

**GOVERNANCE COMMITTEE MEETING
ON-LINE TELECONFERENCE**

**Thursday, November 5, 2020
9:30 a.m.**

A G E N D A

1. APPROVAL OF AGENDA

2. DECLARATIONS OF CONFLICT OF INTEREST

3. APPROVAL OF THE MINUTES

- a) Minutes of the NPCA Governance Committee Meeting dated October 1, 2020

Page #1

4. CORRESPONDENCE

5. PRESENTATIONS

6. DELEGATIONS

7. CONSENT ITEMS

8. DISCUSSION ITEMS

- a) Report No. GC-07-20 RE: CAO Evaluation Process

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- b) Report No. GC-09-2020 RE: Lifetime Passes

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- c) Report No. GC-10-20 RE: Policy & Program Legislative Conformity

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- d) Report No. GC-11-20 RE: NPCA Board Member Skills Assessment

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9. NEW BUSINESS

- a) Verbal Update from the C.A.O. RE: Board Governance Training

- b) Verbal Update from the C.A.O. RE: NPCA Audit Reporting to Auditor General

- c) Verbal Update from the C.A.O. RE: Legal Services Procurement

- d) Verbal Update from the Chair RE: Administrative By-Law

- e) Verbal Discussion at the request of Member Smith RE: Annual General Meeting Election Process

10. ADJOURNMENT



**GOVERNANCE COMMITTEE
ONLINE TELECONFERENCE
MEETING MINUTES
Thursday, October 1, 2020
9:30 a.m.**

MEMBERS PRESENT: R. Foster, Chair
R. Brady
B. Clark
J. Ingrao
B. Johnson (departed 10:47 a.m.)
K. Kawall
B. Mackenzie
E. Smith
M. Woodhouse

STAFF PRESENT: C. Sharma, Chief Administrative Officer / Secretary - Treasurer
G. Bivol, Executive Co-ordinator to the C.A.O. / Board
M. Ferrusi, Manager, Human Resources
G. Shaule, Administrative Assistant

Chair Foster called the meeting to order at 9:30 a.m..

1. APPROVAL OF AGENDA

Recommendation No. GC-26-2020

Moved by Member Brady
Seconded by Member Clark

THAT the agenda for the October 1, 2020 Governance Committee meeting **BE APPROVED** as presented.

CARRIED

2. DECLARATIONS OF CONFLICT OF INTEREST

None declared.

3. APPROVAL OF THE MINUTES

a) Minutes of the NPCA Governance Committee meeting dated June 8, 2020

Recommendation No. GC-27-2020

Moved by Member Kawall
Seconded by Member Ingrao

THAT the minutes of the meeting of the NPCA Governance Committee dated June 8, 2020 **BE ADOPTED.**

CARRIED

4. CORRESPONDENCE

None.

5. PRESENTATIONS

None.

6. DELEGATIONS

None.

7. Consent Items

None.

8. DISCUSSION ITEMS

- a) Report No. GC-05-20 RE: Board Evaluation Process – Discussion ensued.

Recommendation No. GC-28-2020

Moved by Member Smith

Seconded by Member Kawall

1. **THAT** Report No. GC-05-20 RE: Board Evaluation Process **BE RECEIVED.**
2. **THAT** the Procedure for Board Evaluation Process as outlined in Report No.GC-05-20 and associated appendices **BE APPROVED.**
3. **AND FURTHER THAT** Report No. GC-05-20 including Appendix 2 and Appendix 3 **BE APPENDED** to the next Full Authority Board meeting.

CARRIED

- b) Report No. GC-06-20 RE: Updated Administrative By-Law – Members offered revisions and staff were requested once completed to circulate the final version to be presented to the Board.

Recommendation No. GC-29-2020

Moved by Member Ingrao

Seconded by Member Woodhouse

1. **THAT** Report No. GC-06-20 RE: Updated Administrative By-Law **BE RECEIVED.**
2. **THAT** the NPCA Administrative By-law dated December 19, 2020 **BE REPEALED** at the Full Authority Meeting of October 22, 2020.

3. **THAT** at the Full Authority Meeting of October 22, 2020, the Board **ADOPT** the Administrative By-Law attached as Appendix 1 to this report inclusive of revisions authorized under prior Board direction and with other clerical and administrative updates as appropriate.

CARRIED

- c) Report No. GC-08-20 RE: Code of Conduct Complaint Procedure – Members proposed a number of changes and staff were asked to circulate the revised version to the Committee Members prior to presentation to the Board.

Recommendation No. GC-30-2020

Moved by Member Brady

Seconded by Member Clark

1. **THAT** Report No. GC-08-20 RE: Code of Conduct Complaint Procedure **BE RECEIVED**.
2. **THAT** the Code of Conduct Complaint Procedure as outlined in Report GC-08-20 **BE APPROVED**.
3. **THAT** Report No. GC-08-20 Code of Conduct Complaint Procedure **BE APPENDED** to the next Full Authority Board meeting.
4. **AND THAT** staff **BE AUTHORIZED** to execute agreements, as appropriate, with partner municipalities to facilitate shared services of Integrity Commissioners.

CARRIED

9. NEW BUSINESS

- a) Verbal Discussion on a proposed November Governance Committee meeting – C.A.O Sharma outlined a number of outstanding items that remained to be addressed and asked for a November Committee meeting.

Recommendation No. GC-31-2020

Moved by Member Kawall

Seconded by Member Smith

THAT the Committee **APPROVES** the scheduling of an additional meeting for November 5, 2020.

CARRIED

- b) Member Smith proposed that the process for selection of a Chair and Vice Chair of the Board at the Annual General Meeting be reviewed and changed. It was determined that this matter would come forward for discussion at the next Committee meeting.

10. ADJOURNMENT

Recommendation No. GC-32-2020

Moved by Member Kawall

Seconded by Member Smith

THAT the meeting of the NPCA Governance Committee hereby **ADJOURNS** at 11:05 a.m.

CARRIED

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Robert Foster,
Committee Chair

Chandra Sharma, MCIP, RPP
Chief Administrative Officer /
Secretary - Treasurer

Report To: Governance Committee

Subject: CAO Evaluation Process

Report No: GC-07-20

Date: November 5, 2020

Recommendation:

1. **THAT** Report No. GC-07-20 RE: CAO Evaluation Process **BE RECEIVED**.
2. **THAT** the Procedure for CAO Evaluation Process as outlined in Report GC-07-20 **BE APPROVED**.
3. **THAT** the Governance Committee **DIRECTS** that desired competencies from Appendix A be included in the CAO evaluation form for approval.
4. **THAT** any changes to the current CAO evaluation form as directed by the Governance Committee **BE APPENDED** to the next Full Authority Board meeting.

Purpose:

The purpose of this report is to provide the Governance Committee with industry standards and best practices in the performance evaluation procedure of the Chief Administrative Officer/Secretary-Treasurer (CAO). Based on the information gained, a formalized process for CAO evaluation is suggested.

Background:

The current NPCA Performance Review policy is in place to ensure that all staff members are provided with accurate and appropriate feedback regarding their performance. By providing annual performance reviews Niagara Peninsula Conservation Authority gains the opportunity to recognize and reward success, offer development and feedback and provide input on goals and objectives for the coming year. The CAO is responsible for the operations of the NPCA. For the Board to understand the effectiveness and abilities of the CAO in guiding the organization, there needs to be a clear, regularly occurring process for monitoring, evaluation and feedback.

The Auditor General of Ontario Special Audit of the NPCA Recommendation 5.1 states:

To ensure that the Niagara Peninsula Conservation Authority (NPCA) Board of Directors has all the information it needs to effectively oversee the NPCA and improve it's oversight when needed, we recommend that the NPCA Board:

- *Regularly evaluate the performance of the NPCA's chief administrative officer, as required by its policies;*

To determine best practices, input was sought from other Conservation Authorities, the NPCA funding bodies and federal and provincial municipal associations.

Fourteen Conservation Authorities consisting of most of Central Ontario as well as a few Southern and Eastern areas provided information on the CAO performance review process. 28% of the CAO's received performance reviews from the Chair only; 50% from the Chair and Vice-Chair and 14% from the entire Board (although 50% either consulted with or sought Board approval on the review), with one CA still in the process of developing a CAO performance review system. Many Conservation Authorities were unable to comment on a specific tool used, with the majority of feedback being tied to a review of the established goals of the CAO. Only in special circumstances were 360-degree feedback tools employed gathering data from outside the Board of Directors.

The Regional Municipality of Niagara recently revised their CAO performance management process (2020) and currently the CAO's performance is assessed by the Chair with input from full Council. The review consists of a self-assessment based on senior leadership competencies, annual objectives and a development plan. The City of Hamilton also employs a self-assessment, based on completion of agreed upon objectives established annually and presented to the full Council. The full Hamilton Council provides feedback to the Mayor who conducts the formal review of the City Manager.

To verify industry standards are consistent with recommended best practices in performance management, the Canadian Association of Municipal Administrators (CAMA) Performance Evaluation Toolkit and the Ontario Municipal Administrator's Association (OMMA) and Ontario Municipal Human Resources Association (OMHRA) CAO Employment Guidelines were also consulted.

The CAMA recommends the use of a CAO self-evaluation which includes a tool for a customized update on areas and competencies to be reviewed as established by the council (board), which is then reviewed and evaluated by council (board). It is recommended that all council (board) members be involved in the evaluation but leaves the determination of responsibility for completing the final report to a collective council (board) decision.

The OMMA and OMHRA recommend the use of a performance tool similar to that used for other senior managers within the organization which includes goal setting for the upcoming year and evaluation of recommended competencies. It is recommended that a committee of council (board) be established to review the CAO performance review process, establish annual objectives and professional development and recommend any changes to the full council (board) for discussion/approval. The OMMA and OMHRA also reference the CAMA performance evaluation toolkit as a valuable resource.

All but one source consulted recommended that internal Human Resources staff be used to drive process and logistics, but not be involved in gathering performance data to ensure no conflict of interest based on typical reporting structures. Municipal agencies recommend the mayor (chair), council (board) or a hired consultant facilitate the gathering/compilation of information if required.

Comparison of evaluated competencies are contained within Appendix A.

Discussion:

Recommended procedure for CAO performance evaluation:

- 1) The Chair and Vice Chair review the current CAO evaluation tool and work with Human Resources on any recommendations for updates to the tool and/or process for approval of the full Board.
- 2) The CAO is requested to complete a performance review self-assessment along with preparing an update to the Board on completion of current goals and objectives (*approximately 3 months prior to review date*).
 - a. Human Resources will assist with initiating this process.
- 3) The CAO presents an update on the completion of goals and objectives to the board.
- 4) Performance review information/feedback from board members and other parties as determined by the Chair and Vice Chair is solicited and compiled for review by the Chair and Vice-Chair. (Compilation of ratings and comments).
 - a. If required Human Resources or an external Consultant may assist with the facilitation of the process.
- 5) Performance review is discussed and approved by Board of Directors along with approval for recommendation of compensation adjustment if applicable (please refer to the NPCA non-union compensation grid for reference).
 - a. If required, an external consultant could facilitate this process, but not internal Human Resources staff.
- 6) Performance review is presented to CAO by Board Chair and Vice-Chair for discussion along with presentation of recommendation for compensation adjustment if applicable.
 - a. Board Chair, Vice Chair and CAO are to sign the completed performance review
 - b. Completed review is to be provided to the CAO as well as confidentially to Human Resources for inclusion in the CAO personnel file along with any recommendations for compensation adjustments to be operationalized by Human Resources.
- 7) Establishment of CAO goals for the upcoming year in alignment with the Strategic Plan are to be presented by the CAO and approved by the Board of Directors.
- 8) A periodic review of CAO job description be completed, as required, by the Chair, Vice Chair and CAO.
 - a. Any recommended changes are to be made in consultation with Human Resources and presented to the full Board for approval.

Financial Implications:

There are no financial implications to the approval of this process.

Links to Policy/Strategic Plan:

The NPCA Performance Review Policy states:

The Board of Directors shall be responsible for the performance review of the Chief Administrative Officer

The NPCA Administrative By-Law states:

4.4. *Relationship between Board Members and CAO/Secretary-Treasurer:*

...The Board regularly evaluates the CAO/Secretary-Treasurer, measuring his/her performance against the Niagara Peninsula Conservation Authority's strategic plan and financial and human resources goals of the organization.

5.5 *Relationship between Board Members and NPCA Staff*

...The Board's Chair and Vice-Chair are responsible for

- o Evaluating the CAO/Secretary-Treasurer; and*
- o Recommending the annual salary and pay for performance of the CAO/Secretary-Treasurer for consideration to the Board Members*

Related Reports and Appendices:

Appendix 1: Comparison of recommended performance competencies

Authored by:

Original Signed by:

Misti Ferrusi, BA, CHRL
Manager, Human Resources

Submitted by:

Original Signed by:

Chandra Sharma, MCIP, RPP
Chief Administrative Officer/Secretary-
Treasurer

APPENDIX 1: COMPARISON OF RECOMMENDED PERFORMANCE COMPETENCIES

**All competencies identified under all organizations have accompanying definitions to aid in clarity*

| ORGANIZATION | Current NPCA CAO Performance Review | CAMA | OMMA & OMHRA |
|-------------------------------------|--|--|-------------------------------|
| RECOMMENDED COMPETENCIES | Communication | Staff Effectiveness | Strategic Orientation |
| | Interpersonal Effectiveness | Policy Facilitation | Shaping the Organization |
| | Teamwork | Functional and operational expertise and planning | Leadership |
| | Time Management | Citizen service | Leading Change |
| | Professionalism | Performance measurement/management and quality assurance | Political Acuity |
| | Board Relations | Initiative, risk taking, vision, creativity and innovation | Innovation |
| | Municipal Partner Relations | Technological Literacy | Communication |
| | Job Competence | Democratic advocacy and public engagement | Relationship Building |
| | Continuous Improvement | Inclusion | Partnering |
| | Work Results | Budgeting | Customer-first orientation |
| | Accountability | Financial Analysis | Results orientation |
| | Innovation | Human Resources Management | Holding people accountable |
| | Judgement | Strategic Planning | Fiscal accountability |
| | Problem Solving | Advocacy and interpersonal communication | Teamwork |
| | Health & Safety | Presentation Skills | |
| | Budgeting | Media Relations | |
| | Coaching & Development | Integrity | |
| | Strategic Planning | Personal Development | |
| | Management | | |
| | Corporate Responsibility | | |

Report To: Chair and Members of the Governance Committee

Subject: Lifetime Passes

Report No: GC-09-20

Date: November 5, 2020

Recommendation:

1. **THAT** Report No. GC-09-20 RE: Lifetime Passes **BE RECEIVED**.
2. **THAT** Report No. GC-09-20 RE: Lifetime Passes **BE APPROVED** for inclusion in the NPCA Volunteer Procedures.
3. **AND FURTHER** that a Volunteer Policy and Service Recognition Program **BE UPDATED** in 2021 after the completion of the Strategic Plan.

Purpose:

The purpose of this report is to provide a defined practice regarding the distribution of Lifetime Conservation Area Passes to ensure consistent application of the benefit.

Background:

At the February 26, 2020 NPCA Governance Committee meeting, the Committee directed staff to develop a policy for the issuance of Lifetime Passes as part of the Volunteer Recognition Program.

Discussion:

As one means to recognize the outstanding service of individuals, including Volunteers and Board Members, the following paragraph is recommended for insertion into the NPCA Volunteer Procedures on an interim basis until the Volunteer Policy and Recognition Program is updated in 2021.

Lifetime Passes

The NPCA recognizes that individuals have the ability to provide outstanding contributions to the NPCA. Their commitment to the NPCA mandate can be far-reaching and impactful. An NPCA Lifetime Pass to a past Board member, volunteer, partner or other non-employee, that has shown extraordinary commitment and exemplifies the values of the NPCA will only be offered at the discretion of the CAO and Chair.

Financial Implications:

There is no direct financial cost to issuing Lifetime Passes, however, the issuance of passes has the ability to result in a loss of revenue of approximately \$120 per pass per year (the value of one annual pass).

Related Reports and Appendices:

None

Authored by:

Original Signed by:

Misti Ferrusi, B.A., CHRL
Human Resources Manager

Submitted by:

Original Signed by:

Chandra Sharma
Chief Administrative Officer/Secretary-Treasurer

Report To: Chair and Members of the Governance Committee

Subject: Policy & Program Legislative Conformity

Report No: GC-10-20

Date: November 5, 2020

Recommendation:

1. **THAT** Report No. GC-10-20 RE: Policy & Program Legislative Conformity **BE RECEIVED.**

Purpose:

To provide the committee with an overview of applicable legislation to NPCA business along with conformity status and reporting requirements.

Background:

In early 2020, the Board requested that staff compose a list of all legislation that the NPCA currently complies with to ensure the Board remains knowledgeable and aware of legal obligations of the NPCA.

Discussion:

The NPCA consults and complies with various pieces of legislation in performing the functions of a Conservation Authority. Legislation that is directly applicable to NPCA work has been addressed in the attached Appendix 1.

A range of NPCA programs indirectly compliment provincial/federal legislation and municipal policies. This is an area where NPCA and other conservation authorities have established their value as partners of choice and on-the ground implementation and science expertise. Staff continue to maintain an excellent standard of practice to provide supports and reporting, as required, through collaborators and partners.

Appendix 1 outlines Direct legislation as well as status and primary staff liaison for each Act.

Financial Implications:

There are no financial implications associated with this report, however non-conformity with some pieces of legislation could result in financial implications.

Related Reports and Appendices:

Appendix 1: Direct Legislative Compliance

Authored by:

Original signed by:

Misti Ferrusi, B.A., CHRL
Human Resources Manager

Submitted by:

Original signed by:

Chandra Sharma
Chief Administrative Officer/Secretary-Treasurer

Appendix 1: Direct Legislative Compliance

| Legislation | Compliance Actions | Staff Liaison |
|---|---|--|
| Accessibility for Ontarians with Disabilities Act - website | Updated in 2018 Review of subsequent published material-scheduled Q4 2020 | Renee Bisson Misti Ferrusi |
| Accessibility for Ontarians with Disabilities Act - lands | Compliant - CA site review – 2019 | Adam Christie Misti Ferrusi |
| Clean Water Act | Compliant - Drinking Water Source Protection | Tom Proks |
| Conservation Authorities Act | Compliant – ongoing review as needed | Various – Chandra Sharma |
| Employment Standards Act | Compliant – review as needed | Misti Ferrusi |
| Labour Relations Act | Compliant – review as needed | Misti Ferrusi |
| Municipal Freedom of Information and Protection of Privacy Act | Compliant - annual report to IPC | Grant Bivol |
| Municipal Conflict of Interest Act | Compliant – annual review of Code/COI | Misti Ferrusi |
| Occupational Health & Safety Act | 2020-Scheduled review of policies and associated staff training Exceptional Policies, standards and protocols maintained during COVID - Pandemic per Local Public Health instructions. | Misti Ferrusi Additional support requested in 2021 budget |
| Ontario Municipal Employees Retirement System Act | Compliant – annual review | Lise Gagnon Misti Ferrusi |
| Ontario Human Rights Code | Compliant – review as needed | Misti Ferrusi |
| Ontario Water Resources Act, Ontario Regulation 387/04 and Great Lakes-St. Lawrence River Basin Sustainable Water Resources Agreement | Compliant – Permit to Take Water – Binbrook and Virgil | Steve Miller |
| Pay Equity Act | Compliant – annual review | Misti Ferrusi |
| Workplace Safety and Insurance Act | Compliant – review as needed | Misti Ferrusi |

Report To: Chair and Members of the Governance Committee

Subject: NPCA Board Member Skills Assessment

Report No: GC-11-20

Date: November 5, 2020

Recommendation:

1. **THAT** Report No. GC-11-20 RE: Board Member Skills Assessment **BE RECEIVED.**
2. **AND FURTHER THAT** that staff **BE DIRECTED** to administer the NPCA Board Member Skills Assessment with the current NPCA Board of Directors and develop an implementation strategy to address any gaps identified.

Purpose:

The purpose of this report is to allow the NPCA board to understand skills and competencies contained within and identify critical skill gaps.

Background:

The Auditor General of Ontario Special Audit of the NPCA Recommendation 3.1 states:

To ensure that members of the Niagara Peninsula Conservation Authority (NPCA) Board of Directors collectively have the skills, experience and training necessary to oversee the NPCA's activities effectively, we recommend that the NPCA Board:

- *determine the types of skills and experience required on the Board based on the NPCA's mandate, and develop and implement a strategy to address any gaps;*

In 2019, the Board approved a recommended Board Skills Matrix Tool and Worksheet (Appendix 1) for distribution to the appointing municipalities for consideration in NPCA Board Member appointment.

Discussion:

As the Board Skills Matrix Tool was recommended after the appointment of the 2019-2023 Board, it will be appropriate to have the current Board evaluate the skills composition for itself as the current Board per Auditor General recommendation.

Following the Governance Committee Approval on November 5th staff will distribute a survey to all current NPCA Board Members assessing the defined competencies and will additionally request an updated Resume/Biography for each board member for file.

Staff will provide a summary of the skills assessment to the NPCA Board to assist in determining critical areas, if any, where the Board may have skill gaps and need to seek further professional advice, if required.

Staff will also use the skills assessment to guide municipal appointment process for next term of NPCA Board.

Financial Implications:

There are no financial implications associated with this report. Should skill gaps be identified and should the Board be required to seek professional advice in certain areas, financial costs may occur.

Related Reports and Appendices:

Appendix 1: Board Skills Matrix Tool and Worksheet

Authored by:

Original Signed by:

Misti Ferrusi, B.A., CHRL
Human Resources Manager

Submitted by:

Original Signed by:

Chandra Sharma
Chief Administrative Officer/Secretary-Treasurer

Board Skills Matrix Tool and Worksheet

The following provides a list of critical competencies under three categories intended to assess Board’s overall professional experience, environmental or contextual knowledge, personal attributes and skills. This assessment is intended to assist the Board in determining critical areas, if any, where the Board may have skill gaps and needs to seek further professional advice. This assessment will also inform the recruitment process for Board positions through NPCA municipal partners in 2022 and beyond.

| Competency Area | Critical Competencies | Brief Description |
|-------------------------------------|---|--|
| Relevant Professional Experience | <ul style="list-style-type: none"> • Governance • Business/Management • Legal/Regulatory • Human Resources • Accounting/Financial • Risk Management • Public Relations/Media | The candidate has professional/volunteer experience that is relevant and valuable to the board of the public agency. |
| Specialized Environmental Knowledge | <ul style="list-style-type: none"> • Legislation: Conservation Authority Act and Associated Environmental Legislation such as the EA Act, Planning Act etc. • Env Policies: Municipal Official Plans, Source Water Protection, Niagara Escarpment Plan etc. • Gen understanding of Watershed Planning and ecosystem concepts and approaches. | The candidate has specialized knowledge of the environment or context affecting the board of the public agency. |
| Personal Effectiveness Skills | <ul style="list-style-type: none"> • Leadership/Teamwork • Strategic Thinking/Planning • Critical Thinking/Problem Solving | The candidate has personal skills or attributes of value to the board of the public agency. |

| Relevant Professional Experience |
|---|
| <p>Governance Experience</p> <ul style="list-style-type: none"> ➤ The applicant has experience with, or is able to demonstrate knowledge or expertise in, board governance in the private, public, and/or voluntary/non-profit sector. The applicant has a clear understanding of the distinction between the role of the board versus the role of management. Governance experience could be acquired through prior board or committee service or reporting to/or working with a board as an employee. |
| <p>Business/Management Experience</p> <ul style="list-style-type: none"> ➤ The applicant has experience with, or is able to demonstrate knowledge or expertise in, sound management and operational business processes and practices in the private or public sector. This competency may include an understanding of topics such as managing complex projects, leveraging information technology, planning and measuring performance, and allocating resources to achieve outcomes. |
| <p>Legal/Regulatory Experience</p> <ul style="list-style-type: none"> ➤ The applicant has experience with, or is able to demonstrate knowledge or expertise in, legal principles, processes, and systems. This may include interpreting and applying legislation, experience with adjudicative or quasi-judicial hearings or tribunals, or an understanding of the legal dimensions of organizational issues. |
| <p>Human Resources Experience</p> <ul style="list-style-type: none"> ➤ The applicant has experience with, or is able to demonstrate knowledge or expertise in, strategic human resource management. This may include workforce planning, employee engagement, succession planning, organizational capacity, compensation, and professional development. Depending on the public agency, knowledge or expertise in CEO performance management and evaluation may be a related asset. |
| <p>Accounting/Financial Experience</p> <ul style="list-style-type: none"> ➤ The applicant has experience with, or is able to demonstrate knowledge or expertise in, accounting or financial management. This may include analyzing and interpreting financial statements, evaluating organizational budgets and understanding financial reporting. |
| <p>Risk Management Experience</p> <ul style="list-style-type: none"> ➤ The applicant has experience with, or is able to demonstrate knowledge or expertise in, enterprise risk management. This may include identifying potential risks, recommending and implementing preventive measures, and devising plans to minimize the impact of risks. This competency may also include experience or knowledge of auditing practices, organizational controls, and compliance measures. |
| <p>Public Relations/Media Experience</p> <ul style="list-style-type: none"> ➤ The applicant has experience with, or is able to demonstrate knowledge or expertise in, communications, public relations or interacting with the media. This may include knowledge of effective advocacy and public engagement strategies, developing key messages, crisis communications, or social media and viral marketing. |

| Specialized Environmental Knowledge |
|---|
| <p>Government/Public Policy Knowledge</p> <ul style="list-style-type: none"> ➤ The applicant has experience with, or is able to demonstrate knowledge or expertise of the broader environmental policy context affecting the public agency. This may include the strategic priorities of government and the relationship between those priorities and the work of the public agency. |
| <p>Community/Stakeholder Relations Knowledge</p> <ul style="list-style-type: none"> ➤ The applicant has experience with, or is able to demonstrate knowledge or expertise of, the community or communities the public agency serves, including the stakeholder landscape affecting the public agency. This may include a demonstrated capacity to build networks and foster trusting relationships with communities and stakeholders. |
| <p>Industry/Sector Knowledge</p> <ul style="list-style-type: none"> ➤ The applicant has experience with, or is able to demonstrate knowledge or expertise of, the industry or sector the public agency operates within (Municipal, Environmental, Development Industry, Agriculture, Mining) . This may include an understanding of particular trends, challenges and opportunities, or unique dynamics within the sector that are relevant to the public agency. |
| Personal Effectiveness Skills |
| <p>Leadership/Teamwork Skills</p> <ul style="list-style-type: none"> ➤ The applicant demonstrates an ability to inspire, motivate and offer direction and leadership to others. The candidate also demonstrates an understanding of the importance of teamwork to the success of the board. This may include an ability to recognize and value the contributions of board members, staff, and stakeholders. |
| <p>Strategic Thinking/Planning Skills</p> <ul style="list-style-type: none"> ➤ The applicant demonstrates an ability to think strategically about the opportunities and challenges facing the public agency and to engage in short, medium and long-range planning to provide high-level guidance and direction for the public agency. |
| <p>Critical Thinking/Problem Solving Skills</p> <ul style="list-style-type: none"> ➤ The applicant demonstrates an ability to apply critical thinking to creatively assess situations and to generate novel or innovative solutions to challenges facing the board of the public agency. |

Board Skills Matrix Template

| SKILLS <i>(*Choose as many competencies as applicable)</i> | <i><Candidate 1></i> | <i><Candidate 2></i> | <i><Candidate 3></i> | <i><Candidate 4></i> | <i><Candidate 5></i> |
|--|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| <i>Relevant Professional Experience</i> | | | | | |
| Governance Experience | | | | | |
| Business/Management Experience | | | | | |
| Legal/Regulatory Experience | | | | | |
| Human Resources Experience | | | | | |
| Accounting/Financial Experience | | | | | |
| Risk Management Experience | | | | | |
| Public Relations/Media Experience | | | | | |
| <i>Specialized Environmental Knowledge</i> | | | | | |
| Government/Public Policy Knowledge | | | | | |
| Community/Stakeholder Relations Knowledge | | | | | |
| Industry/Sector Knowledge | | | | | |
| <i>Personal Effectiveness Skills</i> | | | | | |
| Leadership/Teamwork Skills | | | | | |
| Strategic Thinking/Planning Skills | | | | | |
| Critical Thinking/Problem Solving Skills | | | | | |
| <i>Other</i> | | | | | |
| <i><Competency 1></i> | | | | | |
| <i><Competency 2></i> | | | | | |
| <i><Competency 3></i> | | | | | |