



### ***BRYST GOVERNANCE COMMITMENT***

BRYST Club's Board of Directors understands that strong club governance accompanies and guides BRYST's long-term organizational success. BRYST's key strategic priorities are:

- increasing participation levels through increased engagement with our community leaders and user groups
- offering exceptional programming in every division of our club regardless of skill level or performance barriers
- community leadership by staying true to the CLUB's culture, developing players, coaches and volunteers.

BRYST's Board of Director's has been at the center of these key strategies, helping to design and implement

them, and seeing that they guide the BRYST's operations.

Reflecting its commitment to continuous improvement, the Board reviews its governance practices on an

ongoing basis to ensure that they promote value to its members.

Board Independence, Expertise and Accountability

- **Director Attendance at Annual General Meetings**

» BRYST encourages all members of the Board should attend the Annual General Meeting, unless extraordinary circumstances prevent a director's attendance.

- **Board Experience and Diversity**

» BRYST's Board of Directors are comprised of individuals with relevant sector experience in the fields of business, public service, corporate governance experience, educational achievement,

strong moral and ethical character and diversity.

Board Focused on Key Business Priorities

- **Strategic Role.** The Board plays a major role in overseeing BRYST's strategic plan. They review the strategic plan and receives detailed briefings throughout the year on critical aspects of its implementation.
- **Risk Management.** Annually, the Board or a relevant committee reviews each of the top risk areas identified by management to ensure risks are being adequately managed.
- **Succession Planning and Professional Development.** The Board has extensive involvement in succession planning and professional development. Regular reviews of professional training and development programs, to ensure that all Board Members and Staff have access to ongoing education.

Established Policies Guide Governance and Business Integrity

- **Governance and Policies.** The BRYST's Board is committed to governance and policies. The Board's reviews governance, administration, and operational policies to ensure that the BRYST abides by best practices. The board operates, using one voice and rarely works with committees. The General Manager is given a very clear scope and role as well as limits about what she/he can undertake, and the main emphasis of the board is on policy development.
- **Code of Conduct.** All Board members and staff abide by the BRYST's Code of Conduct, which promotes the highest ethical standards in all the Club's dealings.

**Direct Access to Management**

- **Senior Staff at Board Meetings.** The General Manager regularly attends Board meetings. Director, Technical Development, and Committee Chairs attend Board meetings quarterly or as required. The General Manager is an "ex-officio" of the Board. An open and informal environment allows dialogue to develop between directors and management, which often produces new ideas and areas of focus.
- **Direct Access to Management.** The Board's direct access to the General Manager and staff continue outside the boardroom. Directors are invited to contact the General Manager directly with questions and suggestions.

## **Management Accountability**

- **Senior Staff Hiring:** The Board is committed to hire a senior staff member to ensure effective management is in place.
- **Role of General Manager:** The GM is the link between the board and other staff, and the board communicates its directives to other staff through the GM. Board and committee meetings are usually the place for the board and GM to communicate, share information and decide on work related to the organization. The GM is considered an 'ex-officio' member of the board, meaning he/she attends board meetings, participates in discussion, and receives and provides reports but has no vote.
- **Evaluation Process.** The Board's evaluation of the General Manager is a formal annual process. The GM is evaluated by the Board against the goals set each year, including both objective measures and subjective criteria reflective of the Club's strategy and core values. As part of the overall evaluation process, the Board meets informally with the GM to give feedback on a regular basis.

## **Effective Oversight**

- **Board Size.** Designed to maximize board effectiveness, BRYST's by-laws fix the number of directors be 3. The BRYST believes that the current size of the board is very effective for the size of our club. With the number of Standing Committees, the BRYST believes the level of scope and engagement is ideal.
- **Meeting Attendance.** On average, the incumbent directors attended 100% of the meetings of the Board and the committees on which they serve.

## **Continuous Improvement through Evaluation and Education**

- **Board Self-Evaluation Process.** Each year, the Board evaluates its performance against the goals and objectives of the strategic plan. Board evaluations are based on the following: financial oversight, succession planning, strategic planning, governance, code of conduct, ethics, and compliance and Board structure and role. The Board then considers the results of the evaluation and identifies steps to enhance its performance.
- **Board Committee Evaluations.** Self-evaluations of the Board's committees are also conducted annually.

The results of these evaluations are reviewed with each committee, and further enhancements are

agreed for each committee.

- **Ongoing Director Education.** BRYST is committed to conduct governance clinics scheduled with Canada Soccer. Occasionally the Board invites subject matter experts and community leaders to educate the Board on various subjects.