



## British Columbia Recreation and Parks Association Roles and Responsibilities of the Board

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### General Information

As outlined in the BCRPA Bylaws (Part 5, 5.4) the Board of Directors is comprised of:

- President
- President Elect
- Directors (6)

The Chief Executive Officer is a Non-voting Advisor on the Board

Terms of officers and directors are as follows:

- President – Automatic succession from the office of President Elect, serves two years
- President Elect – Two years
- Directors – Two years

Specific Tasks:

- Attendance at BCRPA Board of Directors Meetings
- Attendance at BCRPA Annual General Meeting
- Attendance at BCRPA Annual Symposium
- Complete annual Board of Directors Evaluation
- Complete Bi-Annual Performance Review of CEO
- Approval of BCRPA Business Plan
- Review and approval of quarterly financial statements
- Review and approval of annual BCRPA budget
- Review and approval of annual Symposium budget
- Establish annual Nominating Committee
- Establish annual Provincial Awards Selection Committee

### Governance Principles

- Outward vision rather than internal preoccupation;
- Strategic leadership rather than administrative detail;
- Collective rather than individual decisions;
- Future rather than past or present;
- Proactivity rather than reactivity;
- Commitment to obtaining member input;
- Encouragement of diversity in viewpoints, and
- Clear distinction of Board of Directors and staff roles.

### Fiduciary Responsibilities

The overall **fiduciary responsibilities** of the Board (the responsibility for funds entrusted to the Board on behalf of the members) ensure that the organization is operated according to the laws and within the framework of its mission. As fiduciaries, Board members need to exercise reasonable care in safeguarding the organization's assets. The Board also ensures proper management of the organization and as part of its fiduciary responsibility needs to secure appropriate funding to carry out the activities of the organization.

The entire board is responsible for the financial health of the organization. The budget, the accounting information system and financial policies are tools the Board uses to exercise its fiduciary responsibilities. Financial Statements should be examined and are made up of two reports: the Revenue and Expenditure Statement and the Balance Sheet. They provide a clear picture of the organization's overall financial health. The Chief Executive Officer's limitations account for this information and ensure that it is gathered and

monitored over the course of the year and fed into these reports. This is why accurate bookkeeping and internal control are important. The quality of the financial statements depends on the quality of the data collected throughout the year.

All directors in carrying out their functions must achieve a "standard of care." In general, that standard of care for directors of charitable corporations is a *subjective* one, rather than objective. The subjective standard requires that a director exercise the degree of skill that may reasonably be expected from a person of his or her knowledge and experience. Under this subjective test, a lawyer or accountant would usually need to achieve a higher level of care than a person without similar training.

**Key Features of the BCRPA Governance Model:**

- **Govern** – Board of Directors
- **Manage** – Chief Executive Officer
- **Deliver** – Staff and volunteers
- The Board focuses on strategic planning, policy development and governance;
- The Board uses the expertise of individual members to collectively enhance its ability to make policy;
- The Board enforces upon itself whatever disciplines are needed to govern with excellence. These disciplines will include matters such as attendance, preparation for meetings, policy-making principles, respect of roles, and ensuring the continuity of governance capability;
- The Board represents one collective voice with decision-making authority in Board meetings only;
- Official Association representation is through the President and CEO;
- All communications with staff is through the CEO.

**Governance Model**

The BCRPA has adopted a Results Oriented governance model:

