

# **Moderator's Report - February 9, 2026**

## **Grande Prairie Live Theatre Open Board Meeting**

Prepared by T. Getson

### **Scope**

The goal of this meeting is to provide the membership of Grande Prairie Live Theatre (GPLT) with an opportunity to hear updates regarding the operations and transitional period of GPLT at this time.

The moderator understands the transitional period of GPLT as the time period in which the current members of the board can speak to, which may date back to the retirement announcement of the former longstanding General Manager and hiring process to follow thereafter, to the present day time period.

The Board would like to provide a structured opportunity to have a Q&A opportunity with the membership, which includes implementing a moderator as a tool to facilitate the Q&A period to stay within decorum and time constraints of the meeting.

### **Moderator Tools**

The moderator employed the use of an online digital form to allow questions to come in throughout the reports portion of the meeting to prioritize membership questions as they arose throughout the meeting. Furthermore, these questions were provided to the board so that they could continue the dialogue with membership.

The moderator also provided paper forms as an option throughout the meeting should individuals feel more comfortable submitting in an analog format. These forms were collected before, during and after the meeting.

These questions were compiled by the moderator and submitted to the GPLT President on February 18, 2026.

### **Recommendations**

At the tailend of this report, there are recommendations compiled by the moderator. These recommendations are limited in scope to the observations, questions and conversations had at the February 9, 2026 meeting.

Recognizably, some of the recommendations extend into longer-term solutions. These stem from a key pain point identified at the meeting around accountability measures.

### **Disclosure**

The moderator, and accompanying secretary, did not and will not receive or accept any remuneration for their attendance at the February 9, 2026 meeting, prep work, or work in compiling this report. This report is formed entirely on their own, separate from both the Membership and the Board of Grande Prairie Live Theatre.

**Meeting Date:** Monday February 9, 2026

**Location:** Grande Prairie Live Theatre

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## 1. CALL TO ORDER

Chair called meeting to order at 5:41pm

Quorum achieved

## 2. SUMMARY OF Q&A

**Question:** *What is the plan for the team in the box office?*

**Answer:** Strong group of part-time staff to help in transition until hired full-time. J. Moutray is looking to start the process of interviewing this week following the post going live.

**Where is the advertisement?**

Nothing official yet, it is clarified that the interviews have not started but that J. Moutray is hoping to start them within the week, but the advertisement is in the works and will be announced when it is finalized.

**What is the recruitment process?**

J. Moutray will review resumes, and is interviewing based on skills that may be useful to the theatre. The current Box Office Manager's final day will be within the week, so they will be leaning heavily on part-time staff for training/onboarding of new staff.

**For bookings or upcoming shows, is there someone in the office to help during open hours?**

There will be no disruption to regular business hours, patrons will be able to call in and come during regular hours, there will be someone here.

**Question:** *When a General Manager and several key staff leave within a short period, it strongly suggests deeper workplace culture issues. Beyond exit interviews, what concrete steps are being taken to understand why this has happened, and how will the board ensure that GPLT is no longer a high-risk workplace?*

**Answer:** Judy (ElevationHR) provided guidance on Governance and Policies, the Board is looking to implement those changes. It was stated that updating/creating hiring processes and policies, along with onboarding documents may be part of these changes. The Board has a lot to learn based on the last couple of months, has strong violence and harassment policies that should be followed. The Board wants to support when they can but states that they need to be made aware to provide help.

**Question:** *What specific criteria will be added to ensure candidates will have the right experience (i.e. theatre background)?*

**Answer:** The steps taken to hire prior GM were strong, however, having a long-time high positions such as the General Manager, stepping away from an organization can be difficult anywhere. The process felt strong but unfortunately did not find right candidate and hopeful for the next go round.

**Question:** *What steps are being taken for updating processes/policies for position?*

**Answer:** The policy and governance committee is actively doing this work. It is

acknowledged that there was disconnect with prior onboarding where the policies were not known and widely dispersed as the Board would have liked. They are updating these documents to make them more accessible. The process of reviewing these policies to ensure they align with good governance and organizational need takes time and the committee is working hard to make this happen. This will include onboarding of the new General Manager, Staff, and Volunteers to all be on the same page.

**Question:** *For the GM position, no issues relayed regarding the prior hiring process but are there going to be changes?*

**Answer:** It is still early in the process, there is still discussions to be had around what to include in the criteria that may have been missed in the prior General Manager hiring process.

**Question:** *The Board keeps saying “lessons learned” - but what does that mean?*

**Answer:** There are going to be different lessons for each person. The Board doesn't want to limit potential candidates based on specific criteria because there are so many qualities someone can have without prior specific experience. They don't want to eliminate a potential good General Manager because only one area may have been missing.

**Question:** *Can you clarify what led to the resignation of all full-time staff, including key technical and administrative personnel, and what steps were taken to mitigate this unprecedented exodus?*

**Answer:** If you came to hear stories of resignation, not going to happen. Each resignation involved individual circumstances. The change in leadership highlighted systemic issues that have been happening over an extended period. Those issues are being addressed, and the Board is meeting frequently - up to weekly- as issues were and are arising. The General Managers resignation was received on January 20, 2026. A. Jefferies met with Judy and the full-time staff to provide as much information as possible and allowed for questions to provide as many answers as possible. The Board worked to spread the needs of the organization between the staff and board members where possible as quickly as possible.

**Question:** *What are the systemic issues?*

**Answer:** Example was provided: accessing bylaws and policies, a lot didn't have access/weren't easily found. Continuing to work on making easier but now on the website. Six copies now exist in the theatre to allow people to read them.

**Question:** *Could you always access bylaws/policies when in theatre?*

**Answer:** There had been requests for copies of the policies and bylaws from the General Manager when the Board started and they were only received in October during the first official board meeting. No digital copy could be found. The lost data had to be rebuilt as only hard copies existed and some data was lost. There was a disconnect from the General Manager's perception of their role and the rules of the organization due to them not being aware.

**Question:** *What is the year stated on the copy you found?*

**Answer:** Dates to policies from 2025, actual year of creation 2021.

**Question:** *You mentioned that there was misinterpretation from the General Manager on their role/policy, is there a possibility the Board also misinterpreted?*

**Answer:** It was more that the General Manager did not see the policies, not necessarily disagreeing on interpretation. It was clear but the General Manager had not seen the role as written in the policies and the limitations set out.

**Question:** *Regarding the conflict that occurred, where does the board take ownership and responsibility? What steps are being taken moving forward to mitigate the likelihood of this occurring again?*

**Answer:** The Board takes responsibility for the time it took for them to understand the governing documents (policies, procedures, bylaws) and the steps forward. They want to make policies and procedures clearer and ensure the Board understands, along with as much membership as possible. At beginning of dispute, there were policies in place that were not known and Board was not aware of the dispute until too late into the process.

**Question:** *How does the board get left out when they oversee the theatre?*

**Answer:** When the General Manager tries to resolve the dispute on their own without informing the Board or including the board.

**Question:** *Are you a Management or Governance board?*

**Answer:** The Board oversees the General Manager, but not between the staff and board.

**Question:** *Who was the GM reporting to if not the board?*

**Answer:** The General Manager attempted to solve the dispute by themselves, then the General Manager eventually reported to the President. They tried to solve the dispute. Then they took to the rest of the Executive Team (VP and VP Elect), then found policy and followed the policy up to appointing a person to investigate the dispute. The President at the time had not had opportunity to sit on Governance and Policy committee; they were also unaware of the proper steps outlined in the policy. These steps were unsuccessful. The Board then ElevationHR to investigate and handle the dispute. The Board made aware in November, it was beyond the skillset of the board members which is when Judy was hired.

**Question:** *This sounds like several disputes, is this employee vs employee? Or?*

**Answer:** (Answered by ElevationHR) In terms of disputes submitted to board, and ultimately submitted to HR. They cannot divulge any information, but it was a workplace conflict.

**Question:** *How is the board supporting interim leadership during the transition period, and what*

*safeguards are in place to maintain objectivity, professionalism and trust?*

**Answer:** Including staff, Interim General Manager, and technical director in meetings and working to keep an open dialogue. The Board wants to keep an open communication line and ensure there is collaboration. J. Moutray works hard with Agnes and additional board members to understand roles and to collaborate on meeting the needs of the organization.

**Question:** *What supports, mentoring, or oversight mechanisms has the board established to help leadership meet the needs of GPLT and the community?*

**Answer:** J. Moutray is working closely with the bookkeeper and finance committee on financials, The Board has been supportive of any questions that he has. J. Moutray expressed that he does not feel as though he is in this alone, there are strong members around him to keep the ship afloat.

**Question:** *What steps and costs will this Board take to recruit a suitable replacement (person with community connections, knowledge of sponsorship-fundraising and grant applications) for the General Manager position?*

**Answer:** Board acknowledges that this goes back to how are they hiring? There are recommendations from ElevationHR they want to implement. They know they want to continue going through a firm, there will be a cost but they will review processes to make good and stronger choices for this process. The Board feels that there are great people in the Interim and Tech roles to help with the process.

**Question:** *In addition to internal stability, there have been ongoing issues with rental booking conflicts, unclear processes, spaces not being properly prepared for renters' needs, and significant gaps in communication. What steps is the board taking to improve systems, accountability, and communication in this area to ensure a reliable and professional experience for renters?*

**Answer:** This is identified as an operational question. J. Moutray states that any organization faces challenges in leadership changes. Growing pains and aim to learn and improve as we go along. J. Rowe offers a background in events and advancing events, 25 years' experience, and assures he will work to make sure needs are met of renters going forward.

**Question:** *How has the budget been impacted by the operational decision to discontinue the legacy sponsorship program and what plans are in place to replace revenue from donors?*

**Answer:** It is stated that this hasn't gone well. The Board learned that without consultation the General Manager decided to discontinue the program. The Board is dedicated to making it priority to contact the legacy program sponsors and rebuild these relationships.

**Question:** *Due to everything that has transpired I am concerned about the ripple effects this may have and am wondering if the rising stars drama program is in jeopardy. What steps have been taken to ensure this program is still viable given the instability within the theatre currently?*

**Answer:** There will be no anticipated interruptions in the 2026 program, there are two experienced individuals in youth based programming helping. M. Huckabone and J. Moutray to help instructors of the 2026 program. Confident they will maintain the program into the 2026

year. The Board has just passed a new Vulnerable Persons Policy to ensure record checks are being done prior to people being instructors to build confidence in parents and the community.

**Question:** *The Wyvern building that we use to store all our set pieces has been condemned. It is my understanding that a proposal was submitted by the outgoing GM for a solution that included the old ATB building on resources road. This space was inspected and considered an excellent space for storage, set building and painting as well as potential rehearsal space. The board was presented with a proposal that included a percentage subsidy from the city and a significant 5-year donation from an external business. A plan to cover the remaining costs through donations and sponsorship was also presented. The board did not approve this proposal. I would like further clarity as to why the board felt the proposal held too much risk for the theatre and what supports were given to the GM to find an alternative solution given the tight timeline presented.*

**Answer:** First, the Board was not aware of any lease offer for ATB building, that was not brought to the Board. They only know of one offer for a bay in Richmond Industrial Park that would cost the theatre, annually \$50,000 with minimum 5-year lease (\$250,000 total). There was no concrete plan to cover \$200,000 needed when signing the lease. There were only vague promise of sponsorships. Additionally, the General Manager presented financial report to Board that showed a 6-digit deficit in the budget. The Board took this into consideration and the growing expenses, without a plan going forward to amend this budget.

The Board did not reject any offer, just requested additional information before going forward. The Board asked about the amended budget, how the new venue would fit, a donor plan going forward, and for exploring alternative solutions for venue space. This was not received.

The City informed the Board that the Wyvern building is not safe, urgency is only for storage, and the theatre would like additional space but cannot continue to accumulate debt or it will close. They need to understand the impact of such a large expense and do not have experience with donors, only sponsors. The Board discussed Wyvern building with the City and they offered other solutions for storage; the Board is still reviewing the options and is open to options for solutions.

**Question:** *What safety precautions will be implemented in order to protect the antique irreplaceable furniture and set pieces, if they cannot find suitable space in time?*

**Answer:** J. Moutray is closely monitoring state of Wyvern and will move anything in immediate peril likely to the theatre until space is found. This work is continuing to be done.

**Question:** *Looking ahead to the next board election or appointment cycle, is the board considering a skills review to help guide the recruitment of directors with experience in areas such as human resources, organizational culture, or change management?*

**Answer:** The Board hasn't discussed this in detail, but there are no plans to recruit explicit professionals outside the community to sit on the Board. The Board is selected by democratic process by the Membership. The Membership chooses the Board, and the Board feels that Membership will choose the right people based on the needs of the organizations. Should that be the needs of the organization, then it is suggested that those members be recruited for the Membership and candidates they may feel would fit the Board needs.

**Question:** *To rebuild trust and ensure transparency, will the board commit to an independent governance review? If so, will members be able to see a summary of the findings and the resulting action plan?*

**Answer:** The Board feels it would be premature to do an independent governance review. Much of this work is already being done alongside ElevationHR. The organization is in the middle of fixing the deficits found upon the onboarding of the new Board. They acknowledge there is room for improvement in these documents. This is work the Governance and Policy Committee is prioritizing, fixing those gaps that are being found. Along with the hiring/onboarding/training processes that are being repaired.

**Question:** *Why has the board not yet recruited for the vacant board positions?*

**Answer:** The Board is following the bylaws. The Board is to appoint members to fill the position for the remainder of the term(s). The Board has been recruiting for the positions based on community members and prior board members. They recruited A. Webb for the President position. Two recent Board member resignations and the board is working to appoint those positions as they were recent, members are encouraged to submit their information to J. Moutray if they are interested by email at [manager@gplt.ca](mailto:manager@gplt.ca).

**Question:** *Will board be calling general meeting for all members*

**Answer:** Yes, the timeline is approximately late March. Watch social media for information similar to this current meeting.

### **3. ADJOURNMENT**

Chair adjourned the meeting at 7:00pm

# PRESUBMITTED QUESTIONS

## GENERAL MANAGEMENT

1. What is the plan for the team in the Box Office?
2. When a General Manager and several key staff leave within a short period, it strongly suggests deeper workplace culture issues. Beyond exit interviews, what concrete steps are being taken to understand why this has happened, and how will the board ensure that GPLT is no longer a high-risk workplace?
3. Since the last General Manager's time in the role was so short, how is the board changing its hiring and onboarding process? What specific criteria will be added to ensure future candidates are a strong fit (in both values and skills) and are set up for long-term success?

## HR

1. What steps are being taken to ensure this does not happen again?
2. Will governance oversight, leadership accountability, and vetting processes — for both staff and board members — be strengthened moving forward to prevent another disruption of this scale?
  - a. **Paraphrased Question: (Questions 1/2)** What steps are being taken moving forward to address the recruitment and onboarding of new staff and board members to strengthen the organization and avoid another disruption of this scale?
3. What steps were taken to mitigate the unprecedented exodus of the entire administrative staff- Advertising/Social Media, General Manager, Technical Director and Box Office Manager?
4. Can you please clarify what led to the resignation of all full-time staff, including key technical and administrative personnel?
  - a. **Paraphrased Question: (Questions 3/4)** Can you clarify what led to the resignation of all full-time staff, including key technical and administrative personnel, and what steps were taken to mitigate this unprecedented exodus?
5. I am sure that both sides share some blame in what has happened. I would like to hear where the board takes ownership and responsibility for what has happened and what steps are being taken to ensure this does not happen again.
  - a. **Paraphrased Question:** Regarding the conflict that occurred, where does the board take ownership and responsibility? What steps are being taken moving forward to mitigate the likelihood of this occurring again?
6. During this transition, how is the board supporting interim leadership to make fair, transparent decisions, and what safeguards are in place to maintain objectivity, professionalism, and trust?
  - a. **Paraphrased Question:** How is the board supporting interim leadership during the transition period, and what safeguards are in place to maintain objectivity, professionalism and trust?
7. Under the current interim management structure, what supports, mentoring, or oversight mechanisms has the board established to ensure leadership is well supported in meeting the needs of GPLT and the community?
  - a. **Paraphrased Question:** What supports, mentoring, or oversight mechanisms has the board established to help leadership meet the needs of GPLT and the community?

8. What steps and costs will this Board take to recruit a suitable replacement (person with community connections, knowledge of sponsorship-fundraising and grant applications) for the General Manager position?
9. In addition to internal stability, there have been ongoing issues with rental booking conflicts, unclear processes, spaces not being properly prepared for renters' needs, and significant gaps in communication. What steps is the board taking to improve systems, accountability, and communication in this area to ensure a reliable and professional experience for renters?

## **SERVICES**

1. How has the budget been impacted by the operational decision to discontinue the legacy sponsorship program and what plans are in place to replace revenue from donors?
2. Due to everything that has transpired I am concerned about the ripple effects this may have and am wondering if the rising stars drama program is in jeopardy. What steps have been taken to ensure this program is still viable given the instability within the theatre currently?
3. The Wyvern building that we use to store all our set pieces has been condemned. It is my understanding that a proposal was submitted by the outgoing GM for a solution that included the old ATB building on resources road. This space was inspected and considered an excellent space for storage, set building and painting as well as potential rehearsal space. The board was presented with a proposal that included a percentage subsidy from the city and a significant 5-year donation from an external business. A plan to cover the remaining costs through donations and sponsorship was also presented. The board did not approve this proposal. I would like further clarity as to why the board felt the proposal held too much risk for the theatre and what supports were given to the GM to find an alternative solution given the tight timeline presented.
4. Wyvern Building is condemned by the city and will be brought down in July I understand. As the proposed new Wyvern, which was vetted for its multi-uses such as storage, indoor set building and rehearsal space and its cost, which was in the works to be funded by sponsorship, was dismissed by this Board. What is the Board going to do to find a similarly functional new space, in time?
5. What safety precautions will be implemented in order to protect the antique irreplaceable furniture and set pieces, if they cannot find suitable space in time?

## **GOVERNANCE**

1. Looking ahead to the next board election or appointment cycle, is the board considering a skills review to help guide the recruitment of directors with experience in areas such as human resources, organizational culture, or change management?
2. To rebuild trust and ensure transparency, will the board commit to an independent governance review? If so, will members be able to see a summary of the findings and the resulting action plan?
3. Why has the board not yet recruited for the vacant board positions?
4. *How has this Board addressed those members who have not maintained confidentiality or who have harassed staff and other board members?*
5. *It is my understanding that a letter was sent to GPLT disclosing a significant breach of confidentiality by a current board member. What steps were being taken to address this and what*

*was done or will be done to repair the reputational damage caused with the organization that submitted the complaint?*

6. With all the recent changes, what steps is the board considering to support and retain current staff during this period of transition?
7. How is the Board approaching this unprecedented staffing loss with our community partners, City of GP, Catholic School Board and NWP?

*\*Please note that questions in italics did not get answered at the meeting due to time constraints,*

\* Please note that questions that have been underlined were not explicitly answered at the meeting in the Q&A period but were addressed in the reports prior to the Q&A period and should be reflected in the Board Minutes.

# QUESTIONS SUBMITTED DURING MEETING

## GENERAL MANAGEMENT

1. With David Banks having left the theatre, how will GPLT overcome the fallout of losing his presence?
2. How does GPLT plan to enhance revenue ?
3. I notice there are no longer sponsor ads in the programs or mentioned at the start of each show. What prompted this change?
4. Are all of the current staff going to have a conversation about the new policy? Are they going to meet any of the new staff that will get hired? Is this going to affect workplace relationships?
5. There is a rumour that the contract with the KMSC theatre has been canceled. Can you confirm whether this is true and if so, what will the impact be to the theatre's operations?
6. Regarding the Wyvern- if the building is already condemned how long do we have to actually remove everything?
7. Is there any collaboration or contact with other community theatres in the province for some guidance around both operations and governance? (placed in both governance and general management)

## GOVERNANCE

1. Have any GPLT boards taken part in the province's board training? If not, why is this not standard for every new person coming into a GPLT board related position.
2. Now that the board is working more consistently with an HR Firm, will this include the board having more appropriate governance training and training on the role of the responsibilities of a board, governance, etc, especially for new members?
3. Will the board be calling a general meeting for all members?
4. Why did Alyssa not step into the vacant president role, why was one appointed from the membership?
5. MEMBERSHIP- the definition of which has been unclear. With the upgrades to policies and their availability, will this be made more clear (and enforced at future meetings- including the AGM- especially for the voting of board members)
6. Is there any collaboration or contact with other community theatres in the province for some guidance around both operations and governance? (Placed in both governance and general management)

## HR

1. What are the recommendations from Elevate?
2. What is the scope of the governance work that Elevation HR has been asked to do?
3. Will the policies and procedures be provided to our HR/hiring committee upon interview, so the new GM can be clear in their role when coming into the role?

## **CONFLICT/DISPUTE RESOLUTION**

1. For everyone here can we get the central issue paraphrased for everyone's understanding and disputing rumours. With the emotional load that was put on some people, what is the address to those who were hurt in this issue?
2. From the conversation tonight, it sounds like the board is putting the blame for these issues on the former General Manager and staff. Does the board believe that they did nothing wrong that contributed to the resignation of all full time staff?
3. Aside from management, what role does the board feel its members have played in the staff changeover, and what lessons have each member learned?
4. Where were the policies held and who held the access for them? Why would the policies and regulations of an establishment be withheld from a general manager? Or any staff? Or the board? Why wasn't this handled before a breach of policy happened?
5. Has the initial dispute that the previous GM attempted to resolve without the board's input been resolved since her resignation? Or is the dispute still ongoing?
6. You spoke about 3 separate people trying to understand financials. Does that mean there was financial mishandling that has caused this conflict with staff?

## **OTHER**

1. While I can appreciate that the board is refining their on-boarding process and hiring policies to avoid a "future disruption" I would like to know what is being done to hold CURRENT board members responsible for their role in the current disruption? How is accountability being promoted?
2. Who is responsible for making sure the GM fully understands bylaws and governance policies? Why was this not an automatic expectation to explain to the previous GM?
3. To every single board member: THANK YOU for all your hard work in keeping the theatre afloat through the conflict. You are very much appreciated.
4. Regarding policies- can we ask Wayne if he was aware of the location of the policies? Why was Dawn not given a digital copy?
5. Will all previously submitted questions that weren't answered also be addressed and answered with the report sent?

## **Moderator's Recommendations**

### **To the GPLT Board**

Please note that this is work that I perceive as being the responsibility of the Board; I recognize that some of this may differentiate based on the organizations' governing documents. As such, please default to the responsibilities outlined in your governing documents above all else.

### **Resolution of Questions**

It is my recommendation to the board that the questions that were submitted by the Membership at the February 9, 2026 meeting be responded to by the Board prior to the General Membership Meeting announced for March 29, 2026. Further, it is also my recommendation that the Board address any questions that remain unanswered from the pre-submitted questions that were unable to be answered from the meeting.

My observations throughout the meeting, and following the meeting, leads me to believe that some of the membership may still feel unresolved regarding some information presented at the Meeting. It is my recommendation that the Board be prepared to provide more information on the following topics before or at the General Membership Meeting to provide the Membership with more confidence moving forward.

- Overall Staffing Plan for GPLT, which may include:
  - Staffing positions;
  - Any scaffolding changes;
  - Any progress made in the hiring plan for a permanent General Manager; and/or
  - If there will be any anticipated changes to services/programs.
- Recommendations for any policy/governance changes given by ElevateHR that the Board is actively working on implementing;
  - Further, if there are some changes the Board would like to implement in the future but are unable to implement at this time.
- Expand on the systemic barriers/inequities/pain points that the Board has run into:
  - Identify where systemic barriers have arisen and what the Board has learned from these pain points;
  - If able, identify how this may have affected Membership, Staff, the Board; and
  - If able, identify how changes may impact Membership, Staff and the Board and future Boards to come.
- With an understanding that discretion is necessary, a statement regarding the dispute/conflict referenced and steps moving forward to ensure growth as an organization, suggested to include:
  - What accountability means and looks like in the organization; and
  - What transparency looks like in regard to sensitive matters.

### **Additional Recommendations**

Recognizing that the Board is doing additional volunteer work during this transition process, my recommendation includes opening to the Membership wherever possible for additional help. The Membership, alongside the Board have identified some key relationships, services, and operational points that are of great importance to the community.

Due to this, I would suggest to the Board to identify areas in which they could utilize additional support to strengthen the organization. There is ample passion among the Board, the Staff and the Membership who have all stepped up to lead the organization forward. This helps open up communication between the Board and Membership, and moves towards a collaborative environment.

My suggested areas include:

- Relationships with the Community including, but not limited to:
  - the Legacy Sponsorship Program Portfolio;
  - GPLT Volunteers;
  - Sponsors (new, previous and incoming);
  - existing and potential partnerships within the community;
  - upcoming show teams; and
  - potential new relationships with arts organizations in the region.
- Wyvern props/set piece allocation and building replacement including, but not limited to:
  - creating and maintaining record of what assets are in the Wyvern building;
  - identifying what pieces need to be relocated from the Wyvern building and assigning priority; and/or
  - identifying space(s) within the region that fit within the organizations fiduciary needs for storage.
- Joining the existing GPLT committees that may be in need of additional members;
- Research and review of policies and procedures, accessing documents from similar organizations with similar mandates and Memberships; and
- any other area in which the Board may identify that they could utilize additional support(s).

*\*\*Note: These are recommendations based on my observations and perceptions from the February 9, 2026 meeting alone. It is both possible and likely that the needs of the organization will change as it grows and evolves with future Board(s) and the Membership.*

## **Moderator's Recommendations**

### **To the GPLT Membership**

Please note that I include all persons who are under the umbrella of “Membership” of GPLT - this work is often done collaboratively by Volunteers, Staff, the Board(s) and any persons who fit under this definition. Some of this work would be ongoing and strive to evolve as the needs of the Membership evolve.

### **Resolution of Questions**

Recognizing that there are ample questions that membership holds based on information that they may have received outside of the Board communications, I feel it is also important to understand that the Board is within limitations on what they can and cannot openly speak to based on their governing documents, the Societies Act and other relevant legislation.

### **Defining the Goal**

It is important for Membership to recognize what the goal of the meetings and question periods is. This is both for the organizers and attending members of the meetings. It is especially important in a period of flux it is important to understand what the desired outcome is, and that it is definable and measurable. Should the Membership want to drive the growth of the organization, it is integral to understand what growth looks like, where they want to expand and what common ground looks like. Further, it is important to ensure the meetings are structured to allow for conversation to move towards actionable items.

Recognizing that growth often involves looking to the past to identify weakness, barriers or trouble areas it is key to hold space for this conversation. Likewise, it is crucial to hold space for this conversation to grow and move to a place wherein the discussion can integrate collaborative steps forward.

I strongly recommend moving towards a place wherein all parts of the Membership can find common ground and a common goal to work toward. It is my recommendation to utilize a neutral chair, or an external facilitator to structure these meetings in a more informal setting that prioritizes moving towards collaborative efforts to encourage growth as a community, by the community. To do this effectively would involve eliminating as much perceived power imbalance as possible and bringing together the community as humans first and foremost.

### **Implementing a *Culture of Accountability***

Understanding that Membership is seeking, and is entitled to a level of, accountability and transparency from the Board regarding what is happening within the organization - it is important to understand that there may be differing definitions of accountability and transparency. As such, one of my key recommendations is that the Membership work with the Board(s) to clearly define what accountability looks like from the Board(s) to the Membership, as well as within the Membership to each other.

This definition should be looked at as moving toward a *culture of accountability*. It should clearly define what the Membership expects to be deliverable from the Board as measures of accountability. This may include (if it does not already include):

- Meeting minutes published regularly accessible to Membership;

- Reports to be presented at Board Meetings such as:
  - General Manager Reports;
  - Financial Reports;
  - Committee Reports;
  - Production Reports; and/or
  - any other reports decided upon.
- Regular review of governing documents;
- Documents expected to be presented at the Annual General Meeting such as:
  - a review of the financial position of the organization from the prior fiscal year;
  - review of any governance changes including policy or procedure reviews;
  - review of the organizational strategic plan and/or targets for growth;
  - review of any service updates, or new relationships within the community; and/or
  - any other updates or documents that are agreed upon.
- Newsletters or similar communications regarding the ongoings of the organization; and/or
- Any additional documents that may be agreed upon between Membership and the Board(s).

Recognizing that the Board(s) are composed of volunteers within the region, it is important to take this into consideration when deciding what these measures may be. It is also important that in order to create a *culture of accountability* that the Membership reflects the same into their own actions within their actions, communications and behaviours within the organization and while representing the organizations.

Measures that may integrate this culture includes, but is not limited to (if they do not otherwise exist):

- A Code of Conduct;
- clear and agreed upon policies and procedures;
- an understanding of who the organization is, and how they want to be presented in the community;
- a strong and clear organizational mandate;
- regular interpersonal trainings for anyone in a perceived position of authority;
- regularly celebrating the successes of Volunteers, Staff, the Board, the Membership, the organization;
- recognizing the collective, collaborative and valuing the individual;
- embracing open communication and feedback to improve in place of positioning blame;
- increase diverse thinking at decision making tables to avoid group-think and foster out of the box mindsets;
- engaging in the practice of listening to understand in place of listening to respond; and/or
- practice creating safe and brave spaces to allow for productive disagreements around decision making tables without compromising relationships or creating divisive behaviours.

### **Short-Term Actionable Items**

While much of the aforementioned items are long-term resolutions based on the questions, answers and observations at the meeting, I have also made note of some more short-term items that may be of assistance.

Members may consider:

- putting their name forward for one of the vacant positions on the Board;
- reaching out to the Board and asking where they could best utilize support at this time;
- bring concerns to a Board Member directly, and clearly define their ideal resolution if it is known;
- consider volunteering on one of the committees that is active within the organization;
- reflect on the culture they would like to be a part of within the organization;
- reflect on the periods wherein they felt the best within the organization, and wherein they felt the worst within the organization and make note of what circumstances were different;
- review the governing documents of the organization and look for where the organization could grow out of intentions for best practices, not reactionary purposes;
- consider where their own skillsets may be an asset for the organization and if they have the capacity to extend a hand to volunteer;
- review the aforementioned list provided in the Board recommendation and provide support if they have the skillset and capacity; and/or
- any other ideas members may bring forward to support.

*\*\*Note: These are recommendations based on my observations and perceptions from the February 9, 2026 meeting alone. It is both possible and likely that the needs of the organization will change as it grows and evolves with future Board(s) and the Membership.*