the Conservation Halton By-Law that also supports the recommendation:

“12. Advisory Boards and Other Committees

In accordance with Section 18(2) of the Act, the General Membership shall establish such advisory boards as required by regulation and may establish such other advisory boards or committees as it considers appropriate to study and report on specific matters.

The General Membership shall approve the terms of reference for all such advisory boards and committees, which shall include the role, the frequency of meetings and the number of members required.

Resolutions and policies governing the operation of the General Membership shall be observed in all advisory board and committee meetings.

Each advisory board or committee shall report to the General Membership, presenting any recommendations made by the advisory board or committee.

The dates of all advisory board and committee meetings shall be made available to all Members of the General Membership.

Committees of the General Membership include but are not limited to:

- CAO/Secretary-Treasurer Review Committee (Comp)*
- Finance and Audit Committee (F&A)*
- Governance Committee (Gov)”*

Update Terms of Reference for each Committee are listed below.

FOR QUESTIONS ON CONTENT: Hassaan Basit, 905.336.1158 x2270; hbasit@hrca.on.ca

NEW TERMS OF REFERENCE

CAO Compensation Committee

Purpose:

The purpose of the CAO Compensation Committee is to advise the Conservation Halton Board of Directors on recommendations on the compensation for the CAO on an annual basis following a successful performance appraisal by the Chair.

Mandate:

The Committee will review CAO compensation to ensure it is in line with the external market and remains competitive as a retention and motivation tool for performance and will make recommendations to the Board.

The committee will provide coaching resources and support for the CAO to ensure deliverables can be met. The committee can provide a resource for the CAO to help provide feedback and suggestions for the annual work plan.

To fulfill any other duties as assigned by the Board of Directors of Conservation Halton.

Frequency of Meetings:

The committee will meet a minimum of 3 times annually:

- a. ~~At the beginning of each new year, by the end of January.~~
- b. ~~Mid-year review, by the end of June~~
- c. End of year, by end of November

Membership:

5 members: Chair, Vice Chair and 3 members of the Board of Directors.

Finance and Audit Advisory Committee

Purpose:

The purpose of the Finance and Audit Advisory Committee is to advise the Conservation Halton Board of Directors on the appropriate policies in the areas of finance and financial management.

Mandate:

The Finance and Audit Committee will operate in accordance with the approved Terms of Reference and provide recommendations to the Board of Directors of Conservation Halton.

1. To review the annual budget and long-term budget forecast for Conservation Halton.
2. To review, annual audited financial statements and auditors' report and make applicable recommendations to the Board of Directors of Conservation Halton.
3. To establish and regularly review guiding principles and policies related to budget, purchasing, other financial matters.
4. To fulfill any other duties as assigned by the Board of Directors of Conservation Halton.

Frequency of Meetings:

The Committee will meet a minimum of 4–3 times annually:

- a) Mid April for the Audited Financial Statements
- b) June for the Preliminary Budget
- c) ~~September for the Preliminary Budget Update~~
- d) October for the Budget Approval to the Board

Staff Support:

The Senior Director, ~~Finance and Strategic Initiatives~~ Corporate and Strategic Initiatives and Director, Finance will act as the advisors and resource to the Committee, accountable for all records and documentation and ensuring consistency and compliance with Conservation Halton's policies and procedures.

Membership:

5 members of the Board of Directors and the Chair of the Board as ex-officio.

Governance Committee

Purpose:

The purpose of the Governance Committee is to advise the Conservation Halton Board of Directors on the appropriate policies and bylaws in the areas of governance of the Board

Mandate:

The Governance Committee will operate in accordance with the approved Terms of Reference and provide recommendations to the Board of Directors of Conservation Halton.

1. To recommend and regularly review, at a minimum on an annual basis, guiding principles, policies and bylaws related to Conservation Halton's Board of Directors and Committees and any amendments thereto.
2. The Governance Committee will approve the Finance and Audit Committee and the CAO Review Committee Terms of Reference.
3. To establish and conduct a Board evaluation process on an annual basis.
4. To fulfill any other duties as assigned by the Board of Directors of Conservation Halton

Frequency of Meetings:

The committee will meet a minimum of 3-2 times annually. Dates will be determined based on need.

Staff Support:

The CAO/Secretary-Treasurer will act as an advisor and resource to the Committee, accountable for all records and documentation and ensuring consistency and compliance with Conservation Halton's and Board of Directors policies and procedures.

Membership:

6 members of the Board of Directors and the Chair of the Board as ex-officio.

REPORT TO: Governance Committee
REPORT NO: # 01 19 04
FROM: Hassaan Basit, CAO / Secretary - Treasurer
DATE: March 21, 2019
SUBJECT: **Board Self Assessment Survey 2018 results**

Recommendation

THAT the Conservation Halton Governance Committee **recommend to the Conservation Halton Board of Directors that the Governance Committee develops a plan to address the feedback collected from the Self Assessment Survey and presents it at the May Board meeting.**

Report

The purpose of this report is to recommend steps to address the feedback received from the survey deployed to the Board members in November 2018.

9 members completed the survey. The raw data report is attached as Appendix A. The data has provide valuable planning information for the Governance Committee, the Chair and CAO of the Authority, to ensure continuous improvement of the Board. While over 85% of the responses rate the Board's performance as "Good" or "Very Good" there are a few sections where improvement/changes are recommended based on member's feedback.

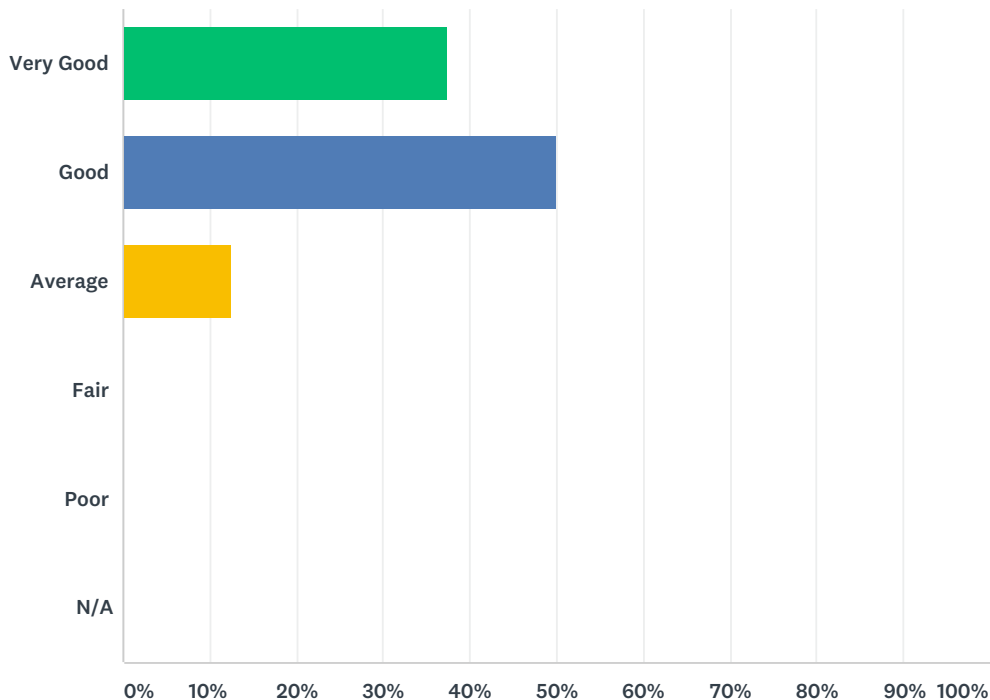
CAO's recommendations to be endorsed by the Governance Committee:

Question	Rating	Recommendation
Board effectively represents the organization to the community.	Poor 12.5% Average 12.5% Good & very good 75%	Invite Board members to all relevant events happening across the watershed.
Each member of the Board feels involved and interested in the Board's work.	Poor 12.5% Average 25% Good & very good 62.5%	Re-launch the CAO newsletter starting April 2019 on a quarterly basis to inform the Board on projects happening at CH and encourage members feed-back. Increase frequency of staff delivered presentations at each Board meeting based on topic of interest /Agenda items.
Regardless of their personal viewpoint, Board members don't speak against or in any	Poor 12.5% Average 12.5% Good & very good 75%	Obtain consensus in such a manner that all members agree

way undermine Board solidarity once a Board decision has been made.		upon the direction that has been decide by the majority.
Members participate in the Authority in ways other than attending monthly meetings	Poor 12.5% Average 50% Good & very good 37.5%	Tours, site visits, events participation when invited by the CAO (where schedule permits) throughout the year.
The Chair is responsible to the entire Board. Consequently, no single Board member or committee attempts to exert authority over the Chair.	Poor 14.29% Good & very good 85.71%	Any inquiries/issues regarding a matter on the Agenda to be flagged to the CAO/Chair prior to a meeting for discussion/ solutions. Members to adhere to the provisions in the CH By-Law updated in November to provide clarity on roles, responsibilities, code of conduct and meeting procedures.
The Board reviews its goals, its work and its own structure each year.	Not yet happening 12.5% Cold be better 25% Yes/ Good 62.50%	Ensure all Board members are aware and in alignment with the Board Work Plan that is discussed, reviewed and approved each November for the following year as well as full inclusion in the CH Strategy Sessions.
We can criticize each other constructively	Not yet happening 14.29% Cold be better 28.57% Yes/ Good 57.14%	Chair to recommend/implement and evaluate the use of the "Feedback Sandwich" Method 1. Start off by focusing on the strengths — what members like about the item in question. 2. Then provide the criticism — the areas of improvement. 3. Lastly, round off the feedback with (a) a reiteration of the positive comments (b) the positive results that can be expected if the criticism is acted upon.
The Board members play an active advocacy role by identifying opportunities to participate in themselves or for the CAO to participate.	Not yet happening 12.5% Cold be better 62.50% Yes/ Good 25%	TBD

Q1 Board has a full and common understanding of the roles and responsibilities of a Board.

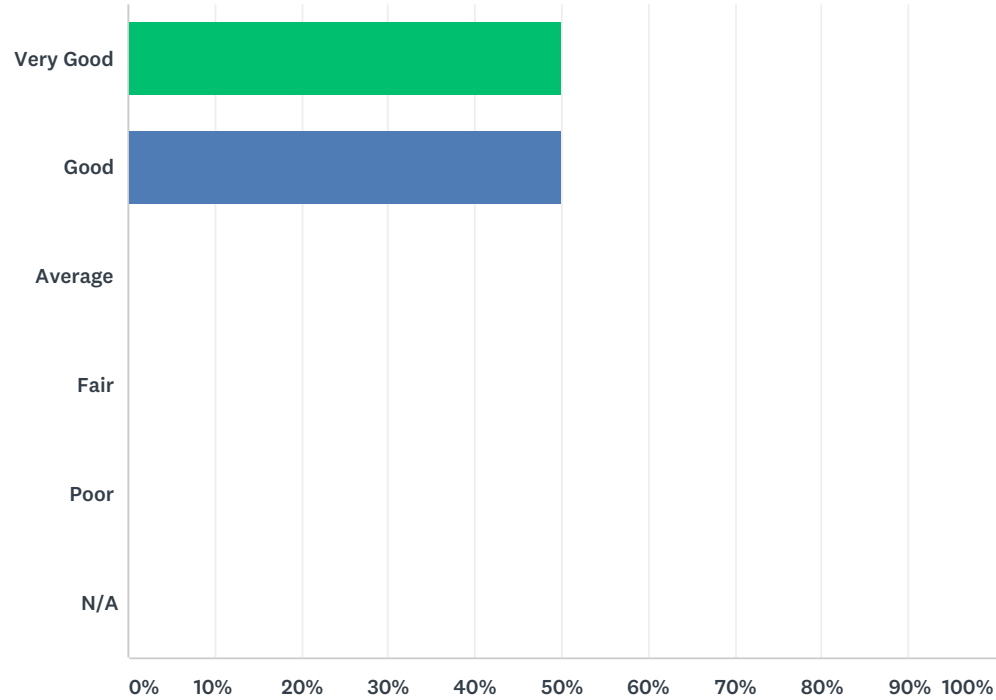
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ANSWER CHOICES	RESPONSES	
Very Good	37.50%	3
Good	50.00%	4
Average	12.50%	1
Fair	0.00%	0
Poor	0.00%	0
N/A	0.00%	0
Total Respondents: 8		

Q2 The Authority has a clear, written statement of its purpose or mission and this is easy for all to find.

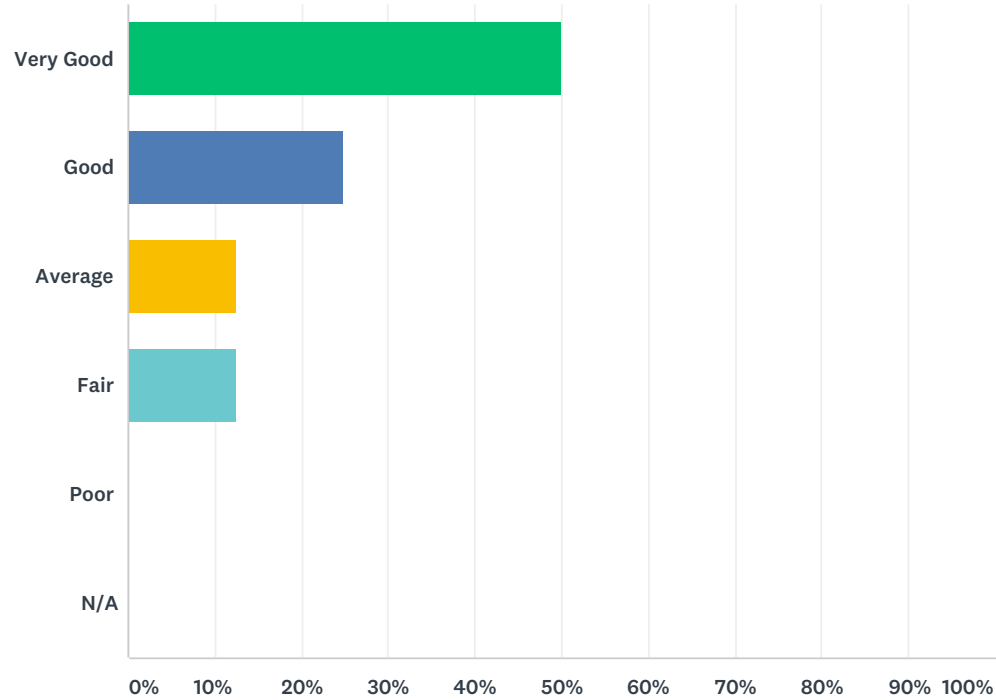
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ANSWER CHOICES	RESPONSES	
Very Good	50.00%	4
Good	50.00%	4
Average	0.00%	0
Fair	0.00%	0
Poor	0.00%	0
N/A	0.00%	0
Total Respondents: 8		

Q3 Board Members understand the Authority's mission and its programs and services.

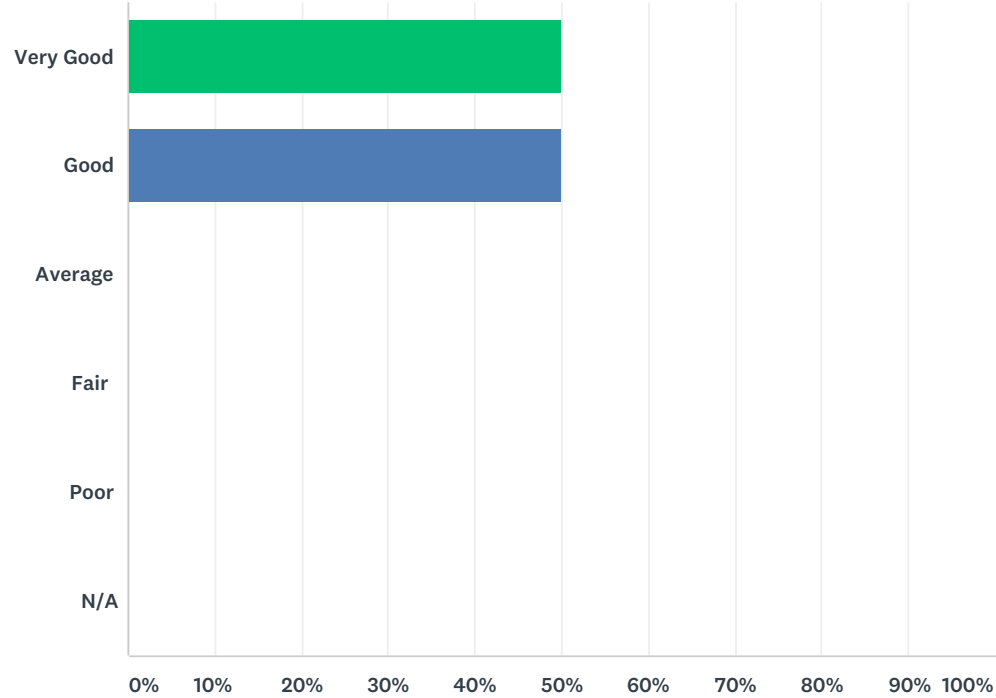
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ANSWER CHOICES	RESPONSES	
Very Good	50.00%	4
Good	25.00%	2
Average	12.50%	1
Fair	12.50%	1
Poor	0.00%	0
N/A	0.00%	0
Total Respondents: 8		

Q4 The structure and role of the Board and Chair are clear.

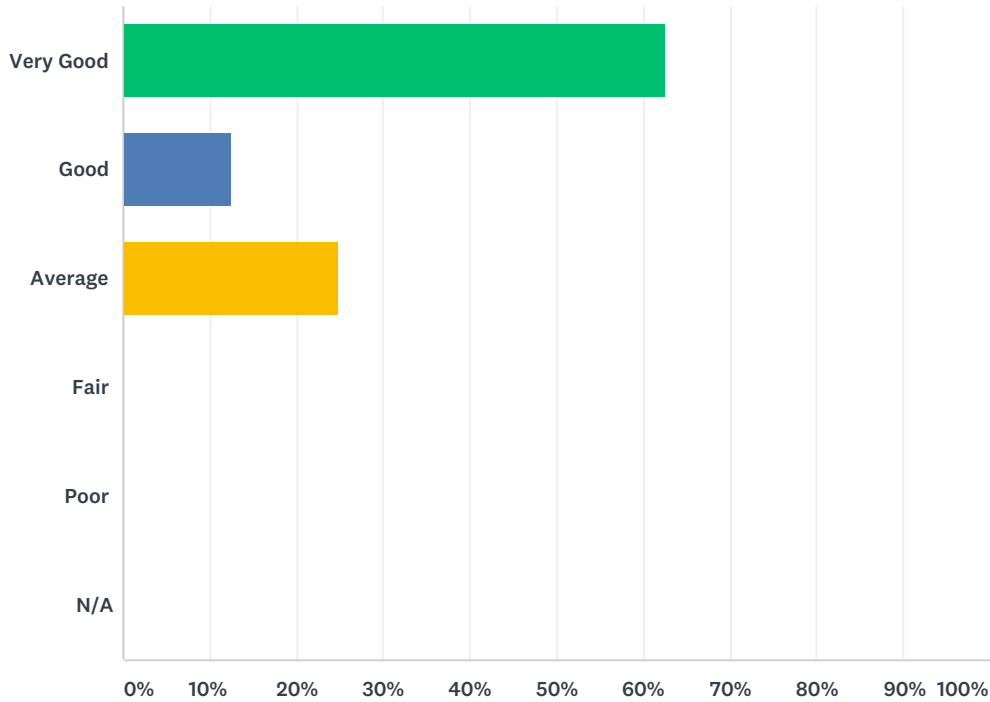
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ANSWER CHOICES	RESPONSES	
Very Good	50.00%	4
Good	50.00%	4
Average	0.00%	0
Fair	0.00%	0
Poor	0.00%	0
N/A	0.00%	0
Total Respondents: 8		

Q5 The Board has clear goals and actions resulting from relevant and realistic strategic planning.

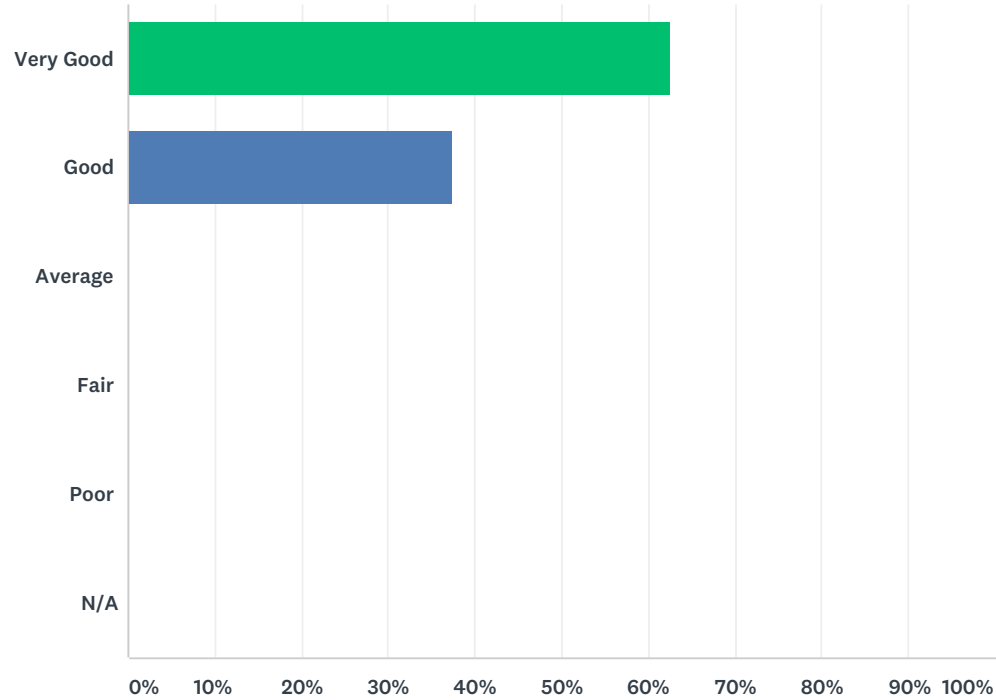
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ANSWER CHOICES	RESPONSES	
Very Good	62.50%	5
Good	12.50%	1
Average	25.00%	2
Fair	0.00%	0
Poor	0.00%	0
N/A	0.00%	0
Total Respondents: 8		

Q6 Board attends to policy-related decisions which effectively guide the operational activities of staff.

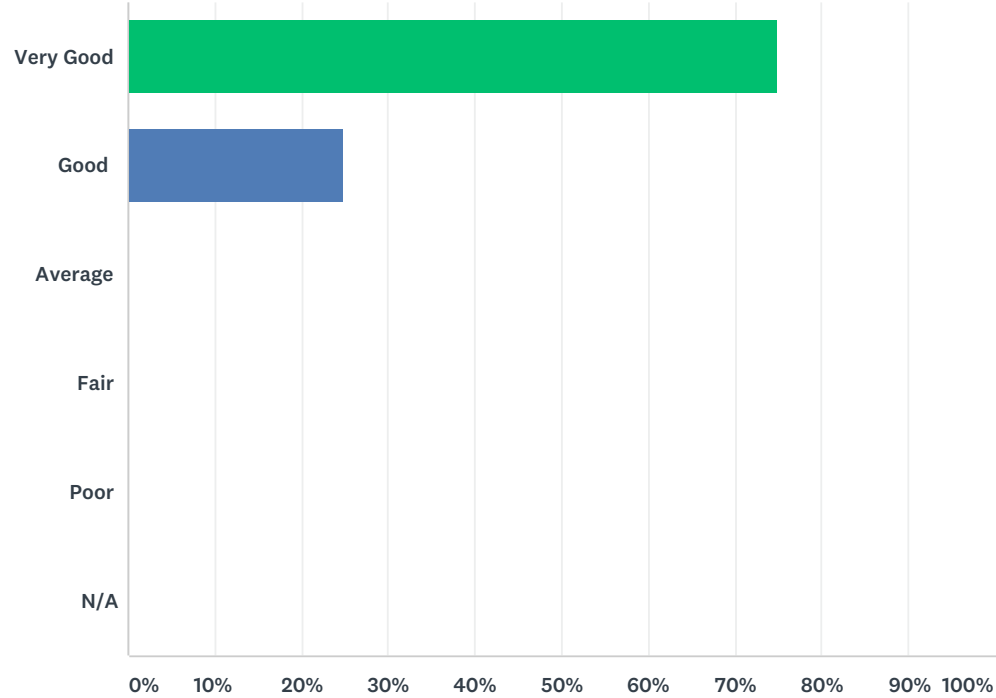
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ANSWER CHOICES	RESPONSES	
Very Good	62.50%	5
Good	37.50%	3
Average	0.00%	0
Fair	0.00%	0
Poor	0.00%	0
N/A	0.00%	0
Total Respondents: 8		

Q7 Board receives regular reports on finances/budgets/programs and other important matters.

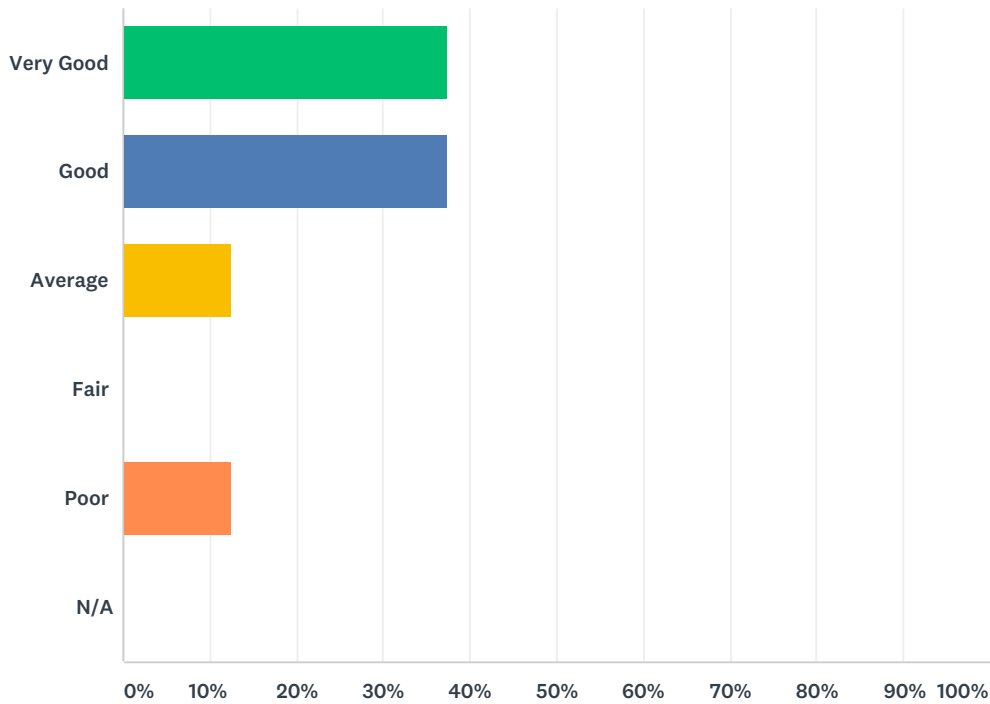
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ANSWER CHOICES	RESPONSES	
Very Good	75.00%	6
Good	25.00%	2
Average	0.00%	0
Fair	0.00%	0
Poor	0.00%	0
N/A	0.00%	0
Total Respondents: 8		

Q8 Board effectively represents the organization to the community.

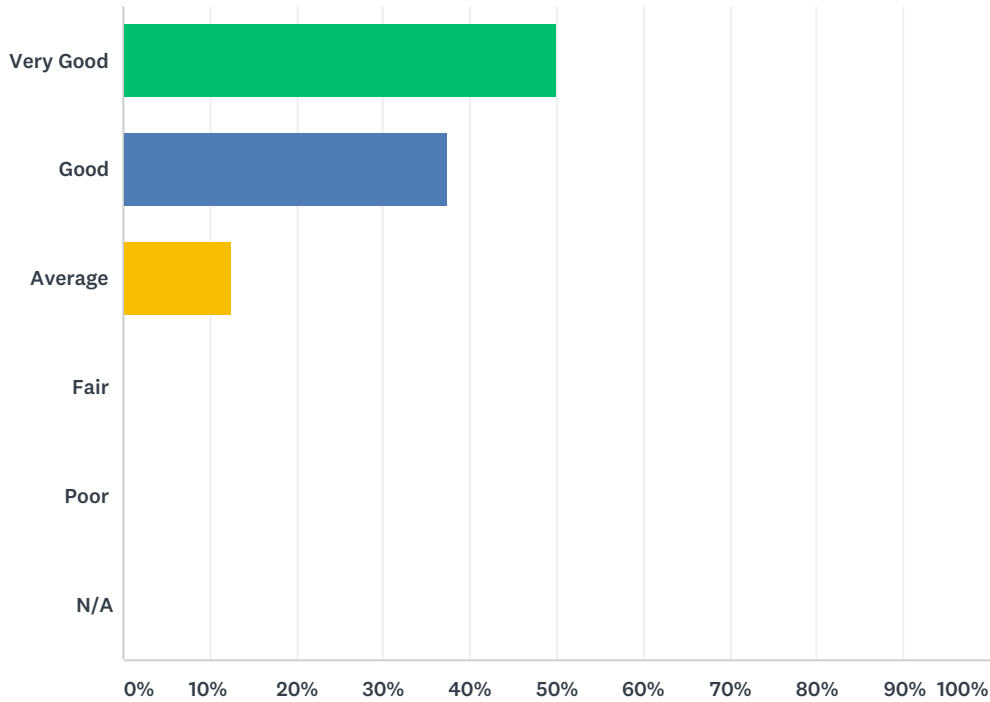
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ANSWER CHOICES	RESPONSES	
Very Good	37.50%	3
Good	37.50%	3
Average	12.50%	1
Fair	0.00%	0
Poor	12.50%	1
N/A	0.00%	0
Total Respondents: 8		

Q9 Board meetings facilitate focus and progress on Authority matters.

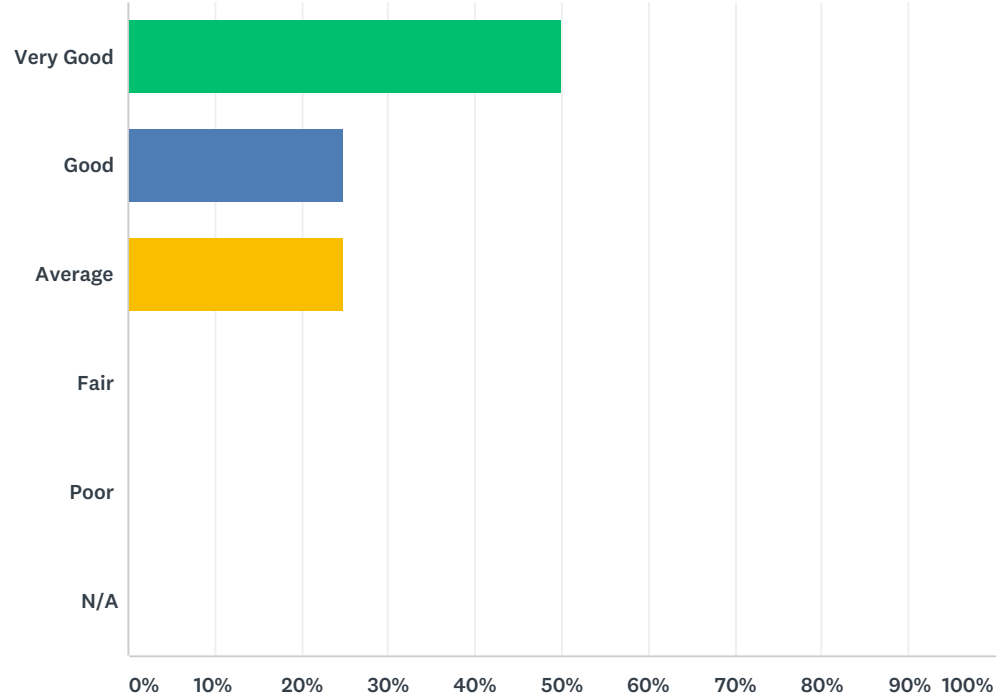
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ANSWER CHOICES	RESPONSES	
Very Good	50.00%	4
Good	37.50%	3
Average	12.50%	1
Fair	0.00%	0
Poor	0.00%	0
N/A	0.00%	0
Total Respondents: 8		

Q10 Board regularly monitors and evaluates progress toward strategic goals and program/service outcomes.

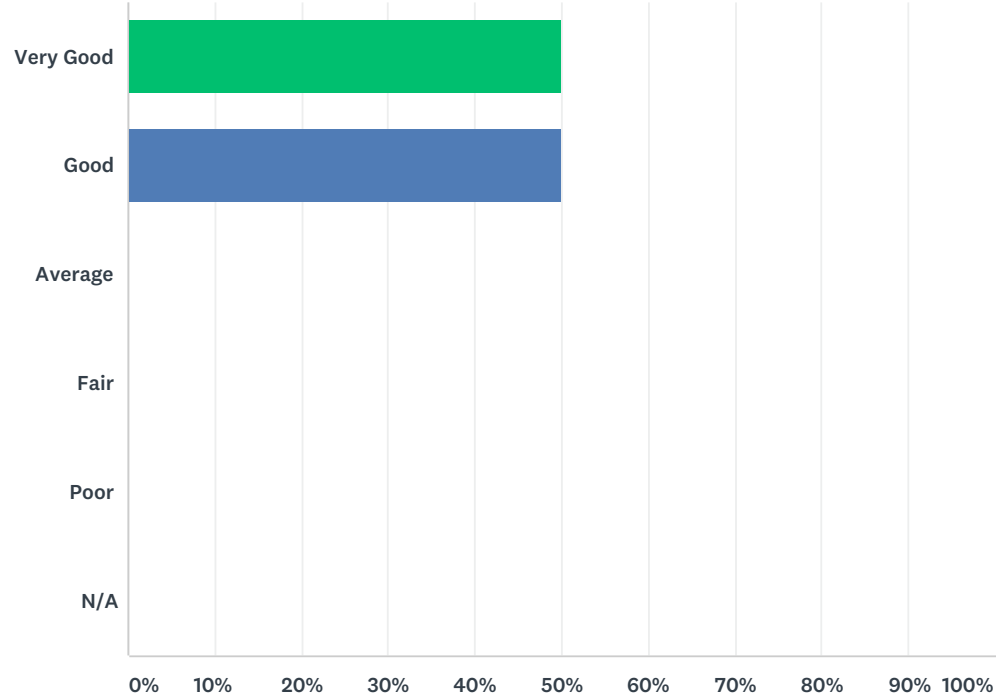
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ANSWER CHOICES	RESPONSES	
Very Good	50.00%	4
Good	25.00%	2
Average	25.00%	2
Fair	0.00%	0
Poor	0.00%	0
N/A	0.00%	0
Total Respondents: 8		

Q11 Board has approved governance policies /By-law.

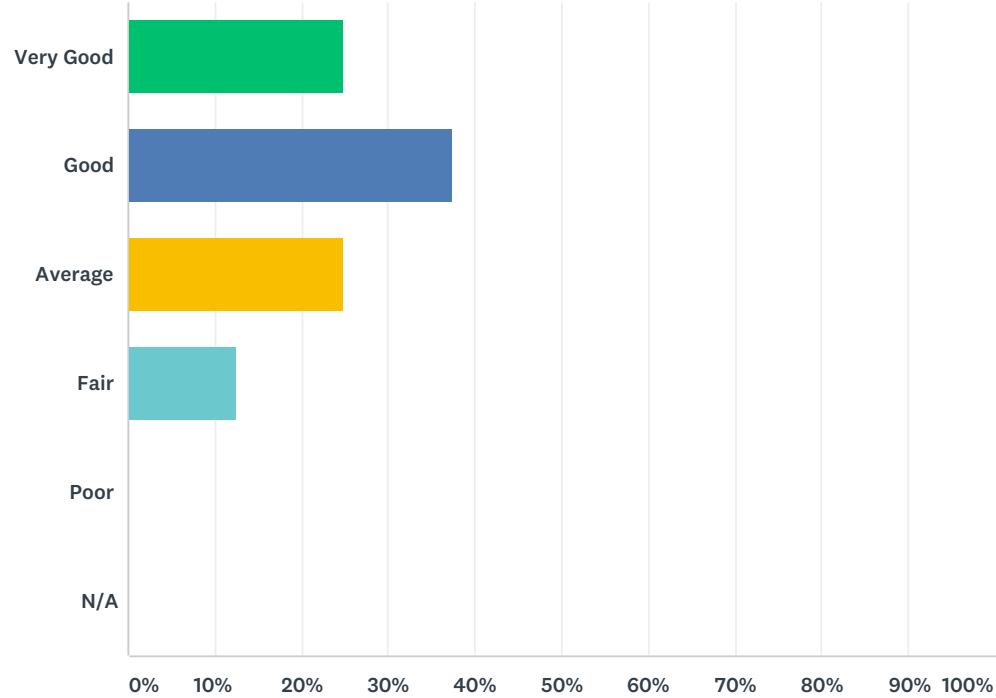
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ANSWER CHOICES	RESPONSES	
Very Good	50.00%	4
Good	50.00%	4
Average	0.00%	0
Fair	0.00%	0
Poor	0.00%	0
N/A	0.00%	0
Total Respondents: 8		

Q12 Each member of the Board feels involved and interested in the Board's work.

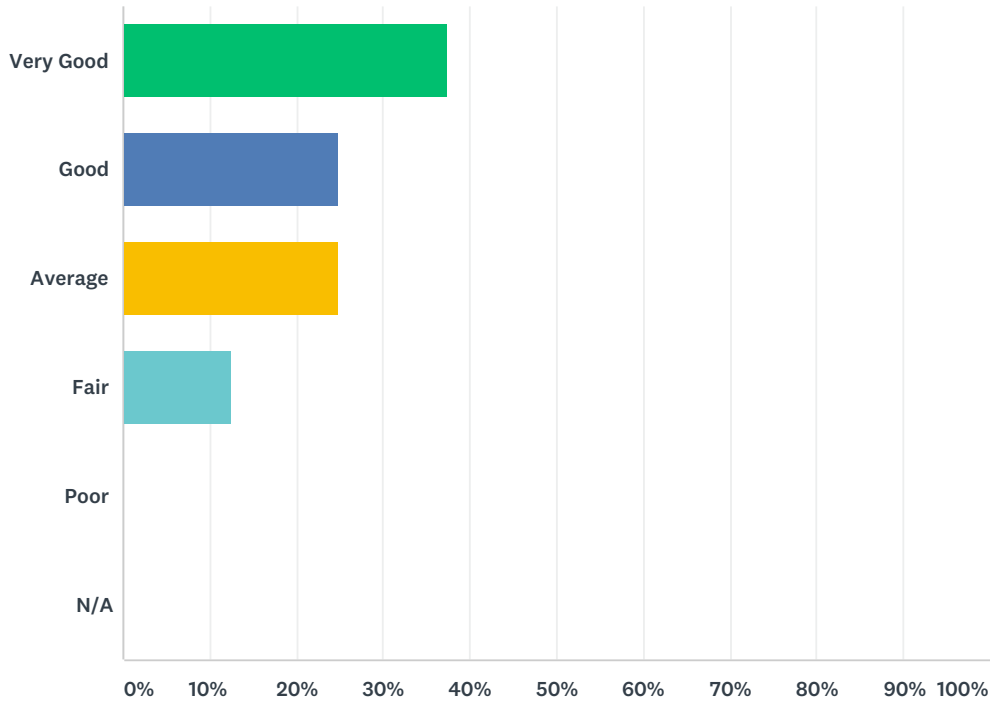
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ANSWER CHOICES	RESPONSES	
Very Good	25.00%	2
Good	37.50%	3
Average	25.00%	2
Fair	12.50%	1
Poor	0.00%	0
N/A	0.00%	0
Total Respondents: 8		

Q13 All necessary skills, stakeholders and diversity are represented on the Board.

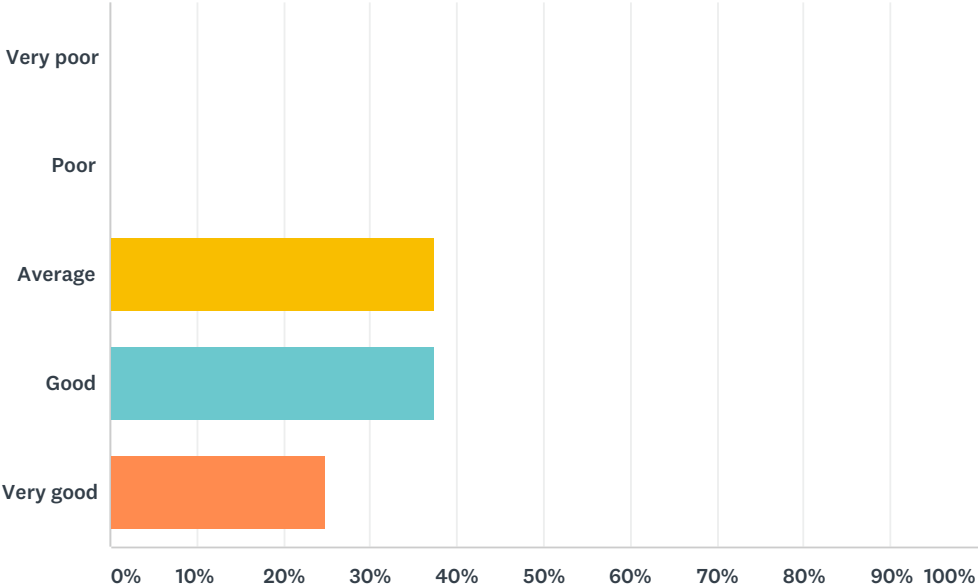
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ANSWER CHOICES	RESPONSES	
Very Good	37.50%	3
Good	25.00%	2
Average	25.00%	2
Fair	12.50%	1
Poor	0.00%	0
N/A	0.00%	0
Total Respondents: 8		

Q14 Although a Member may be drawn from a specific area of interest, Board members represent the interests of the entire membership.

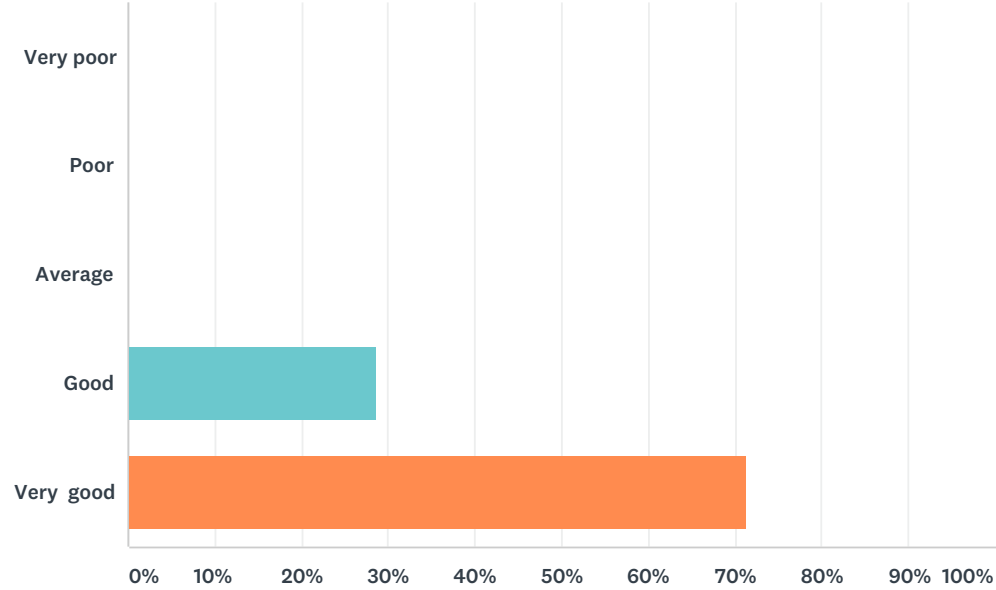
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ANSWER CHOICES	RESPONSES	
Very poor	0.00%	0
Poor	0.00%	0
Average	37.50%	3
Good	37.50%	3
Very good	25.00%	2
Total Respondents: 8		

Q15 Board members maintain the confidentiality of the details and dynamics of Board discussions, as well as those items designated as confidential.

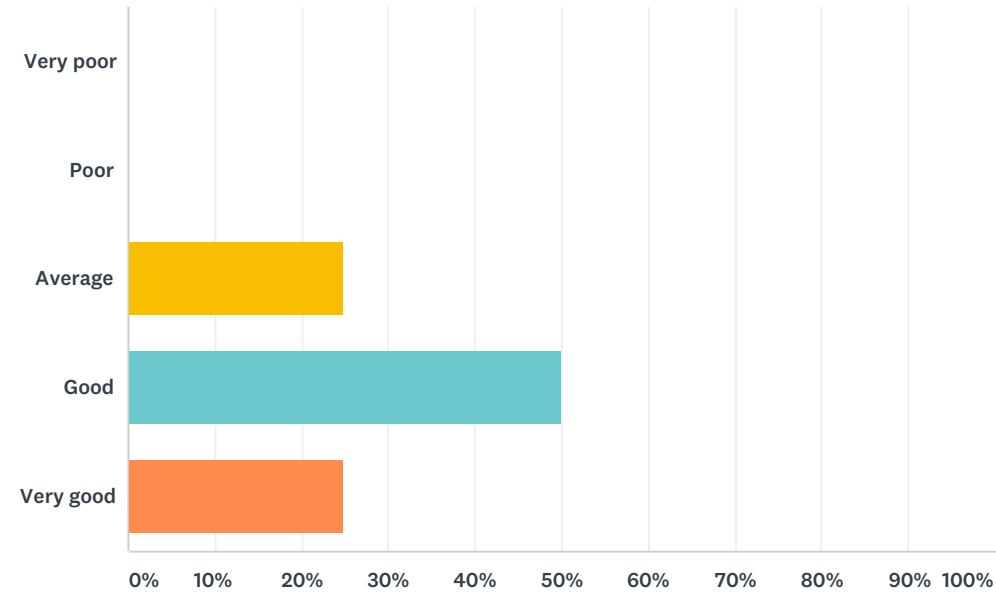
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ANSWER CHOICES	RESPONSES	
Very poor	0.00%	0
Poor	0.00%	0
Average	0.00%	0
Good	28.57%	2
Very good	71.43%	5
Total Respondents: 7		

Q16 How are we performing and how can we do a better job in our role as members of the Board?

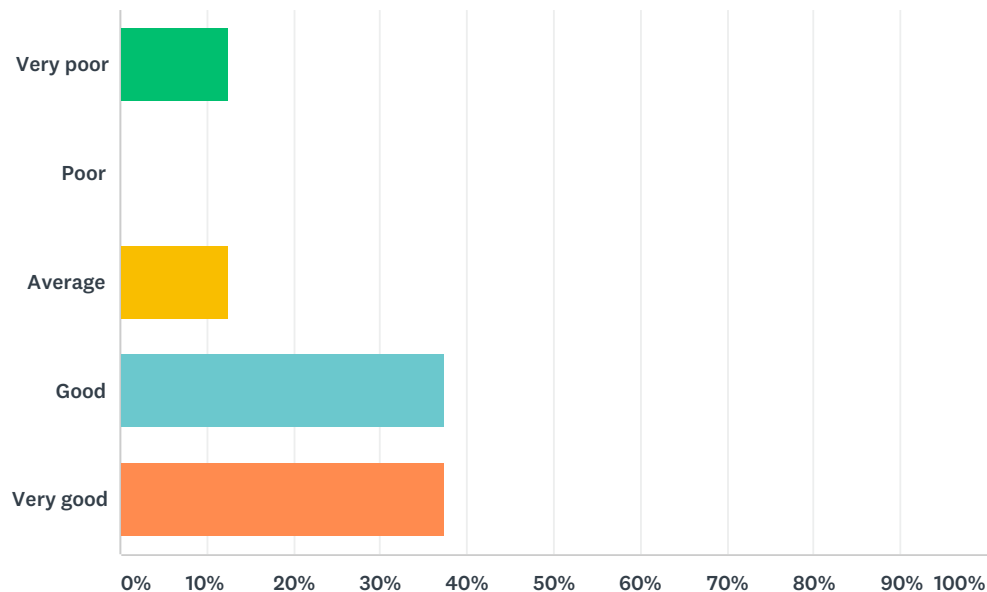
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ANSWER CHOICES	RESPONSES	
Very poor	0.00%	0
Poor	0.00%	0
Average	25.00%	2
Good	50.00%	4
Very good	25.00%	2
Total Respondents: 8		

Q17 Regardless of their personal viewpoint, Board members don't speak against or in any way undermine Board solidarity once a Board decision has been made.

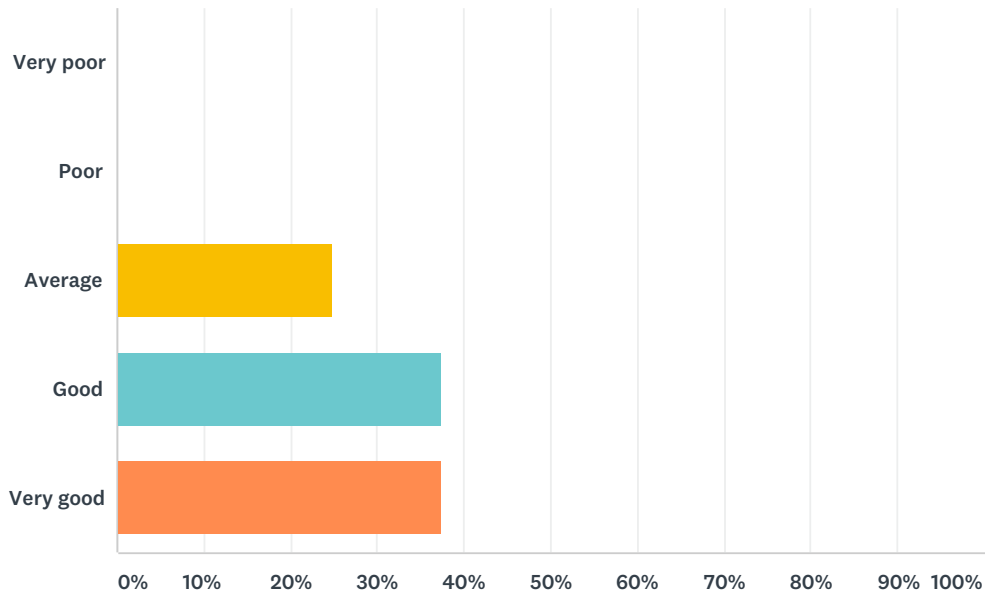
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ANSWER CHOICES	RESPONSES	
Very poor	12.50%	1
Poor	0.00%	0
Average	12.50%	1
Good	37.50%	3
Very good	37.50%	3
Total Respondents: 8		

Q18 Board members strive to attend all Board meetings. Members are prepared for meetings, having read pre-circulated material in advance of the meeting.

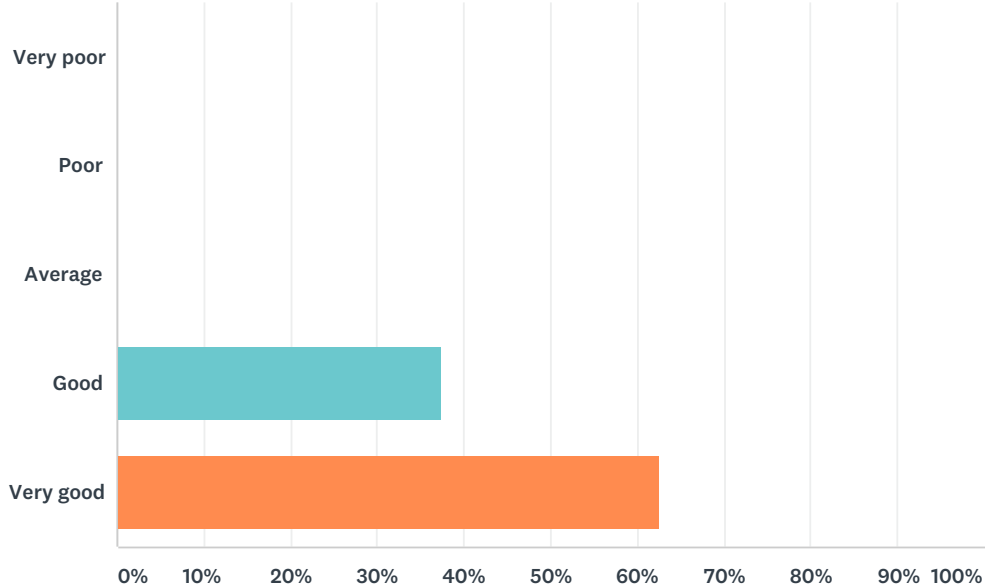
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ANSWER CHOICES	RESPONSES	
Very poor	0.00%	0
Poor	0.00%	0
Average	25.00%	2
Good	37.50%	3
Very good	37.50%	3
Total Respondents: 8		

Q19 Members avoid, in fact, and perception, conflicts of interest and disclose to the chair, in a timely manner, any possible conflicts.

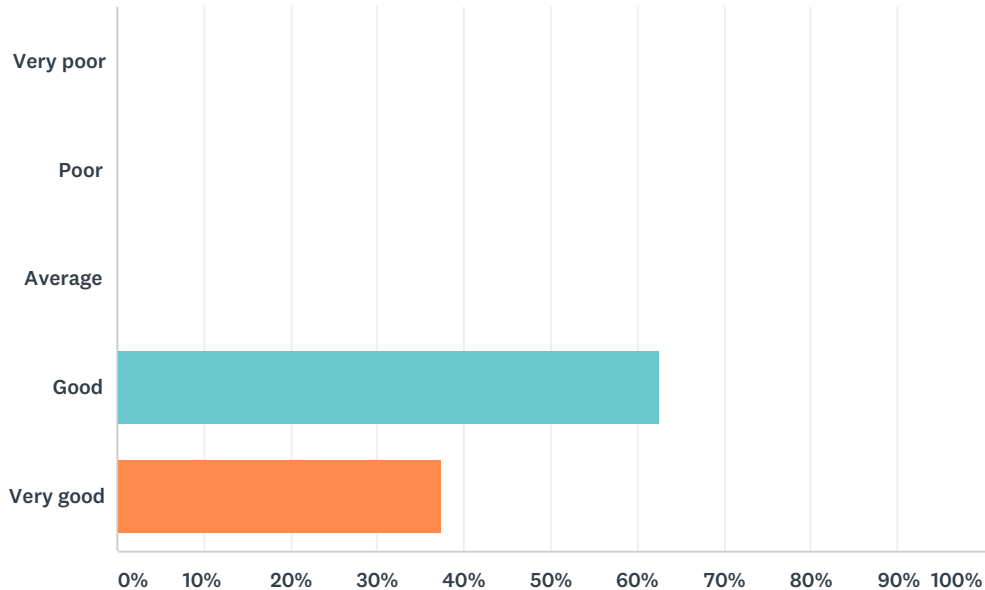
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ANSWER CHOICES		RESPONSES	
Very poor		0.00%	0
Poor		0.00%	0
Average		0.00%	0
Good		37.50%	3
Very good		62.50%	5
Total Respondents: 8			

Q20 Members' contributions to discussion and decision making are positive and constructive.

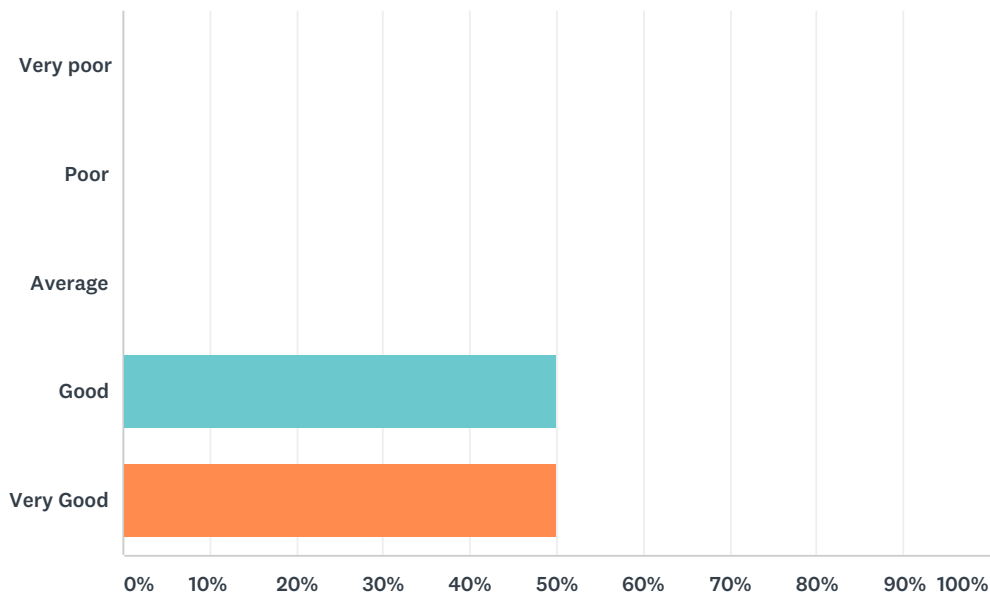
Answered: 8 Skipped: 0



ANSWER CHOICES	RESPONSES	
Very poor	0.00%	0
Poor	0.00%	0
Average	0.00%	0
Good	62.50%	5
Very good	37.50%	3
Total Respondents: 8		

Q21 Members adhere to the Authority's By-law.

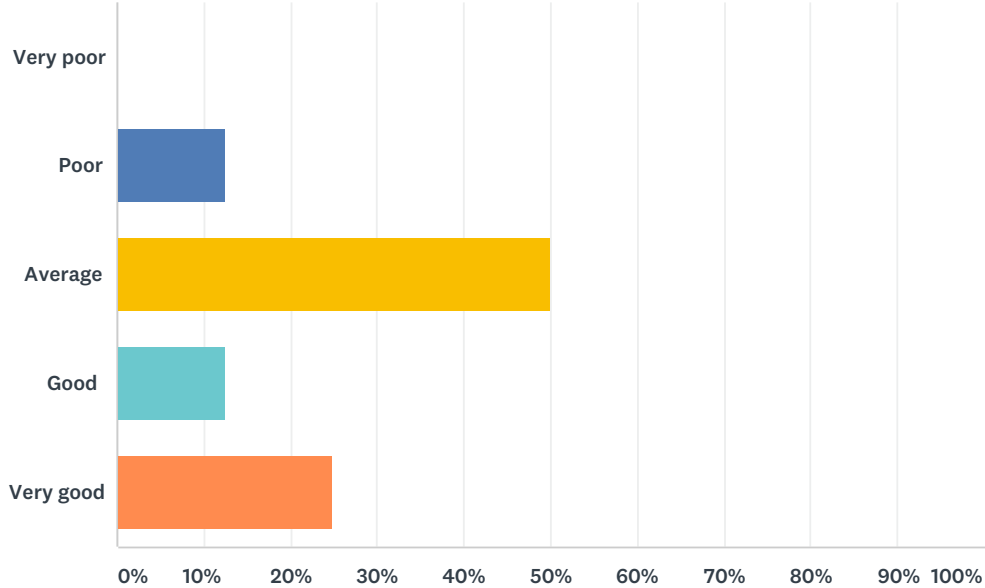
Answered: 8 Skipped: 0



ANSWER CHOICES	RESPONSES	
Very poor	0.00%	0
Poor	0.00%	0
Average	0.00%	0
Good	50.00%	4
Very Good	50.00%	4
Total Respondents: 8		

Q22 Members participate in the Authority in ways other than attending monthly meetings.

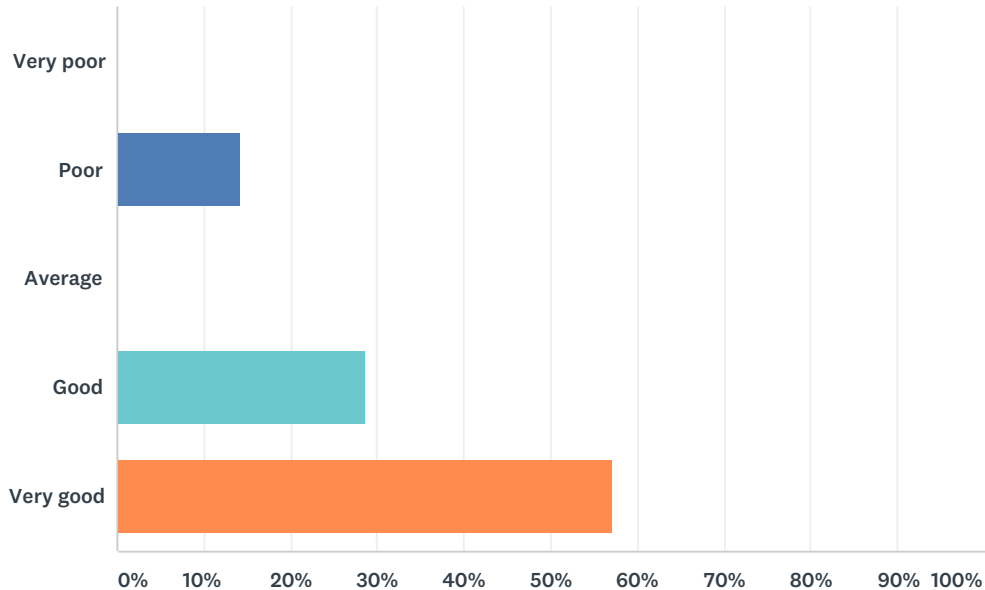
Answered: 8 Skipped: 0



ANSWER CHOICES	RESPONSES	
Very poor	0.00%	0
Poor	12.50%	1
Average	50.00%	4
Good	12.50%	1
Very good	25.00%	2
Total Respondents: 8		

Q23 The Chair is responsible to the entire Board. Consequently, no single Board member or committee attempts to exert authority over the Chair.

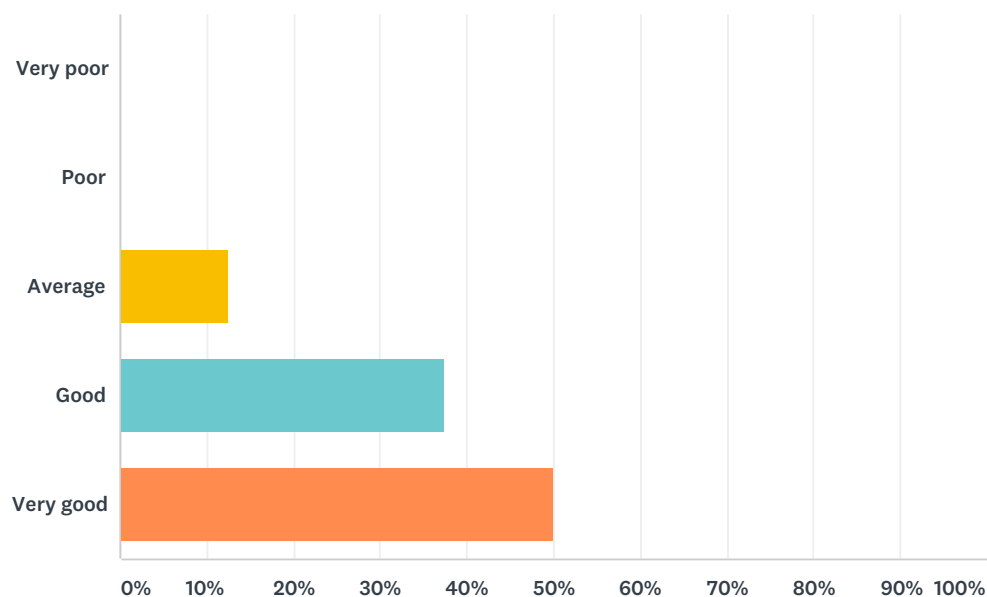
Answered: 7 Skipped: 1



ANSWER CHOICES	RESPONSES	
Very poor	0.00%	0
Poor	14.29%	1
Average	0.00%	0
Good	28.57%	2
Very good	57.14%	4
Total Respondents: 7		

Q24 Board members do not attempt to exercise individual authority or undue influence over the Authority.

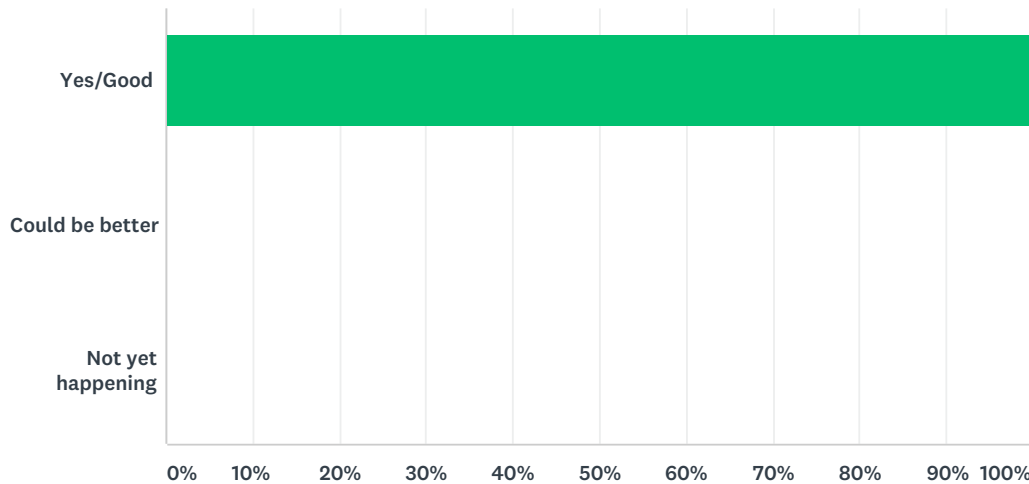
Answered: 8 Skipped: 0



ANSWER CHOICES	RESPONSES	
Very poor	0.00%	0
Poor	0.00%	0
Average	12.50%	1
Good	37.50%	3
Very good	50.00%	4
Total Respondents: 8		

Q25 The Authority has a written by-law which clearly spells out how the Board will transact its business.

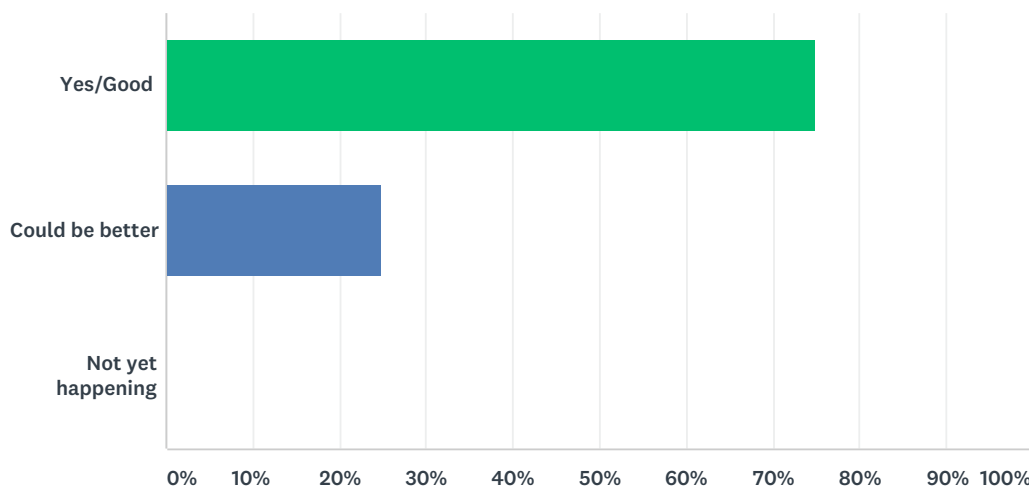
Answered: 8 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes/Good	100.00%	8
Could be better	0.00%	0
Not yet happening	0.00%	0
Total Respondents: 8		

Q26 The Board has been made aware of its responsibilities for governing the organization.- for their legal liability- for their deciding on policy, programs, planning, budget and use of funds- for the yearly financial audit.

Answered: 8 Skipped: 0

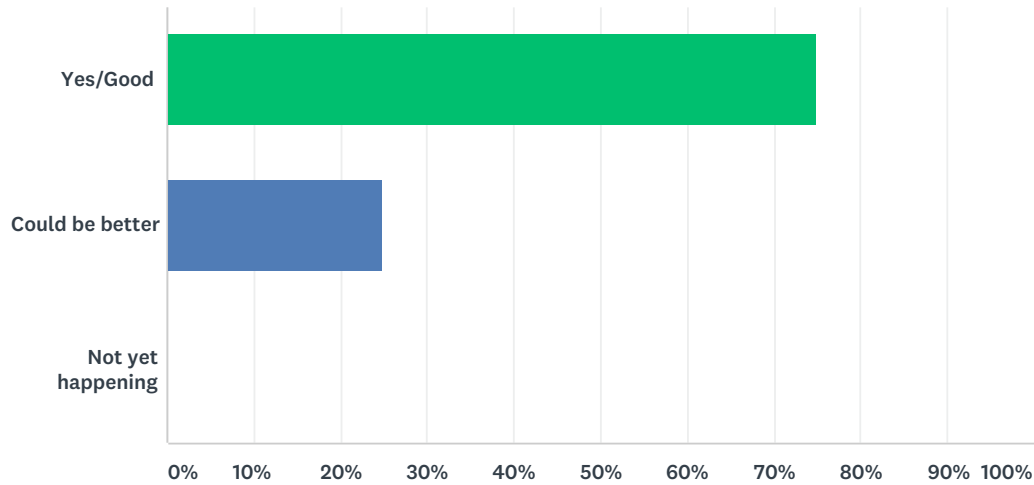


ANSWER CHOICES	RESPONSES	
Yes/Good	75.00%	6
Could be better	25.00%	2
Not yet happening	0.00%	0

Total Respondents: 8

Q27 New Board members are given orientation and training.

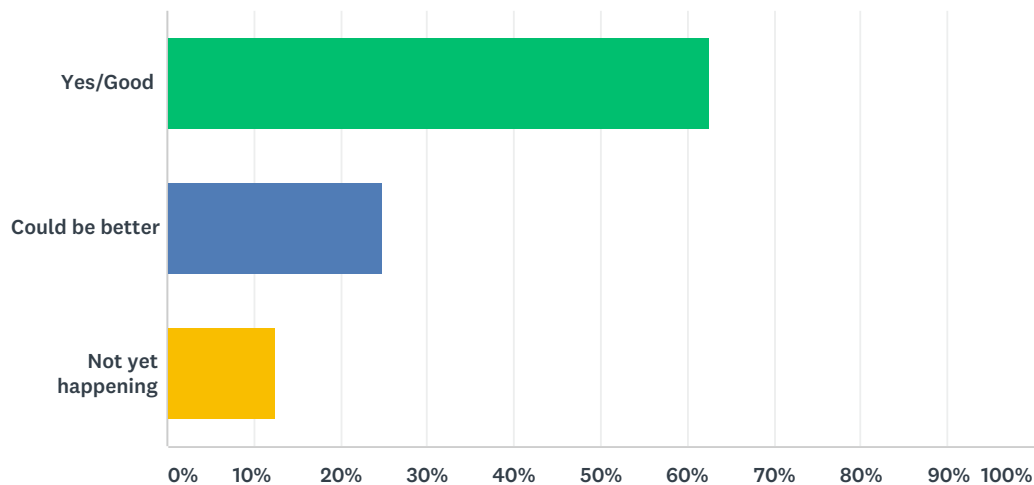
Answered: 8 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes/Good	75.00%	6
Could be better	25.00%	2
Not yet happening	0.00%	0
Total Respondents: 8		

Q28 The Board reviews its goals, its work and its own structure each year.

Answered: 8 Skipped: 0

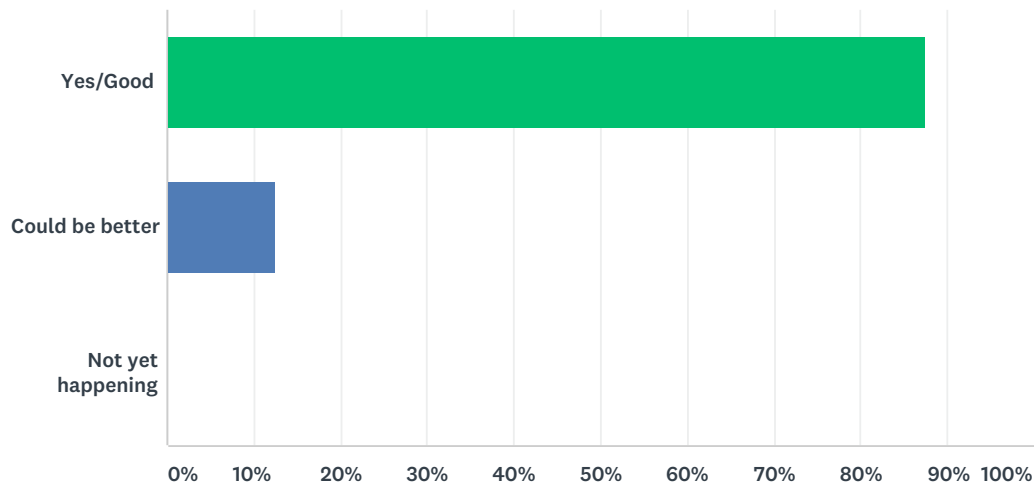


ANSWER CHOICES	RESPONSES	
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Yes/Good	62.50%	5
Could be better	25.00%	2
Not yet happening	12.50%	1
Total Respondents: 8		

Q29 Morale of the Board is high.

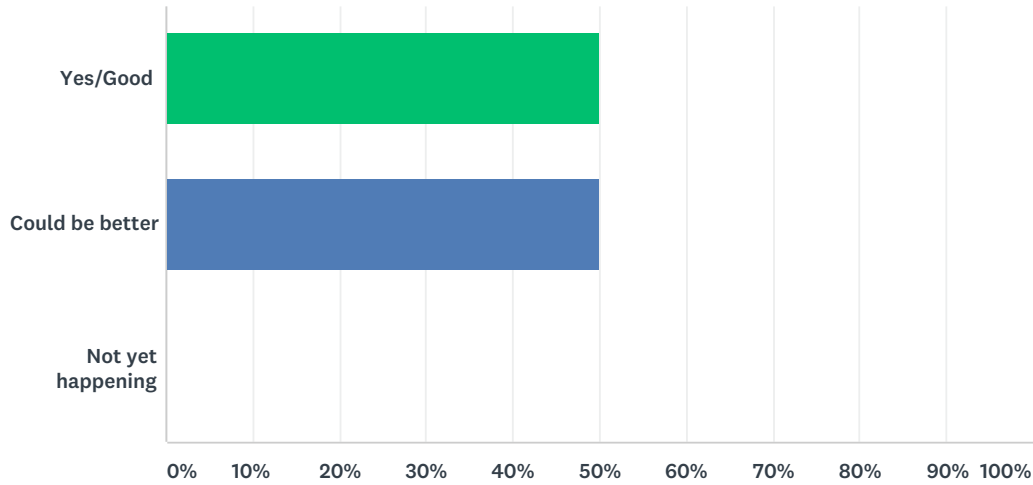
Answered: 8 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes/Good	87.50%	7
Could be better	12.50%	1
Not yet happening	0.00%	0
Total Respondents: 8		

Q30 We work well together as a team.

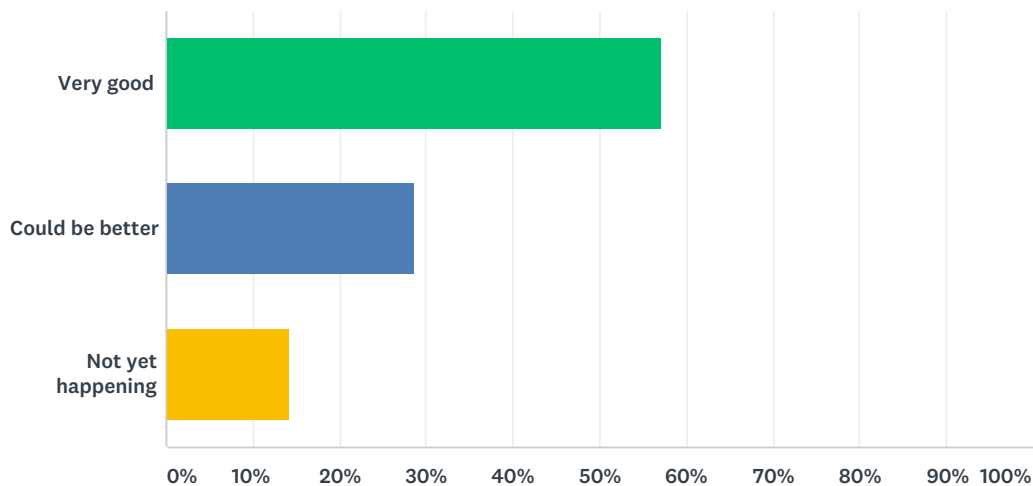
Answered: 8 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes/Good	50.00%	4
Could be better	50.00%	4
Not yet happening	0.00%	0
Total Respondents: 8		

Q31 We can criticize each other constructively.

Answered: 7 Skipped: 1

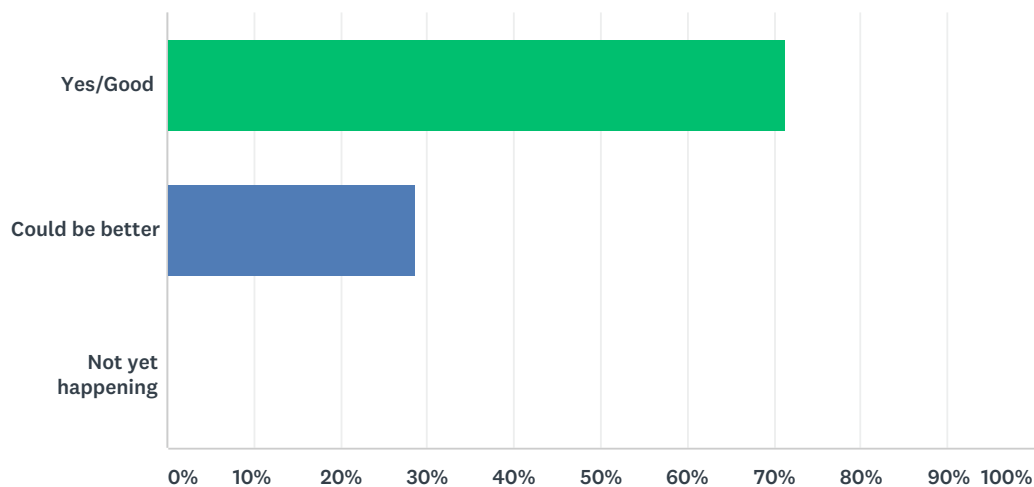


ANSWER CHOICES	RESPONSES	
Very good	57.14%	4
Could be better	28.57%	2
Not yet happening	14.29%	1
Total Respondents: 7		

Q32 A Board manual is provided to each new Board member which lists

their duties and responsibilities as well as other important information.

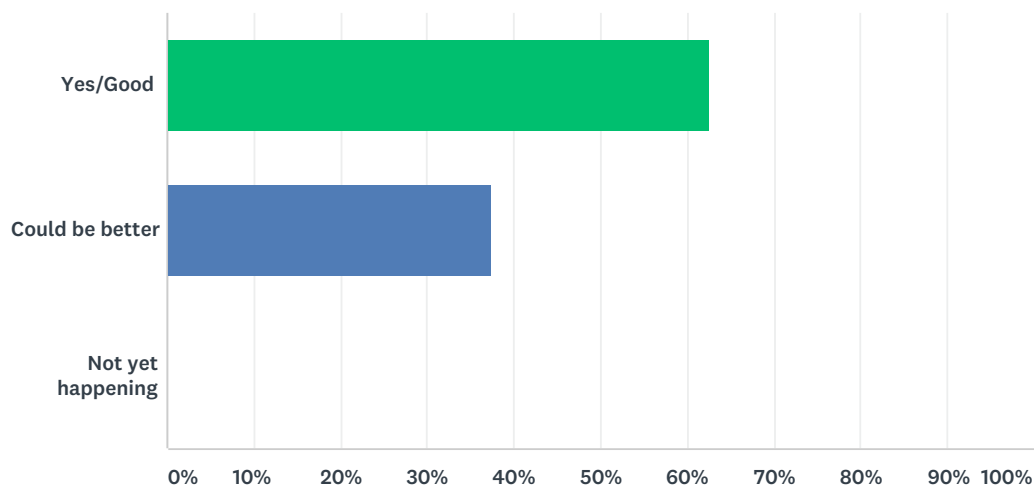
Answered: 7 Skipped: 1



ANSWER CHOICES	RESPONSES	
Yes/Good	71.43%	5
Could be better	28.57%	2
Not yet happening	0.00%	0
Total Respondents: 7		

Q33 There is a clear understanding of what Board member tasks are and what staff tasks are- and the difference between the two.

Answered: 8 Skipped: 0

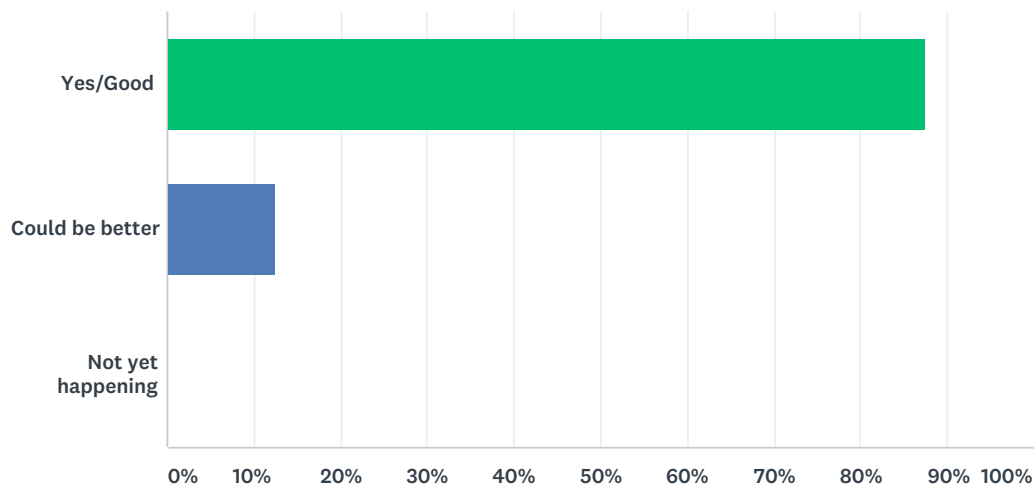


ANSWER CHOICES	RESPONSES	
Yes/Good	62.50%	5
Could be better	37.50%	3

Not yet happening	0.00%	0
Total Respondents: 8		

Q34 Meetings are efficient and don't usually last longer than agreed upon time.

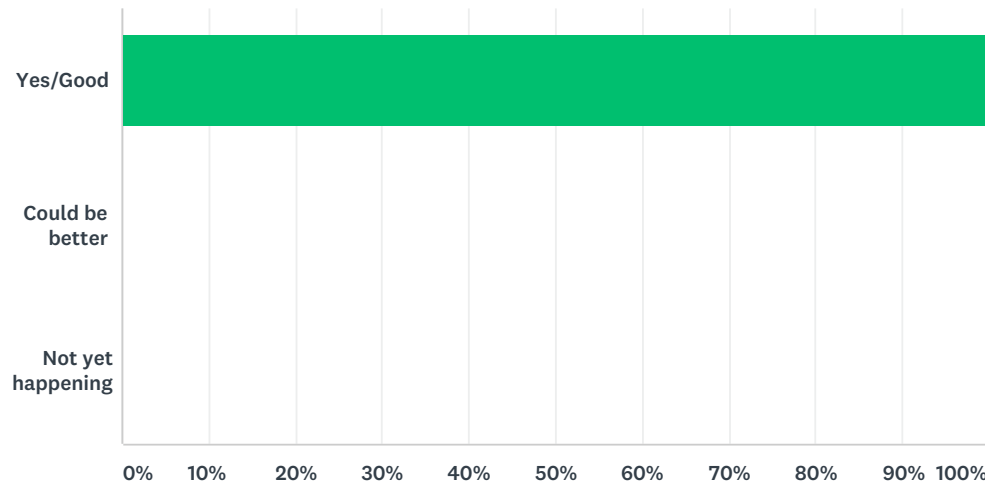
Answered: 8 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes/Good	87.50%	7
Could be better	12.50%	1
Not yet happening	0.00%	0
Total Respondents: 8		

Q35 We get minutes, background information and study documents well enough in advance of meetings to be useful.

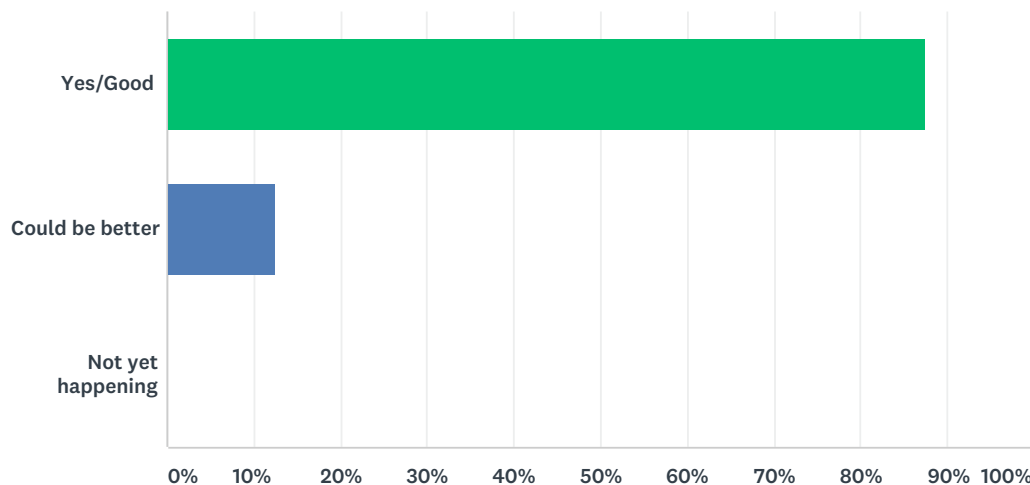
Answered: 8 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes/Good	100.00%	8
Could be better	0.00%	0
Not yet happening	0.00%	0
Total Respondents: 8		

Q36 Board meetings deal mostly with setting policy, reviewing plans and evaluating the work of the organization rather than the day to day operations.

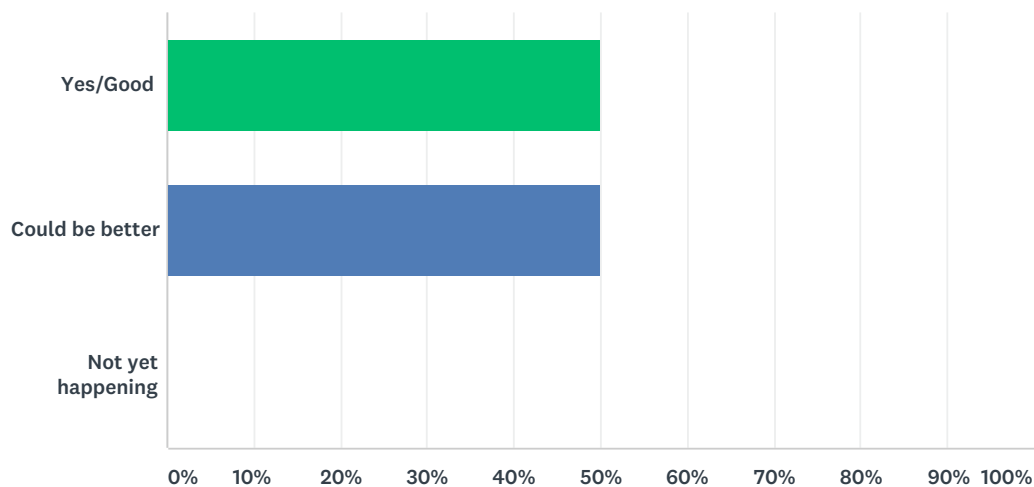
Answered: 8 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes/Good	87.50%	7
Could be better	12.50%	1
Not yet happening	0.00%	0
Total Respondents: 8		

Q37 We keep up with local, provincial and national trends/concerns which are in the organization's field of interest and service.

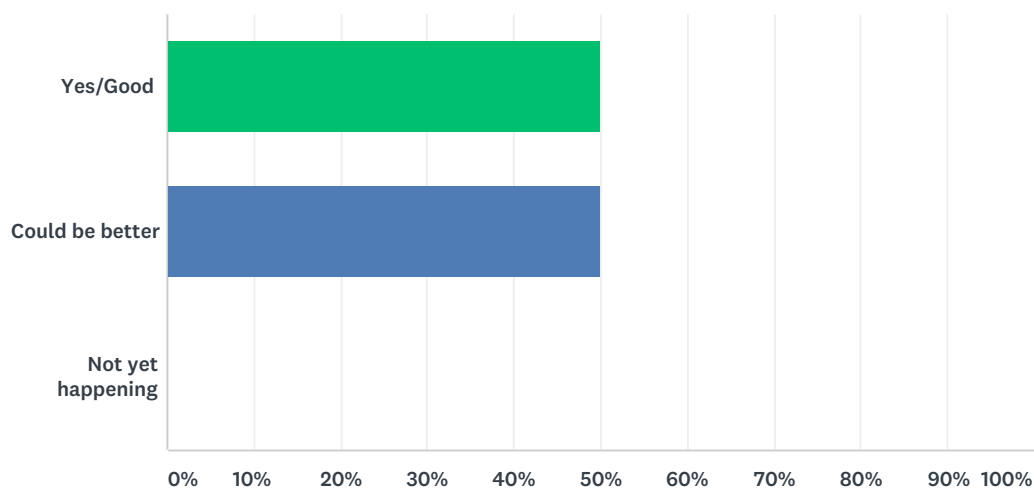
Answered: 8 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes/Good	50.00%	4
Could be better	50.00%	4
Not yet happening	0.00%	0
Total Respondents: 8		

Q38 The Board understands its role in advocacy.

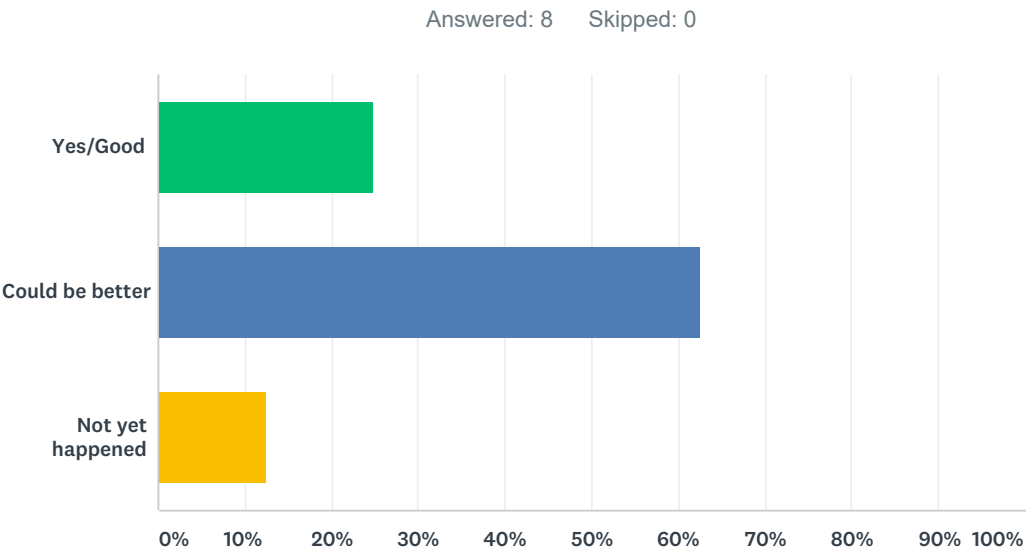
Answered: 8 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes/Good	50.00%	4
Could be better	50.00%	4

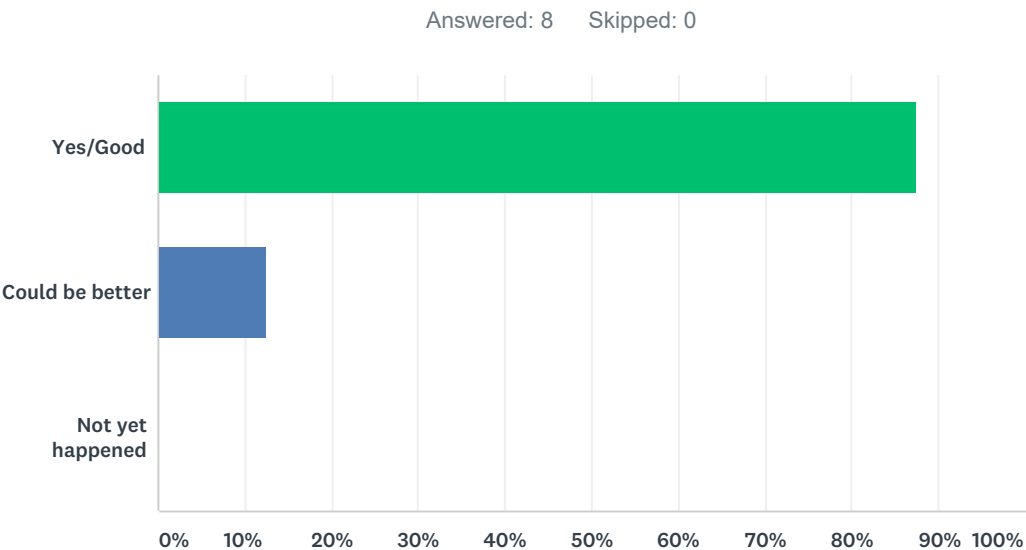
Not yet happening	0.00%	0
Total Respondents: 8		

Q39 The Board members play an active advocacy role by identifying opportunities to participate in themselves or for the CAO to participate.



ANSWER CHOICES	RESPONSES	
Yes/Good	25.00%	2
Could be better	62.50%	5
Not yet happened	12.50%	1
Total Respondents: 8		

Q40 We feel the meeting facilities are adequate.



ANSWER CHOICES	RESPONSES	
Yes/Good	87.50%	7
Could be better	12.50%	1
Not yet happened	0.00%	0
Total Respondents: 8		

Q41 Topics I would like to discuss/learn more about

Answered: 1 Skipped: 7

#	RESPONSES	DATE
1	I would like to see the Board make more effort to get to know the board members who are not from their own particular municipality, and to become more aware of what goes on in the conservation areas by actually visiting them. Tours and site visits are invaluable for making board members better aware of what the authority is all about. Presentations by different staff should be encouraged. They are very informative and provides the board an opportunity to see how staff are carrying out the work of CH.	12/2/2018 5:38 PM