



Board Effectiveness Survey

Results - September 2025

7 responses out of 8

Average Time 19:14

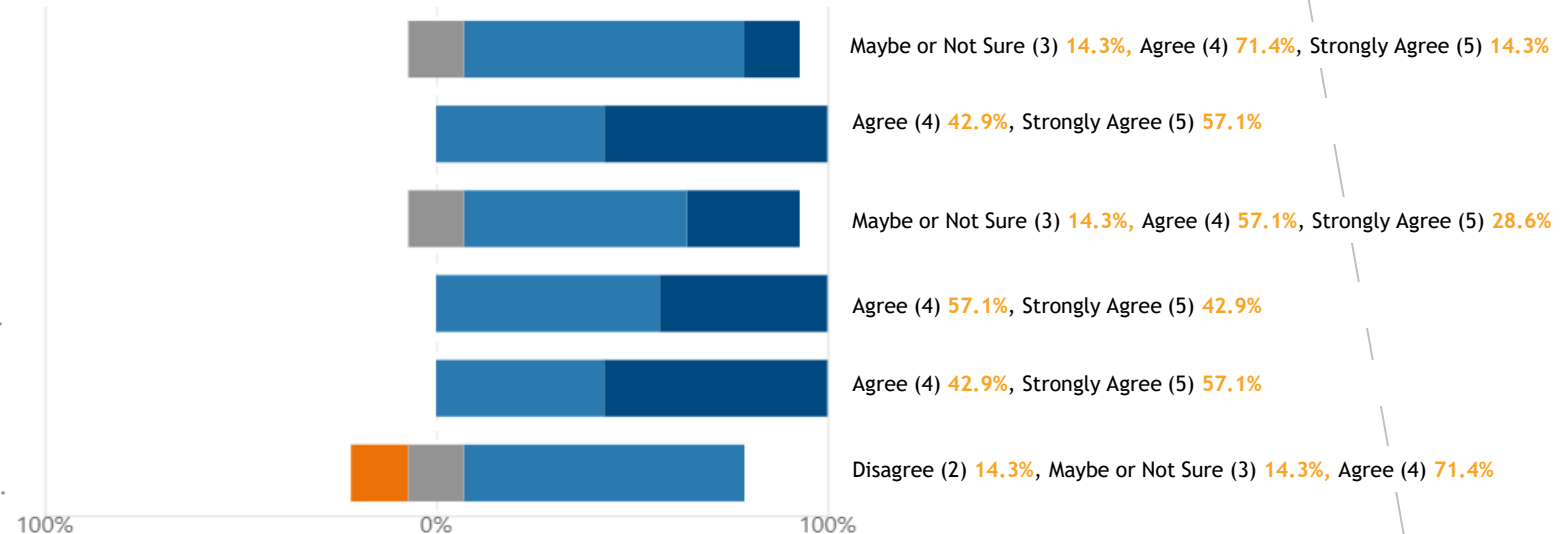
A: How Well Has the Board Done Its Job?

Circle the response that best reflects your opinion. The rating scale for each statement is: Strongly Disagree (1); Disagree (2); Maybe or Not Sure (3); Agree (4); Strongly Agree (5)

1. Strategic Direction

Strongly Disagree (1) Disagree (2) Maybe or Not Sure (3) Agree (4) Strongly Agree (5)

1. Our organization has a three to five-year strategic plan or a set of clear long range goals and priorities.
2. The Board meeting agenda clearly reflects our strategic plan or priorities.
3. The Board has insured that the organization also has a one-year operational or business plan.
4. The Board ensures that the organization's accomplishments and challenges are communicated...
5. The Board has ensured that its members and stakeholders have received reports on how our...
6. The Board set targets and measures related to the goals in order to evaluate the performance and ensu...



2. Comments:

- ▶ What is considered as the Board's job? Can we modify question 1? I'm not sure I know how the Board measures its effectiveness apart from this survey.
- ▶ The Board has worked closely with the Executive Director to support his efforts in the implementation of the strategic direction set by the board. The ED identified the need of short term facilitation support for the management team following the new strategic planning session.

A: How Well Has the Board Done Its Job?

Circle the response that best reflects your opinion. The rating scale for each statement is: Strongly Disagree (1); Disagree (2); Maybe or Not Sure (3); Agree (4); Strongly Agree (5)

3. Fiduciary and Risk

Strongly Disagree (1) Disagree (2) Maybe or Not Sure (3) Agree (4) Strongly Agree (5)

7. The Board ensures processes are in place to identify, assess and manage any risks to the...



Maybe or Not Sure (3) 42.9%, Agree (4) 57.1%

8. The Board is well-informed about the operations and the financial condition.



Maybe or Not Sure (3) 14.3%, Agree (4) 57.1%, Strongly Agree (5) 28.6%

9. The Board considers the quality and appropriateness of financial accounting and reportin...



Agree (4) 71.4%, Strongly Agree (5) 28.6%

10. The Board understands the coordination of work between the external independent and internal...



Maybe or Not Sure (3) 28.6%, Agree (4) 42.9%, Strongly Agree (5) 28.6%

11. The Board honors the policy on Code of Conduct and Conflict of Interest.



Agree (4) 57.1%, Strongly Agree (5) 42.9%

12. The Board regularly monitors actual practices to ensure there is compliance with the bylaws, the Act...



Disagree (2) 14.3%, Maybe or Not Sure (3) 28.6%, Agree (4) 57.1%

4. Comments:

- ▶ The Board generally does a good job of these items, but more work is needed in the areas of risk management and compliance with legislation and policies.
- ▶ Regarding risks: the Board in collaboration with the ED will need to continue the ongoing work of identifying, assessing and managing risks. An annual review of the organizational policies and procedures was initiated in 2025 (Governance Committee). The findings have been submitted to the ED. Follow up to occur in September.

B: How Well Has the Board Conducted Itself?

Circle the response that best reflects your opinion. The rating scale for each statement is: Strongly Disagree (1); Disagree (2); Maybe or Not Sure (3); Agree (4); Strongly Agree (5)

5. Governance Policy and Mechanics

■ Strongly Disagree (1)
 ■ Disagree (2)
 ■ Maybe or Not Sure (3)
 ■ Agree (4)
 ■ Strongly Agree (5)

1. There is a Governance model and Board policies that guides the governance of the Board and clearly...



Agree (4) 42.9%, Strongly Agree (5) 57.1%

2. Board members are aware of what is expected of them and their role is clearly defined.



Disagree (2) 14.3%, Maybe or Not Sure (3) 14.3%, Agree (4) 28.6%, Strongly Agree (5) 42.9%

3. The agenda of Board meeting is well planned so that all necessary Board business is completed.



Agree (4) 42.9%, Strongly Agree (5) 57.1%

4. It seems that most Board members come prepared to the meeting.



Disagree (2) 14.3%, Agree (4) 85.1%

5. We receive reports and documentation in advance of the Board meeting.



Maybe or Not Sure (3) 14.3%, Agree (4) 42.9%, Strongly Agree (5) 42.9%

6. Information provided to Board is brief but detailed enough to provide the desired information and is...



Agree (4) 57.1%, Strongly Agree (5) 42.9%

7. All Board members participate in important Board discussions.



Disagree (2) 14.2%, Agree (4) 71.4%, Strongly Agree (5) 14.3%

8. We do a good job encouraging and dealing with different points of view.



Agree (4) 85.7%, Strongly Agree (5) 14.3%

9. We all support the decisions we make.



Agree (4) 28.6%, Strongly Agree (5) 71.4%

B: How Well Has the Board Conducted Itself?

Circle the response that best reflects your opinion. The rating scale for each statement is: Strongly Disagree (1); Disagree (2); Maybe or Not Sure (3); Agree (4); Strongly Agree (5)

10. The Board has planned and led the orientation process for new Board.

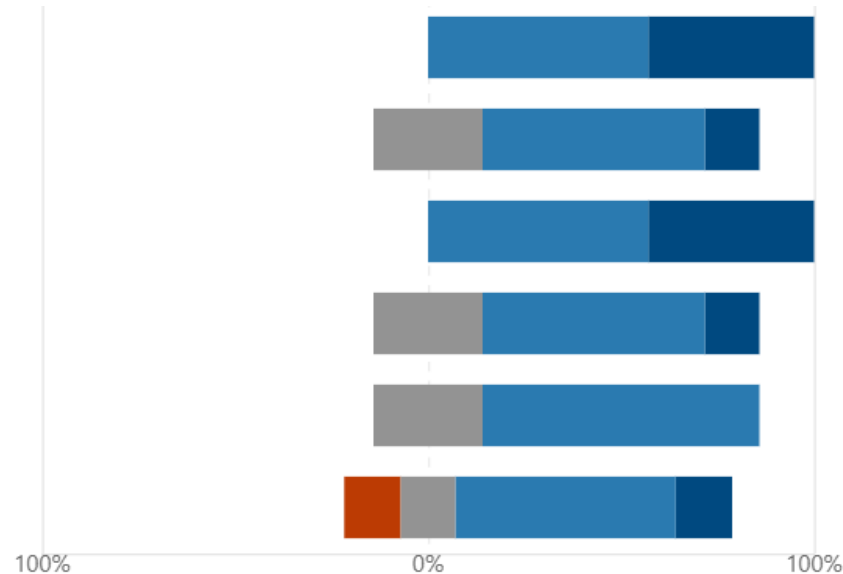
11. The Board has a plan and encourages director education and further Board development.

12. Our Board meetings are always interesting.

13. Our Board meetings are frequently enjoyable.

14. The Board regularly evaluates its own performance and implements improvements to...

15. The Board has a process to regularly review their bylaws and policies to ensure they are up to date an...



Agree (4) 57.1%, Strongly Agree (5) 42.9%

Maybe or Not Sure (3) 28.6%, Agree (4) 57.1%, Strongly Agree (5) 14.3%

Agree (4) 57.1%, Strongly Agree (5) 42.9%

Maybe or Not Sure (3) 28.6%, Agree (4) 57.1%, Strongly Agree (5) 14.3%

Maybe or Not Sure (3) 28.6%, Agree (4) 71.4%

Strongly Disagree (1) 14.3%, Maybe or Not Sure (3) 14.3%, Agree (4) 57.1%, Strongly Agree (5) 14.3%

6. Comments:

- ▶ There is currently no process for the regular review of bylaws and policies.
- ▶ We need to develop a regular/ongoing process of reviewing our bylaws and policies. This process needs to be monitored and coordinated by the Governance Committee.

C. Performance of Individual Board Members

Circle the response that best reflects your opinion. The rating scale for each statement is: Strongly Disagree (1); Disagree (2); Maybe or Not Sure (3); Agree (4); Strongly Agree (5)

7. Board Self Reflection

■ Strongly Disagree (1)
 ■ Disagree (2)
 ■ Maybe or Not Sure (3)
 ■ Agree (4)
 ■ Strongly Agree (5)

1. I am aware of what is expected of me as a Board Member.



Agree (4) 42.9%, Strongly Agree (5) 57.1%

2. I have good record of meeting attendance.



Agree (4) 57.1%, Strongly Agree (5) 42.9%

3. I read the minutes, reports and other materials in advance of our Board meeting.



Agree (4) 42.9%, Strongly Agree (5) 57.1%

4. I am familiar with what is in the organization's Act, by-laws and governing policies.



Agree (4) 71.4%, Strongly Agree (5) 28.6%

5. I frequently encourage other Board members to express their opinions at Board meetings.



Maybe or Not Sure (3) 28.6%, Agree (4) 57.1%, Strongly Agree (5) 14.3%

6. I am encouraged by other Board members to express my opinions at Board meetings.



Maybe or Not Sure (3) 14.3%, Agree (4) 42.9%, Strongly Agree (5) 42.9%

7. I am a good listener at Board meetings.



Agree (4) 100%

8. I follow through on things I have said I would do.



Agree (4) 71.4%, Strongly Agree (5) 28.6%

9. I maintain the confidentiality of all Board items.



Strongly Agree (5) 100%

C. Performance of Individual Board Members

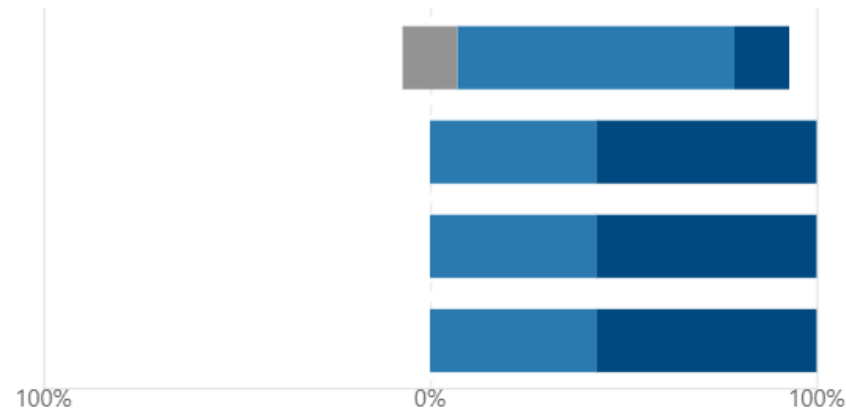
Circle the response that best reflects your opinion. The rating scale for each statement is: Strongly Disagree (1); Disagree (2); Maybe or Not Sure (3); Agree (4); Strongly Agree (5)

10. When I have a different opinion than the majority, I raise it.

11. I support Board decisions once they are made even if I do not agree with them.

12. I promote the work of our organization in the community whenever I have a chance to do so.

13. I stay informed about issues relevant to our mission and bring information to the attention of th...



Maybe or Not Sure (3) 14.3%, Agree (4) 71.4%, Strongly Agree (5) 14.3%

Agree (4) 42.9%, Strongly Agree (5) 57.1%

Agree (4) 42.9%, Strongly Agree (5) 57.1%

Agree (4) 42.1%, Strongly Agree (5) 57.1%

8. Comments:

► No responses

D. Board's Relationship with Executive Director

Circle the response that best reflects your opinion. The rating scale for each statement is: Strongly Disagree (1); Disagree (2); Maybe or Not Sure (3); Agree (4); Strongly Agree (5)

9. How is Relationship with Executive Director?

■ Strongly Disagree (1)
 ■ Disagree (2)
 ■ Maybe or Not Sure (3)
 ■ Agree (4)
 ■ Strongly Agree (5)

1. There are clear policies and guidelines that outline the role and parameters of the Executive Director.



Agree (4) **57.1%**, Strongly Agree (5) **42.9%**

2. There is a clear understanding of where the Board member's role ends and the Executive Director's...



Maybe or Not Sure (3) **14.3%**, Agree (4) **42.9%**, Strongly Agree (5) **42.9%**

3. There is good two-way communication between the Board and the Executive Director.



Agree (4) **42.9%**, Strongly Agree (5) **57.1%**

4. The Board trusts the judgment of the Executive Director.



Agree (4) **71.4%**, Strongly Agree (5) **28.6%**

5. The Board provides direction to the Executive Director by approving goals and objectives,...



Agree (4) **71.4%**, Strongly Agree (5) **28.6%**

6. The Board has discussed and communicated the kinds of information and level of detail it requires...



Agree (4) **71.4%**, Strongly Agree (5) **28.6%**

7. There are clear guidelines or policy related to external communications and dealing with the medi...



Maybe or Not Sure (3) **14.3%**, Agree (4) **42.9%**, Strongly Agree (5) **42.9%**

8. The Board has developed formal criteria and a process for evaluating the Executive Director.



Maybe or Not Sure (3) **28.6%**, Agree (4) **42.9%**, Strongly Agree (5) **28.6%**

9. The Board, or a committee of the Board, has formally evaluated the Executive Director within the...



Maybe or Not Sure (3) **14.3%**, Agree (4) **42.9%**, Strongly Agree (5) **42.9%**

D. Board's Relationship with Executive Director

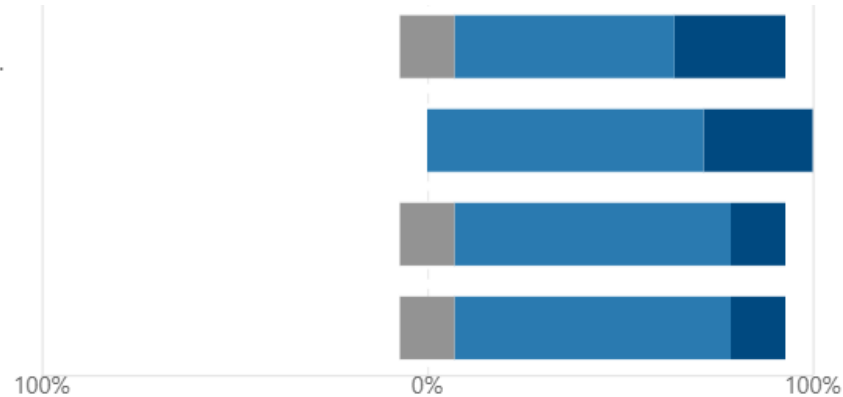
Circle the response that best reflects your opinion. The rating scale for each statement is: Strongly Disagree (1); Disagree (2); Maybe or Not Sure (3); Agree (4); Strongly Agree (5)

10. The Board evaluates the Executive Director primarily on the accomplishment of the organization...

11. The Board provides feedback and shows its appreciation to the Executive Director on a regular...

12. The Board ensures that the Executive Director is able to take advantage of professional development...

13. The Board has a clear understanding of their role and the appropriate relationship with senior staff.



Maybe or Not Sure (3) 14.3%, Agree (4) 57.1%, Strongly Agree (5) 28.6%

Agree (4) 71.1%, Strongly Agree (5) 28.6%

Maybe or Not Sure (3) 14.3%, Agree (4) 71.4%, Strongly Agree (5) 14.3%

Maybe or Not Sure (3) 14.3%, Agree (4) 71.4%, Strongly Agree (5) 14.3%

10. Comments:

► No responses

E. Feedback to the Chair of the Board

Circle the response that best reflects your opinion. The rating scale for each statement is: Strongly Disagree (1); Disagree (2); Maybe or Not Sure (3); Agree (4); Strongly Agree (5)

11. How is the Chair of Board Relationship?

■ Strongly Disagree (1)
 ■ Disagree (2)
 ■ Maybe or Not Sure (3)
 ■ Agree (4)
 ■ Strongly Agree (5)

1. The Board has discussed the roles and responsibilities of the Chair.



Maybe or Not Sure (3) 28.6%, Agree (4) 28.6%, Strongly Agree (5) 42.6%

2. The Chair is well prepared for Board meetings.



Agree (4) 14.3%, Strongly Agree (5) 85.7%

3. The Chair helps the Board to stick to the agenda.



Strongly Agree (5) 100%

4. The Chair ensures that every Board member has an opportunity to be heard.



Agree (4) 14.3%, Strongly Agree (5) 85.7%

5. The Chair is skilled at managing different points of view.



Agree (4) 57.1%, Strongly Agree (5) 42.9%

6. The Chair can be tough on us as a group when we get out-of-line.



Maybe or Not Sure (3) 28.6%, Agree (4) 42.9%, Strongly Agree (5) 28.6%

7. The Chair can be tough on us as a group when we get out-of-line.



Maybe or Not Sure (3) 28.6%, Agree (4) 42.9%, Strongly Agree (5) 28.6%

8. The Chair helps the Board work well together.



Agree (4) 28.6%, Strongly Agree (5) 71.4%

9. The Chair demonstrates good listening skills.



Agree (4) 14.3%, Strongly Agree (5) 85.7%

E. Feedback to the Chair of the Board

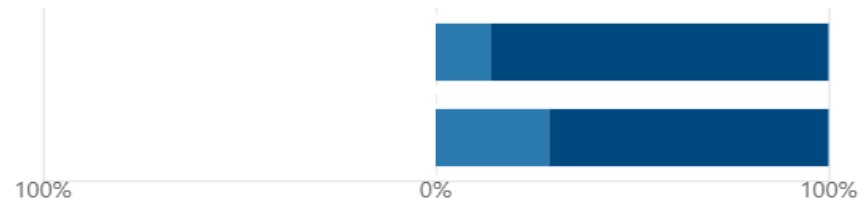
Circle the response that best reflects your opinion. The rating scale for each statement is: Strongly Disagree (1); Disagree (2); Maybe or Not Sure (3); Agree (4); Strongly Agree (5)

10. The Board supports the Chair.

Agree (4) 14.3%, Strongly Agree (5) 85.7%

11. The Chair is effective in delegating responsibility among Board members.

Agree (4) 28.6%, Strongly Agree (5) 71.4%



12. Comments:

- Questions 6 & 7 are the same. What do we mean by tough? Can we substitute this with a more professional term?

F. Committees

Circle the response that best reflects your opinion. The rating scale for each statement is: Strongly Disagree (1); Disagree (2); Maybe or Not Sure (3); Agree (4); Strongly Agree (5)

13. How are the Committees working?

Strongly Disagree (1) Disagree (2) Maybe or Not Sure (3) Agree (4) Strongly Agree (5)

1. The current Committee structure, charters and membership facilitate and assist the Board in the...

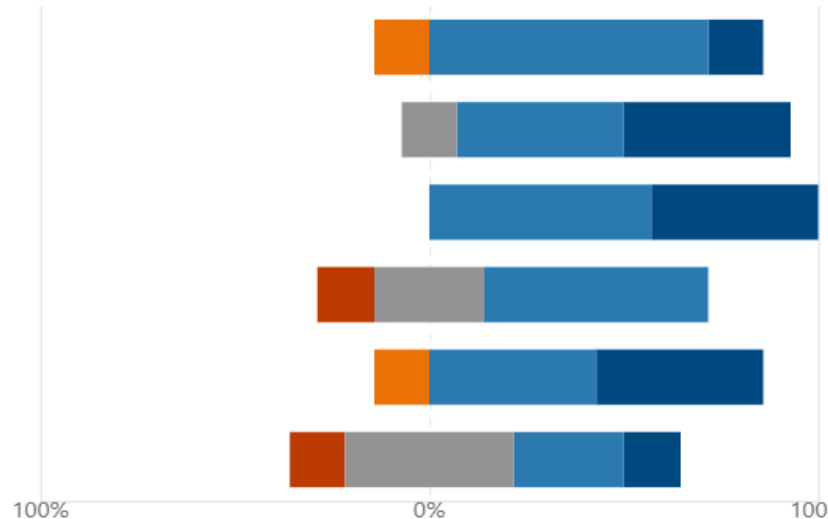
2. The Board reviews the charters of its Committees periodically and with appropriate care.

3. The Committee members establish an annual work plan for the year and proposed outcomes.

4. The Board's current approach to rotation of Committee membership and chairmanship is...

5. The Committees communicate their activities, findings and recommendations to the Board.

6. The performance of each committee and the chair is reviewed annually with recommendations for...



Maybe or Not Sure (3) 14.3%, Agree (4) 71.4%, Strongly Agree (5) 14.3%

Maybe or Not Sure (3) 14.3%, Agree (4) 42.9%, Strongly Agree (5) 42.9%

Agree (4) 57.1%, Strongly Agree (5) 42.9%

Strongly Disagree (1) 14.3%, Maybe or Not Sure (3) 28.6%, Agree (4) 57.1%

Disagree(2) 14.3%, Agree (4) 42.9%, Strongly Agree (5) 42.9%

Strongly Disagree (1) 14.3%, Maybe or Not Sure (3) 42.9%, Agree (4) 28.6%, Strongly Agree (5) 14.3%

14. Comments:

- There are significant opportunities for improvement in the area of committee work. It is unclear whether all Board members understand their responsibilities with respect to committee work.
- The board needs to continue to use this survey/or any other as agreed upon by the board to evaluate its effectiveness.