
Nomination Package for MWSA Board of Directors

This package contains the following documents:

1. MWSA Board of Directors Board Overview (4 pages)
2. MWSA Board of Directors Application (2 pages)
3. List of References (1 page)
4. Policies F1, BP-2, BP-4, BP-10 (9 pages)
5. Declaration by Applicant (1 page)

Regular Members in good standing for 60 days, prior to March 24, 2027, who wish to join the **MWSA Board of Directors** are requested to complete items #s 2 and 3. Please put them in an envelope addressed to **Ann Henry or Merle Linton, Nominating Committee**, seal the envelope and hand it in at the front counter at the MWSA office by January 15, 2027

When invited for an interview, please bring the completed reference form included in the package, with 3 references listed and give it to the Chair of the Nominating Committee.

Applicants must read and become familiar with the following documents prior to submitting an application. If there are any questions, you are requested to contact the Executive Director at (780) 496-2933 or via e-mail at dcautley@mwsa.ca.

1. Declaration by Applicant (to be signed at the interview.)
2. MWSA's Vision, Mission and Values – Policy F-1
3. Role of the Board – Policy BP-2
4. Role of the Board Member – BP-4
5. Board Member's Code of Conduct – Policy BP-10

Please contact ann@mwsac.ca or call 780-496-2997 if you have any questions regarding this process.

Mill Woods Seniors Association Board Overview

The Mill Woods Seniors Association (MWSA) is seeking members to serve as a volunteer on the Board. The goal is to create a high functioning and diverse board that is representative and inclusive of the community members we serve.

Am I the right person to join MWSA's Board?

Are you passionate about the future of MWSA? Do you have skills that would benefit the membership and MWSA? Do you have ideas for the long-term success of MWSA? Do you have ideas to support and promote the vision, mission, and values of MWSA?

What does a Board member do?

By serving on a board, you meet other like-minded people in the community who are devoted to the support, growth and recognition of Mill Woods Seniors Association. This is an opportunity to grow and engage your existing networks. You also gain skills in policymaking, governance, leadership, and community accountability.

The MWSA Board is a volunteer board. As a board member, your role entails honoring the past, oversight of current operations as it relates to financial matters and envisioning a strong association for today and into the future. A Board member needs to have time to devote to their involvement. As a Board member, you may contribute 4-10 hours a month, depending on the meetings scheduled and the roles you take on. This includes, but is not limited to, attending board meetings once a month, actively participating on committees, attending special events or programs, taking part in educational workshops, and attending the Annual General Meeting in March. At board meetings, you will gain knowledge around long-term strategic planning, financial management of non-profit organizations, foster relationships, and set direction that project MWSA into the future. The Board develops and implements policies and strategies that will drive the operations of MWSA. As a member of the Board, a Director acts in a position of trust for the membership and is responsible for the effective governance of MWSA. Directors contribute some specialized skills, such as knowledge of finance, fundraising, legal matters, organizational and administrative skills, facilities management, and human resources.

Board Directors adhere to policies and bylaws in coordinating sound ethical, and legal governance and financial management practices, including approving the annual budget and ensuring MWSA has sufficient resources to achieve its mission.

What does this look like in practice?

By serving on a board, you meet other like-minded people in the community who are devoted to the support, growth and recognition of Mill Woods Seniors Association. This is an opportunity to grow and engage your existing networks. You also gain skills in policymaking, governance, leadership, and community accountability.

Committees:

There are many opportunities to bring you skills to the table. Please consider what skills and knowledge you have that would be of benefit to any of these committees.

Committee opportunities for Board Members include:

Executive Committee: Provides guidance to the President and Executive Director on time-sensitive and substantial issues arising between Board meetings.

Finance Committee: A Board-Staff committee providing guidance and recommendations to the Board on financial matters.

Board Governance Committee: Reviews, revises and prepares for Board approval updates on bylaws and policies as it relates achieving MWSA Vision and Mission.

Human Resources Committee: Provides guidance to the Board and the Executive Director on human resources matters.

Funds Development Committee: A Board-Staff committee developing fundraising programs and opportunities to contribute to the financial stability of MWSA.

Risk Management: Identifies, assesses and make recommendations on the mitigation of any risks MWSA is likely to face.

Strategic Planning Committee: Develops, reviews and update the strategic plan.

Nomination Committee: Recruits members for the established Committees and for new Board members

Board Member's Code of Conduct

To ensure effective governance, it is essential that Board Members demonstrate ethical conduct and commitment to a high standard of personal conduct. The Code describes the standard of behavior expected of each Board Member. As part of the nomination process, Board Members must sign an agreement to abide by the Code. (See Policy BP-10)

ABOUT MWSA

The Mill Woods Seniors Association is a non-profit charitable organization serving seniors.

MWSA started in 2007 with the vision of 4 individuals to create a place to support and provide services to the senior community in southeast Edmonton. MWSA grew from a single room in a nearby community center to the large City of Edmonton co-funded building it is in today. By engaging seniors to learn, adapt and contribute to their society, MWSA has grown to over 1200 members today.

Over the past years, MWSA has worked and responded to the needs of the senior sector and community at large. The goal of MWSA continues to provide recreational, educational, and social programs to enhance the needs of seniors of all cultures in the greater Mill Woods community.

MWSA offers popular recreational activities at the center including pickleball, floor curling, yoga, and exercise classes. Social programs such as knitting and quilting clubs, jam sessions, and cards; along with education sessions to enhance skills and knowledge in areas of technology, finances, painting and health and safety are also offered.

The 2nd Floor Cafe is always a popular spot offering a daily breakfast and lunch menu, our famous cinnamon buns and the popular Liver and Onions.

Through the Volunteer Program, MWSA encourages both seniors and non-seniors to utilize their skills and experiences to contribute to MWSA's goals and programs.

MWSA's goal of meeting the needs of its members requires continued rejuvenation, in part, through new Board Directors with new ideas. Goals of MWSA are set out in the Vision, Mission and Values and Value Statements. (See Policy F-1)

POSITION OVERVIEW

As a part of MWSA's volunteer board, directors are pivotal in helping steer MWSA towards achieving its strategic goals. The goal is to create a high functioning and diverse board that is representative of the community members we serve. The President and 8 Directors are elected for a term of two (2) years. Each year, 4 Director positions may be filled by election. Every second year the position of President may be filled by election. A Director may serve a maximum of 2 consecutive terms, or 4 years. Directors who advance to President may serve a maximum of 6 years on the Board.

Directors must hold a Regular Membership and be a Member in Good Standing throughout the duration of their term. Successful applicants may be required to obtain a clear Police Check.

The mandate of the Board of Directors is to provide leadership and clear direction by undertaking 6 key functions:

- Strategic Leadership to articulate MWSA's vision, mission and values; by assessing the needs of the community; development of a strategic plan; monitor and assess MWSA's progress; updating strategic plan and trends in order to meet MWSA's vision.
- Board Policy development to address and define the work of the board; how that work is carried out; monitoring, assessment, and evaluation of relevance of policy; delegation of authority; assessments to evaluate compliance and effectiveness.
- Selection, Support and Evaluation of the Executive Director. The Board hires, supports, monitors, evaluates and ensures continuity of the Executive Director who is responsible for the day-to-day operation of MWSA.
- Fiscal oversight of the ongoing financial viability of MWSA; provision of programs and services; resource management; maintenance of assets; all in a fiscally responsible manner.
- Legal Oversight and risk management to ensure compliance with all laws, protection of MWSA facilities, resources.
- External linkages ensuring accountability to the membership and community for fulfilling MWSA's mission and reaching its stated outcomes. Raising public awareness of MWSA. Representing the interests of its members to the community and other interested stakeholders. Ensuring the interests of the community and other key stakeholders are known within MWSA. Responding to matters affecting MWSA's relationship to its membership, the community, and other key stakeholders.

THE NOMINATION PROCESS

1. Applicants must be a Member in good standing for 60 days prior to March 24, 2027.
2. Application: Submitted in a sealed envelope addressed to the Nominating Committee Chair and dropped off at the MWSA office by January 15, 2027.
3. Interview: Successful applicants will be contacted to arrange an interview which will be held in person or via video or telephone under extenuating circumstances.
4. References: At the interview, you will be asked to provide the names and phone numbers of 3 references. Your references will be contacted.
5. Successful applicants will be required to sign an agreement as outlined in the Board Member's Code Board of Conduct and a satisfactory reference check

Applications may be picked up at the Front Desk starting September 28, 2026. Deadline for accepting applications January 15, 2027.

The Nomination Committee thanks you for your interest

Declaration by Applicant

I declare and affirm that I have read and understood the MWSA Board Overview, and if elected as a Board Member of MWSA, I agree to abide by the following during my term:

1. MWSA's Vision, Mission and Values – Policy F-1
2. Role of the Board – Policy BP-2
3. Board Member's Code of Conduct – Policy BP-10
4. Role of the Board Member – Policy BP-4
5. Confidentiality

Applicant's Name _____

Membership No. _____

Signature: _____

Date: _____

I confirm that I have witnessed the signing of the **Declaration** by the above-mentioned applicant.

Nominating Committee Chair's Name _____

-

Signature _____

Date _____



List of References

Nominee's Name: _____

Applicants are required to provide the name and contact information for three references.

Name:	
Phone:	
Email	
Company / Position	
Years known	
Relationship	

Name:	
Phone:	
Email	
Company / Position	
Years known	
Relationship	

Name:	
Phone:	
Email	
Company / Position	
Years known	
Relationship	

Subject	Policy Number
Vision Mission and Values	F-1

Policy

1. MWSA has 3 statements that form the framework of the organization. They describe the difference that MWSA will make to its members, the community and to key stakeholders. These statements are its:
 - a) Vision statement
 - b) Mission statement
 - c) Values and value statements

2. Vision Statement

The vision of MWSA is to continue to be a welcoming centre that meets the recreational, educational and social needs of seniors in our community.

3. Mission Statement

The mission of MWSA is to enrich the lives of seniors in Mill Woods and surrounding communities by providing a diverse range of programs and services that are tailored to meet their recreational, social, health, physical, intellectual and emotional needs while fostering an inclusive environment that celebrates diversity.

4. Values and Value Statements

Respect: We listen to each other and treat each other with fairness and dignity.

Inclusion: We celebrate our differences and create an environment of acceptance for all.

Innovation: We build on successful ideas and new approaches.

Collaboration: We work together with others to achieve shared goals.

Accountability: We respond to the needs of our members and take responsibility for our actions.

Sustainability: We address current needs while considering future impacts.

Parameters

Vision Mission and Values

F-1

1. All other policies must align with and not contradict the Foundation policies.
2. The Board reviews the Foundation policies as part of its strategic planning process.
3. The Board ensures MWSA's activities comply with its charitable objectives.

Subject	Policy Number
ROLE OF THE BOARD	BP-2

Policy

1. On behalf of its members and the community, the Board provides strategic leadership and clear direction by undertaking 8 key functions:
 - a) Strategic leadership
 - b) Board policy development
 - c) Selection, support and evaluation of the Executive Director
 - d) Fiscal oversight
 - e) Legal oversight and risk management
 - f) External linkages
 - g) Administrative controls
 - h) Board management

Parameters

1. Strategic Leadership

The Board provides strategic leadership by:

- a) Articulating MWSA's vision, mission, values, goals and organizational outcomes that reflect member and community needs and priorities
- b) Developing and reviewing a viable strategic plan to carry out the mission and achieve the vision and outcomes
- c) Monitoring and assessing MWSA's progress towards the vision and outcomes in relationship to strategic plans and policies
- d) Monitoring trends and Member needs in order to respond appropriately

2. Board Policies

The Board develops written Board policies:

- a) Addressing the broadest areas, such as the vision, mission and outcomes
- b) Defining the Board's work and how the Board carries out and monitors its work
- c) Describing the:
 - i. Relationship between the Board and the Executive Director
 - ii. How the Board delegates authority
 - iii. How the Board monitors the Executive Director's performance
- d) Establishing broad parameters and limitations in operational areas that the Board has delegated to the Executive Director

ROLE OF THE BOARD**BP-2**

- e) Having a process for assessing policy compliance and effectiveness

3. Selection, Support and Evaluation of the Executive Director.

The Board:

- a) Hires the Executive Director
- b) Supports, monitors, and evaluates the Executive Director whose responsibilities are MWSA's operations
- c) Ensures continuity of the Executive Director level

4. Fiscal Oversight

The Board provides fiscal oversight by ensuring:

- a) There is ongoing financial viability of MWSA
- b) MWSA acts in a fiscally responsible manner
- c) Resource utilization is in line with the mission and MWSA's priorities
- d) Assets of MWSA are maintained and protected

5. Legal Oversight and Risk Management

The Board ensures legal oversight and sound risk-management practices by:

- a) Ensuring MWSA complies with relevant legislation, and follows its Bylaws and policies
- b) Responding with policies and processes that address dangers inherent in MWSA's operations to:
 - i. Control risks
 - ii. Protect users of MWSA facilities
 - iii. Protect and conserve MWSA's resources
 - iv. Provide programs and services in a prudent manner

6. External Linkages

The Board ensures MWSA has external linkages and processes to further its vision and mission by:

- a) Being accountable to the Members and community for fulfilling MWSA's mission and reaching its stated outcomes
- b) Raising public awareness of MWSA's role and its needs
- c) Representing the interests of its members to the community and external stakeholders
- d) Ensuring the interests of the community and other key external stakeholders are known within MWSA
- e) Responding to matters affecting MWSA's relationship to its membership, the community and other key stakeholders

7. Administrative Controls

While respecting its appropriate role, the Board ensures the Executive Director develops and implements operational procedures that establish accountabilities and controls for the effective management of MWSA.

Subject	Policy Number
ROLE OF THE BOARD MEMBER	BP-4

Policy

1. The Board is the legal authority for MWSA. Board Members:
 - a) Actively participate in the governance of MWSA.
 - b) Actively contribute to achieving MWSA's mission, vision and strategic goals.

Parameters

1. To fulfill the role and responsibilities, Board Members will:
 - a) Receive orientation and training so that they are knowledgeable about:
 - i. MSWA's bylaws and governance policies
 - ii. Working knowledge of MS365
 - iii. Organizational matters at the governance level
 - iv. Local, provincial and national issues and trends related to seniors
 - v. Relevant legislation
 - b) Participate in:
 - i) Understanding the difference between governance and operational matters.
 - ii) Developing, monitoring and reviewing MWSA's strategic plan
 - iii) Developing, monitoring and reviewing bylaws and governance policies
 - iv) Approving and monitoring the budget
 - v) Ensuring proper internal controls are in place to safeguard, promote, and protect MWSA's assets
 - vi) Reviewing the Board's structure to ensure it meets MWSA needs
 - vii) Advocating and promoting MWSA in the community.
 - c) Support the Board by:
 - i. Abiding by the Board Member's Code of Conduct.
 - ii. Supporting Board decisions when speaking outside of Board meetings
 - iii. Encouraging a diversity of background and experience among Board Members
 - iv. Developing and maintaining positive relationships among Board Members, staff, members and the community
 - v. Bringing questions or concerns to the President.
2. Board membership requires:

ROLE OF THE BOARD MEMBER**BP-4**

- a) Signing an agreement to abide by the Board Member's Code of Conduct. Refer to Policy *BP-10 Board Member's Code of Conduct*.
- b) Commitment to:
 - i. MWSA, especially its vision, mission, values, and strategic goals
 - ii. Attending Board orientation and training sessions.
 - iii. Preparing for, attending, and actively participating in Board meetings
 - iv. Attending the Annual General Meeting and other meetings of the membership
 - v. Be willing to be an active Committee member
 - vi. Supporting MWSA's special and fundraising events
- c) A Police Information Check is only required for the Executive Board members who have signing authority.
- d) Knowledge and skills in one or more areas of Board governance, including policy, strategic planning, and advocacy
- e) Willingness to serve as a Chair to a Board committee.

3. To enable Board Members to fulfill their role, they receive:

- a) Notice of all Board meetings
- b) Agendas and supporting materials for all Board meetings
- c) Policies, Bylaws and MWSA records, except records that the Board has declared confidential.
- d) Minutes of Board meetings
- e) Financial and other reports

Subject	Policy Number
BOARD MEMBER'S CODE OF CONDUCT	BP-10

Policy

1. To ensure effective governance, it is essential that Board Members demonstrate ethical conduct and commitment to a high standard of personal conduct.
2. The Code of Conduct describes the standard of behaviour expected of each Board Member. A commitment to serve on the Board represents a commitment by each Board Member to abide by the Code of Conduct and to govern with excellence.
3. Nominees to the Board must sign a declaration to abide by the Board Member's Code of Conduct at the first Board meeting after the AGM and copies supplied to the signee. The original will be scanned and stored by the Executive Director.

Parameters

1. Support of MWSA

Board Members must carry out their duties honestly, in good faith, and in the best interests of MWSA.

2. Adherence to Organizational Standards

a) Board Members must honour and abide by:

- i. MWSA Bylaws
- ii. Resolutions approved by the membership
- iii. MWSA governance policies approved by the Board, including but not limited to conflict of interest as outlined in Section 9 and 10 of this Board Member's Code of Conflict policy.
- iv. Relevant laws of Canada, Alberta and the City of Edmonton
- v. Agreements with the City of Edmonton

1. Treatment of Others

- a) Board Members must respect and be courteous towards Members, volunteers, staff and other Board Members.
- b) There is zero tolerance of abusive, undesirable or dangerous behaviour or profane language.

BOARD MEMBER'S CODE OF CONDUCT**BP-10**

2. Board Meetings and Communication

- a) Board Members must attend meetings regularly and participate on committees as appointed. Board Members who miss 2 consecutive meetings without notice and reasonable cause, as provided for in the Bylaws, are removed from the Board. Examples of reasonable cause are illness, employment requirements and vacations/holidays not exceeding six consecutive weeks. Board Members who miss 4 Board meetings during their 2 year term are deemed to have resigned.
- b) Board Members will prepare for meetings to properly address issues and questions that come before the Board for consideration and decision.
- c) Board Members will display courteous conduct during Board and committee meetings, respecting the opinions of other Board Members.

3. Confidentiality

- a) Board Members cannot use Board information for their own direct benefit or advantage. Board Members must not communicate confidential information to anyone who is not entitled to receive the information. Thus, Board Members must keep—information confidential whenever required in the best interests of MWSA. This information includes, but not limited to, internal operations, pending contracts, and personal information about Members, clients, staff or volunteers.
- b) The proceedings of any Board meeting, or any part of a Board meeting, or of any Board committee that is conducted *in camera* must be kept confidential by every Board Member, by the Executive Director, by any committee member, or other individuals invited, or permitted, to attend the meeting. No minutes or any records of the in camera meeting will be kept.
- c) When uncertain about a matter of confidentiality, Board Members must seek direction from the President.

4. Individual Authority

- a) A Board Member has authority only when acting together with other Board Members in a legally convened meeting. Thus, Board Members cannot exert individual authority over MWSA or the Board, except as stated in the Bylaws or Board policies.
- b) Individual Board Members do not have the authority to speak on behalf of MWSA when interacting with Members, staff, the public, the press, or other entities, unless authorized by the President. This means they cannot speak for, nor make promises or commitments on behalf of the Board.

BOARD MEMBER'S CODE OF CONDUCT**BP-10**

- c) Board Members do not direct staff or make any judgment of staff performance, except when assessed through the Board's policies and when given authority to do so by the Board.

5. Show of Public Support

1. Board Members must publicly support Board-approved policies, decisions and positions of MWSA.
2. Board Members must publicly support actions taken by staff that follow policies, approved budgets and plans.
3. Board Members must never denigrate the motives, abilities, or personalities of other Board Members or MWSA staff.

8. Image and Integrity of MWSA

1. Board Members who are accused of behaviours and/or offences that affect the image and/or integrity of MWSA and/or the Board are subject to Policy *BP-11 Discipline Process for Complaints Against Board Members*.
2. Board Members who are lawfully convicted of offences that affect the image and/or integrity of MWSA will be immediately removed from the Board.

9. Conflict of Interest

- a) A conflict of interest includes any situation or relationship that could make the Board or any Board Member open to potentially diminished reputation or integrity in pursuit of MWSA's mission. Board Members must declare any conflict of interest that may arise.
- 1.1. Board Members cannot conduct any private business and/or personal services between themselves and MWSA, except when openness, competitive opportunity, and equal access to all relevant information are assured.
- 1.2. Board Members cannot use their positions to obtain employment with MWSA for themselves or their family members. If a Board Member or a family member is considered for employment, the Board Member must withdraw from Board deliberation, voting and access to applicable Board information.
- 1.3. Board Members cannot use their position to secure special privileges, favours, or exceptions for themselves, or any other person, individual, group, organization, community, and/or their own special interest.

BOARD MEMBER'S CODE OF CONDUCT**BP-10**

2. Board Members cannot accept any gift, favour, or service from any individual, corporation, or other organization. Exceptions will be made in the following circumstances:
 - 2.1.1. The normal exchange of hospitality between persons doing business together. This may include token gifts of appreciation.
 - 2.1.2. Tokens exchanged as part of protocol
- i. The presentation of gifts to persons participating in public forums
- b) Board Members who declare themselves in a conflict-of-interest position cannot participate in any discussion of the matter with Board Members. They must leave the room or conference call and remove themselves from voting on the issue.
- c) Board Members cannot participate in Board decisions in which their personal bias compromises their objectivity or where an appearance of bias jeopardizes the credibility of the Board's decision in the matter.
- d) When uncertain about a matter of conflict of interest, Board Members must seek direction from the President.
- e) All declarations of conflict of interest must be recorded in the minutes.