

AGENDA
Lunenburg County Multi-Purpose Centre Corporation
Thursday, January 21st, 2021 6:00 p.m.
Held in the LCLC, 135 North Park Street, Bridgewater

1. **CALL TO ORDER**
2. **INFORMATION SHARING** (Questions by Board Members and attending members of the public)
3. **APPROVAL OF AGENDA**
4. **APPROVAL OF MINUTES** – December 17, 2020
5. **BUSINESS ARISING FROM MINUTES & UNFINISHED BUSINESS**
 - 5.1 LCMPPC Board Governance Manual Review 2-62
 - 5.2 Wifi Project Update
 - 5.3 Energy Project Update
6. **CORRESPONDENCE**
7. **NEW BUSINESS**
 - 7.1 Strategic Priorities
 - 7.2 Annual Budget.....To Follow
 - 7.3 Pickleball Courts 63
 - 7.4 Traffic Calming Measures for Parking Lot
8. **INFORMATION / UPDATES**
 - 8.1 General Manager’s Monthly Report 64
 - 8.2 Aged Receivables..... 65-66
 - 8.3 Financial StatementsTo Follow
9. **IN CAMERA**
 - 9.1 Litigation Update under Section 22(2)(f) – Slip & Fall Claim
10. **NEXT MEETING** – Thursday, February 18, 2021 at 6:00 p.m.
11. **ADJOURNMENT**



Lunenburg County Multi-Purpose Centre Corporation Board Governance Manual

Governance Manual – Updated October 19, 2017

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CHANGES WILL BE NEEDED TO REFLECT THE UPDATED DOCUMENT

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DEFINITIONS

Ad Hoc Committee – A Committee formed for a specific task or objective, and dissolved after the completion of the task or achievement of the objective.

Annual Board Work Plan – An annual plan that is drafted based on the Strategic Plan. The Annual Board Work Plan identifies the goals and objectives set by the Board for the upcoming year.

Annual Financial Report – A report drafted by the General Manager and presented at the Annual Business Meeting. The report includes a set of accounts (balance sheet and audited financial statements) in the required format; report from the outgoing Chair, which consists of Board highlights and a summary of accomplishments as measured against the Annual Board Work Plan; a summary of the year's activities; a record of the year's achievements, as measured against the management plan; and a preview of what is planned for the next year.

Annual Business Meeting - A special meeting held in May to review the previous year and the progress of the Board and organization in achieving the goals and objectives of the strategic plan, elect new officers, fill committee vacancies, appoint professional service providers, and conduct general business.

Capital Budget - The estimated amount planned to be expended for capital items in a given fiscal period. Capital items are fixed assets such as facilities and equipment, the cost of which is normally written off over a number of fiscal periods. The capital budget, however, is limited to the expenditures that will be made within the fiscal year comparable to the related operating budgets.

Governance Committee

Finance Committee

Inter-Municipal Agreement – November 10, 2009 Agreement between the Municipality of the District of Lunenburg and the Town of Bridgewater establishing a municipal body corporate known as the Lunenburg County Multi-Purpose Centre Corporation.

Management Letter - Identifies issues not required to be disclosed in the Annual Financial Report but represent the auditors' concerns and suggestions noted during the audit.

Municipal Government Act - The Nova Scotia Municipal Government Act. 1998, c. 18, s. 1.

Management Plan – Defined in the Inter-municipal Agreement as a plan that identifies targeted outcomes and service adjustments. The Management Plan includes the operating budget.

Municipal Corporation – A body corporate that is created under section 60 of the *Municipal Government Act*.

Municipal Units – The Town of Bridgewater and the Municipality of the District of Lunenburg.

Operating Budget - The estimated amount planned to be expended for capital items in a given fiscal period. Forecasts all of the elements of a business' operating expenses, such as salaries, rent, depreciation, and others. Some of these expenses are fixed and some are variable.

Standing Committee - Committee with a continued existence, formed to do its assigned work on an ongoing basis.

Strategic Plan – The written record of the decisions made by the Board in strategic planning sessions. The Strategic Plan is updated annually at strategic planning sessions, and forms the basis of the Board's Annual Work Plan.

Strategic Planning – A systematic process of envisioning a desired future, and translating this vision into broadly defined goals and objectives and a sequence of steps to achieve them. The Board's strategic plan will focus on a 5-year timeframe.

5-year Capital Plan – A written plan that identifies and describes upcoming capital projects, the years in which funding each project is to occur, and the method of **funding**[KW1].

VISION, MISSION & OBJECTIVES (Feb.2019)

The Lunenburg County Multi-Purpose Centre Corporation (LCMPCC) exists to provide a quality multipurpose recreation and cultural facility for the people of Lunenburg County, namely, the Lunenburg County Lifestyle Centre (LCLC).

Vision and Mission

The Lunenburg County Lifestyle Centre contributes to the economic success of our region and provides and promotes cultural and recreational activities through efficient, sustainable and inclusive programming and infrastructure to the cultural and recreational life of the community through:

Long Term Success

<ul style="list-style-type: none"> • Community sees LCLC as Hub • Facility being used to its full potential • Negative image gone • MODL/TOB are the LCLC Board – united Vision, together on this • Public endorsement of vision, goals, Objectives. • Taxpayers of all ages -using it • Maintain control of expenditures • Providing high level of service, operating In a fiscally responsible manner 	<ul style="list-style-type: none"> • Those benefiting from the LCLC success are also contributing to the economic success of the region through sponsorship, advertising etc. • Operational deficit that both Councils support – change the language • Change in recreation service delivery operated through a central facility. • Positive promotion of facility • Community input mechanism • Asset Management Plan
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18 Months out- What does Success look like?

<ul style="list-style-type: none"> • Improved/ strengthened profile • Maintain control of expenditures • Board has good understanding and trust in budget • Board confident that LCLC is operating in a fiscally responsible manner • Negative image of facility is gone 	<ul style="list-style-type: none"> • Public endorsement of vision, goals objectives • Investment in active living • Change in recreation program service delivery to a regional delivery system • Positive promotion of facility • Community input mechanism
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WHAT WILL WE DO OVER THE NEXT 18 MONTHS

(LISTED BY PRIORITY)

Priority	Outcome	Action
1A	Need to Understand Budget and operation <ul style="list-style-type: none"> • Unit Costing on Budget • Organizational/Efficiency Review of Existing Operations • Assess Opportunities for regional recreation integration <ul style="list-style-type: none"> ○ Capital investment ○ Salary scales Focus is to enhance recreation service throughout the region	<ol style="list-style-type: none"> 1. Unit costing on budget – scope of work 2. Engage a Transition Coordinator 3. Apply for funding for Transition Coordinator from DMA and CCH 4. Develop Communications Plan 5. 2019 Budget
1B	Existing Operations Arrangement by MODL not sustainable	Identify options to bring in a temp. manager

Priority	Outcome	Action
2	Host more events	Develop Events Policy <ul style="list-style-type: none"> • Thresholds for staff authorization • Off season priority • ID Risk tolerance • Types of events to attract • Best Practices • Targets • Demographics
3	Positive promotion of LCLC <ul style="list-style-type: none"> • Increase awareness • Increase membership • Increase users • Increase support • Increase customer service orientation 	Create short term marketing plan <ul style="list-style-type: none"> • Key audience <ul style="list-style-type: none"> ○ Facility users ○ Taxpayers ○ Visitors ○ Neighbouring communities • Good news stories • Wayfinding
4	Increase usage and members, and offerings in the facility through partnerships	Develop strategic partnerships <ul style="list-style-type: none"> • Fitness centres/facilities • Queens Place • Concessions • Other facilities • Farmers Market

		<ul style="list-style-type: none"> Charities
5	Have community engagement in the facility	Community input mechanism <ul style="list-style-type: none"> Open house Survey of users and members “try it” passess Webpage Overhaul Suggestion Box
6	Increase revenues from sponsorship and fundraising	Sponsorship/ fundraising opportunities <ul style="list-style-type: none"> Determine & Define areas for advertising Determine corporate sponsorship packages Capital fundraising campaign
7	Increase usage of entire facility	Develop facility usage strategy <ul style="list-style-type: none"> Assess usage of different spaces Make the facility a destination Look at options to repurpose room spaces based on usage Link to advertising the meeting space for corporate training events
8	Increase membership	Develop a membership strategy <ul style="list-style-type: none"> Understand Memberships Survey Renewal of Memberships Review member benefits and discounts Market analysis for memberships in the region

- Promoting healthy lifestyle and active living to community members;
- Promoting arts, cultural and social initiatives and community outreach programs;
- Promoting community building and inclusiveness;
- Contributing to economic enhancement and business opportunities;
- A regional library to promote educational programs, training and aspects of healthy living;

- Environmentally friendly infrastructure that is efficient and sustainable over the long term.

Objectives

The main short-term objectives for the operation of the Lunenburg County Lifestyle Centre are:

1. To develop a steady revenue stream to promote economic sustainability;
1. To develop effective programs to meet the needs of a diverse user group;
2. To ensure efficient booking of the facility to maximize capacity utilization;
3. To sponsor and/or support community events;
4. To continue to incorporate local community (residents, business and education institutes) input and participation in the LCLC operation.

Keys to Success

The Keys to Success for the Lunenburg County Lifestyle Centre are as follows:

- **Affordability:** Reasonable program pricing for South Shore residents.
- **Programs:** Develop LCLC programs and events that meet the needs of the community.
- **Welcoming & Inclusive:** Provision of a high level of cleanliness and a welcoming atmosphere.
- **Efficiency:** Ensure the facility is operated in a cost effective manner.
- **Innovation:** Creative use of all useable space and innovative program mix.
- **Maximization:** Optimize scheduling during non-peak and off-season usage.

Legal Identity

The Board of the Lunenburg County Multi-Purpose Centre Corporation governs the Lunenburg County Lifestyle Centre on behalf of the Town of Bridgewater and the Municipality of the District of Lunenburg.

In accordance with the November 10, 2009 Inter-municipal Agreement establishing the Lunenburg County Multi-Purpose Centre Corporation, the Board shall have the exclusive right to manage the LCLC and property each year in the manner it deems best, provided it operates within legislation, the approved annual budget, and the approved management plan.

GOVERNANCE POLICY PROCESS

Reviewed: November
2020 November 9, 2016
Board Approval: January 19, 2017
Revised: January 19, 2017

POLICY 1 – Role of the Board

The Board acts in a Governance capacity in the is responsible for the development of strategic directions, goals and policies to guide the provision of services offered by the Lunenburg County Lifestyle Centre.

The role of the Board is to provide leadership and oversight of the activities of the corporation.

Specific areas of responsibility are:

1.0 Accountability to the Public

- 1.1 Act in accordance with all legal requirements as an employer and a municipal corporation as created under Section 60 of the *Municipal Government Act*.
- 1.2 Perform Board functions required by the Inter-municipal Agreement, governing legislation, and existing Board policy.

2.0 Accountability to Community

- 2.1 Make decisions that reflect the vision and mission, and that represent the interests of the residents of Lunenburg County.
- 2.2 Ensure the establishment of establish processes and provide opportunities for information sharing with the community and for community input.
- 2.3 Make best efforts to direct the Lunenburg County Lifestyle Centre toward economic self-sufficiency.
- 2.4 Be open and transparent in all decision making.
- 2.5 Model a culture that reflects the Board's Code of Conduct.

3.0 Strategic Plan

- 3.1 Provide overall direction for the Lunenburg County Lifestyle Centre by establishing mission, vision, goals, and objectives.
- 3.2 Annually set priorities and outcomes.
- 3.3 Approve Annual Report for distribution to the public.
- 3.4 Annually approve budgets and management plan.

3.5 Monitor progress toward the achievement of outcomes.

4.0 Policy

4.1 Ensure, through the creation of policies that the Lunenburg County Lifestyle Centre adheres to sound financial management, personnel, and service practices.

4.2 Identify the desired outcomes before creating a new policy.

4.3 Approve policy statements that meet criteria identified by the Board.

4.4 Evaluate policy impact to determine if policy has created the desired change.

4.5 Determine policies that outline how the Board is to function.

5.0 General Manager / Board Relations

5.1 Select the General Manager.

5.2 Provide the General Manager with clear corporate direction.

5.3 Delegate, in writing, administrative authority and identify responsibility subject to provisions and restrictions defined through policy.

5.4 Annually evaluate the General Manager.

5.5 Annually review General Manager's compensation.

6.0 Board Effectiveness

6.1 Monitor and evaluate its own performance on an ongoing basis and at least once per year conduct a formal self-evaluation. This evaluation will measure Board effectiveness through a comparison of Board activity to its governance processes and policies.

6.2 Develop an orientation process for Board development.

6.23 Take responsibility for its own management, continuity and renewal.

6.4 Ensure effective Board meeting practices, appropriate member conduct, and continuing attention to the recruitment of new members.

7.0 Fiscal

- 7.1 Annually approve an operating budget and management plan and ensure resources are allocated to achieve desired results.
- 7.2 Annually approve the capital budget and five-year capital plan.
- 7.3 Provide the capital budget to the Town of Bridgewater and the Municipality of the District of Lunenburg for approval by January 31st each year.
- 7.4 Provide the operating budget and management plan to the Town of Bridgewater and the Municipality of the District of Lunenburg for approval by February 28th January 31st each year.
- 7.5 Provide the audited financial statements to the Town of Bridgewater and the Municipality of the District of Lunenburg by July 31st each year.
- 7.6 Authorize only the expenditures as permitted though the Inter-municipal Agreement.
- 7.7 Approve the awarding of all contracts and capital projects as permitted through the approved Purchasing Policy and budgets.
- 7.8 Appoint an auditor.
- 7.9 Receive the audit report and the management letter and ensure quality indicators are met.
- 7.10 Monitor fiscal management of the Lunenburg County Lifestyle Centre.
- 7.11 Set the mandate for employee compensation and benefits policies^[KW2].

Revised: November 2020, 2016 Board Approval: January 19, 2017 For Review: January 19, 2019
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POLICY 2 –Role of the Board Member

The role of the Board member is to contribute to the Board as it carries out its mandate in order to achieve its mission and goals. The Board believes that its ability to fulfill its obligations is enhanced when leadership and guidance are forthcoming from within its membership.

The Board is a corporation. The decisions of the Board in a properly constituted meeting are those of the corporation. A Board member who is given corporate authority to act on behalf of the Board may carry out duties individually but only as an agent of the Board. In such cases, the actions of the Board member are those of the Board, which is then responsible for them. A Board member acting individually has no authority.

Specific Responsibilities of Individual Board Members

The Board member shall:

1. Become familiar with Board and LCLC policies and procedures, meeting agendas, and reports in order to participate in Board business.
2. Refer governance queries, issues and problems not covered by Board policy to the Governance Committee for corporate discussion and decision.
3. Refer administrative matters to the General Manager. The Board member, upon receiving a complaint from a facility user or community member about LCLC operations, will refer the facility user or community member back to the GM and will inform the General Manager of this action.
4. Participate in, and contribute to, the decisions of the Board in order to provide the best solutions possible for the services and operations of the LCLC.
5. Support the decisions of the Board and refrain from making any statements that may give the impression that such a statement reflects the corporate opinion of the Board when it does not.
6. When delegated responsibility, will exercise such authority within the defined limits in a responsible and effective way.
7. Participate in Board/Board member development sessions so that the quality of leadership within the Board can be enhanced.
8. Share the materials and ideas gained from a Board member development activity with fellow Board members at the next available opportunity.

9. Become familiar with, and adhere to, the Board member Code of Conduct.
10. Become familiar with the Inter-municipal Agreement.
11. Sign, and abide by, the *Agreement to Serve as a Member of the Board*.
12. Make every effort to attend all Board Meetings.

Revised: November 2020September 23, 2016 Board Approved: October 20, 2016

POLICY 3-Board Composition and Terms

1.0 1.0 Board Composition

1.0

1.1 The composition of the Lunenburg County Multi-Purpose Centre Corporation (LCMPCC) Board shall be:

Four (4) representatives appointed by the Town of Bridgewater which shall consist of:

Two (2) non-elected representatives

Two (2) elected representatives of Town of Bridgewater Council

Four (4) representatives appointed by the Municipality of the District of Lunenburg which shall consist of:

Two (2) non-elected representatives

Two (2) elected representatives of Municipality of the District of Lunenburg Council

1.2 As prescribed by the Inter-municipal Agreement, the Chief Administrative Officers shall attend all meetings of the Board. As prescribed by the *Municipal Government Act*, the Chief Administrative Officers may attend any meeting of the Board and its sub-committees and make observations and suggestions on any subject under discussion.

1.3 As required by the Inter-municipal Agreement, the Recreation Directors and the Chief Administrative Officers for the Town of Bridgewater and the Municipality of the District of Lunenburg shall attend Board meetings as non-voting members.

1.4 Other parties, whether employees of the Municipal Units or otherwise, may be invited by the Board to attend meetings for the purpose of resource support.

1.5 The General Manager shall attend Board meetings as a non-voting representative. The governance and policy direction of the centre shall be carried out under the jurisdiction of a Governance Board, which shall consist of:

- a) Three (3) representatives appointed by TOB and an alternate representative which shall consist of:
 - a. Three (3) elected representatives of TOB Council to serve on the management board and one (1) elected representative of TOB Council to serve as an alternate member on the Management Board;
- b) Three (3) representatives appointed by MODL and an alternate representative which shall consist of:

- a. Three (3) elected representatives of TOB Council to serve on the management board and one (1) elected representative of MODL Council to serve as an alternate member on the Management Board;

- 1.2 The term of office for the Governance Board shall be as follows:
 - Elected representatives shall be appointed for a two year term and may be reappointed for a second two year term.
- 1.3. Appointments shall be made by the end of November in the relevant year.
- 1.4.1 The Chief Administrative Officers and Recreation Directors for each Municipal Unit may attend the Board Meetings as non-voting representatives. It is also acknowledged that the Governance Board may require other parties, whether employees of the Municipal Units or otherwise, to attend Board Meetings for resource purposes, as deemed necessary by the Management Board.
- 1.5 The General Manager (or designate) shall attend the Board Meetings as a non-voting representative.”

2.0 Terms of Office

- 2.1 The terms of office for the Board shall be as follows::
 - 2.1.1 Non-elected representatives will be appointed for a three year term and may be reappointed for a second three year term. Non-elected representatives shall serve a maximum of 2 consecutive three year terms.
 - 2.1.12 Elected representatives may be appointed for a two year term and may be reappointed for a second two year term. Elected representatives shall serve a maximum of 2 consecutive two year terms.
 - 2.2 A member of the Board may be removed from the Board by majority vote if absent without reasonable cause for three (3) consecutive meetings.
 - 2.3 In the event a Board member’s position becomes vacant the Board shall [KW3]:
 - 2.3.1 If the vacancy occurs in a seat held by a Councillor who was appointed to the Board, the alternate from that municipal unit will assume that seat on an interim basis until the respective council assigns a new member. Board shall request a new appointment from the municipality to serve out the remainder of the term.

2.3.2 If the vacancy occurs in a seat held by a member of the public, the Board shall recommend a replacement to the municipality in which the vacant member resided to serve out the remainder of the term. The replacement member does not need to reside in the same Municipality as the one being replaced.

3.0 Board Member Recruitment

3.1 The Board will ensure the continuity of its governance capability by succession planning, retention, and recruitment of new Board members.

3.2 All citizen Board vacancies will be publically advertised and applicants will be reviewed by the Board.

3.3 The Board shall make a recommendation to the appropriate Council to fill a citizen vacancy. The Board will also provide all other applications received.

Revised: April 19, 2017 Board Approval: April 20, 2017 Review by: April 20, 2019
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POLICY 4 – Board Member Code of Conduct

4.1 Board members are expected follow the Code of Conduct stipulated by their respective municipal units.

The commitment of each Board member to high ethical standards is required to ensure that the Board can responsibly fulfill its obligations and discharge its duties.

As a Board member, I will:

1. Recognize that Lunenburg County Lifestyle Centre (LCLC) funds are largely due to the investment of public money, and I will endeavor to see that the funds are expended efficiently and in the best interests of the economic sustainability of the LCLC operation.
2. Not use my position for personal advantage, and I will resist outside pressure to so use my position.
3. Act with integrity, and do everything possible to maintain the dignity of the Board.
4. Carry out my duties objectively, and I will consider all information and opinions presented to the Board in making my decisions, without bias.
5. Work with other Board members in a spirit of respect, openness, cooperation and proper decorum, in spite of differences of opinion that arise during debate.
6. Accept that authority rests with the Board and that I have no individual authority outside the Board, and I will abide by the majority decisions of the Board.
7. Express my contrary opinion respectfully and honestly, and without making disparaging remarks, in or outside Board meetings, about other Board members or their opinions.
8. Not divulge confidential information, which I obtain in my capacity as a Board member, and I will not discuss those matters outside the meetings of the Board or the Board's committees.
9. Endeavor to participate in Board member development opportunities to enhance my ability to fulfill my obligations as a LCMPPC Board member.
10. As an individual Board member, refrain from giving direction to the General Manager or any member of staff.
11. Participate in the General Manager's evaluation in accordance with Board policies and procedures.

POLICY 5 – Board Meetings and Procedures^[KW4]

<p>Reviewed: November 2020 April 19, 2017</p>

In order to discharge its responsibilities, the Board shall hold meetings as often as is necessary. The Board has adopted policies regulating its proceedings so that the business of the Board can be conducted in an orderly and efficient manner.

The Code of Conduct for both municipal units shall apply to all Board meetings. The purpose of Board meetings is to ascertain group opinion and through motions and majority voting, make policy decisions for the effective operation of the LCLC. Respectful behavior preserves the inherent dignity of everyone; therefore it is important that Board meetings be conducted in an environment that is productive, orderly and respectful of Board members, staff and members of the public. The structure of the Board meeting will effectively enable Board members and others in attendance to participate in an atmosphere of mutual respect.

1.0 1.0 Annual Business Meeting of the Board^[KW5]

1.1 The Board may decide to hold an Annual Business Meeting in any calendar year on a date of the Board's choosing. Failure to hold an Annual Business Meeting, the Board will be required to address all items normally addressed at an Annual Business Meeting during normal meetings of the Board.

1.2 At any Annual Business Meeting, the Chair shall call the meeting to order.

1.2.1 The Board shall then proceed with the agenda as prepared by the General Manager. The Agenda may include:

- Welcome
- Regrets
- Approval of minutes of the previous Annual Business Meeting
- Business arising from the minutes
- General Manager's Annual Report
 - The General Manager's Annual Report shall consist of:
 - A set of accounts (balance sheet and audited financial statements) in the required format.
 - Report from the outgoing Chair, which consists of Board highlights and a summary of accomplishments as measured against the Annual Board Work Plan.
 - A summary of the year's activities, as measured against the management plan.
 - A preview of what is planned for the next year.
- Nominations to Standing Committees

- At the Annual Business Meeting, Board members will review the standing committees for which Board member representation is needed.
 - Each Board member will indicate (on paper) the committees in which he/she/they are interested. Board members may wish to indicate preference if interested in more than one committee (i.e. 1st _____, 2nd _____).
 - The Chair and Vice Chair will then review this information, and recommend candidates for each position at the first Board meeting subsequent to the Annual Business Meeting.
 - Professional Appointments
 - At its Annual Business Meeting, the Board may appoint such professional service providers as are deemed necessary to safeguard the long term interests of the Board. Service providers considered in this context may include insurance brokers, auditors, solicitor, etc.
 - General business
 - Date of next Annual Business Meeting (if known)
 - Adjourn
- 1.2.2^[KW6] The General Manager shall proceed to conduct the election of the Board Chair. Nominations shall be made by the Board members for the office of Chair and need not be seconded. A vote upon the nominees shall be taken by ballot. The nominee who receives the majority of votes of the members present shall therefore be declared elected and shall take office immediately. In the event of a tie vote, the Board will discuss the options put forward and give any member an opportunity to speak. Following discussions, the Board will conduct another vote by ballot.
- 1.2.3 Immediately following the election of the Chair, the Board shall elect a Vice-Chair to take office immediately following the election. Nominations shall be made by the Board members for the office of Vice-Chair and need not be seconded. A vote upon the nominees shall be taken by ballot. The nominee who receives the majority of votes of the members present shall therefore be declared elected and shall take office immediately. In the event of a tie vote, the Board will discuss the options put forward and give any member an opportunity to speak. Following discussions, the Board will conduct another vote by ballot.
- 1.2.4 The meeting procedures at the Annual Business Meeting are the same as those at an ordinary Board meeting.

2.0 Meetings of the Board

- 2.1. Unless otherwise arranged by appropriate Board action, the Board shall meet as often as necessary in open session on whatever day and at such times as the Board may determine. The Board is committed to conducting as much of its business as possible in open session.
- 2.2. No act, proceeding, or policy of the Board shall be deemed valid unless adopted at a regular or special meeting at which a quorum of the Board is present. A "quorum of the Board" shall be defined as more than 50% of the members.
- 2.3. All regular and special meetings of the Board shall be open to the public.

3.0^[KW7] In-Camera Sessions

- 3.1 As a municipal corporation, all Board meetings are open to the public and all Board documents will be available to the public, as required through the *Municipal Government Act*. As an exception, in-camera meetings may be held as allowed for in the MGA.
- 3.2 Beyond providing direction to staff, the Board will not make any decisions in an in-camera meeting.
- 3.3 As required by legislation, the Board will specify in its minutes the type of matter that was discussed in an in-camera meeting.
- 3.4 Board members and other persons attending in-camera Board sessions are honour bound not to disclose the details of discussion at such sessions.

4.0 Agenda for Board Meetings

- 4.1 The agenda shall be prepared by the Recording Secretary General Manager in consultation with the Board Chair and shall be delivered to Board members at least four business days in advance of regular Board meetings, together with such letters, reports, and information as Board members may require in preparation of the meeting.
- 4.2 A Board member may have an item placed on the agenda by:
 - 4.2.1 Making direct request to the Recording Secretary General Manager before the agenda is sent to the Board members;
 - 4.2.2 Securing Board approval at the beginning of any Board meeting for the inclusion of the item on the agenda of that meeting.

- 4.3 The order of business at regular meetings shall normally include the following:
- Call to Order
 - Information Sharing (Questions by Board members and attending members of the public – 15mins).
 - Adoption of Agenda
 - Approval of Minutes of Last Meeting
 - Correspondence and Delegations
 - Business Arising from the Minutes
 - Unfinished Business
 - Reports of Standing Committees
 - Report from General Manager
 - New Business
 - Adjourn
- 4.4 In accordance with section 4.1, reports of committees and Board members are to be submitted in writing so that Board members may read them in advance of the meeting thereby negating the necessity of a verbal report. Board members may ask a question for clarification of the report writer.
- 5.0 Minutes**
- 5.1 The Minutes shall record:
- 5.1.1 A brief summary of the circumstances which gave rise to the matter being placed before the Board; and
 - 5.1.2 All resolutions, including the Board's disposition of same, placed before the Board.
- 5.2 The Minutes shall:
- 5.2.1 Be recorded by the Recording Secretary General Manager or designate electronically in a minute book and in a form approved by the Board;
 - 5.2.2 Be reviewed by the General Manager chair prior to submission to the Board for approval;
 - 5.2.3 Be considered an unofficial record of proceedings until such time as adopted by resolution of the Board;
 - 5.2.4 Upon adoption by the Board, be deemed to be the official and sole record of the Board's business.
- 5.3 The Recording Secretary General Manager, or designate shall:
- 5.3.1 Distribute copies of the minutes to the Board members, Alternates, the CAOs and Recreation Directors for the Town of Bridgewater and the Municipality of the District of Lunenburg, and to such other persons as the Board may designate, as soon after the meeting as convenient, and shall

present the minutes for approval at the next Board meeting. Upon approval, meeting minutes will be posted to our website and made available to the public.

6.0 Motions

6.1 Business is resolved at meetings by voting on motions put forth by members. Any person who is eligible to vote at a meeting may make a motion.

6.2^[KW8] Speaking to the Motion - Every speaker must first be recognized by the Chair and shall speak to the Chair. A Board member may speak to a motion only once, without permission of the Chair, unless replying to a question, in which case the Board member may speak a second time, except that the mover of a motion may speak a second time and thereby close the debate on the question. This limitation shall not apply in committee meetings. Board members may interrupt other Board members only by proper use of a "Point of Order" or "Question of Privilege."

6.2.1 A "Point Of Order" - A member may interrupt the speaker on a "point of order" if the member feels improper language has been used; if the member feels irrelevant argument is being used; or if the member feels a rule of procedure has been broken. The "point of order" must be stated definitely and conclusively. The Chair of the Board decides, without debate, whether the "point is well taken" although he or she may ask for opinions first.

6.2.2 A "Question of Privilege" - A member may interrupt the speaker on "a question of privilege" if theyhe/she feels the member's reputation, or that of theirhis/her organization, is endangered. The procedure is the same as for a "point of order".

6.3 Reading of the Motion - A Board member may require the motion under discussion to be read at any time during the debate, except when a Board member is speaking.

6.4 Recorded Vote - All votes shall be by a recorded show of hands. A tie vote shall be declared lost. All abstentions are considered nay votes.

6.5^[KW9] Required Votes - All members, including the Chair, are required to vote on all questions and motions, except in the case of a conflict of interest. Votes can be recorded by rerequest.

6.6 Debate - Board meetings shall be conducted according to the parliamentary procedures found in Robert's Rules of Order Revised (the New Robert's Rules of Order 2nd Edition) with the *Municipal Government Act* taking precedence. Board members will strive to

respect the opinions of other Board members. The Chair must guard against any Board member(s) monopolizing the debate on any issue.

7.0 Delegations

7.1 All delegations and members of the public wishing to appear before the Board shall be required to give notice thereof, in writing, to the General Manager at least seven full days before the meeting at which they are to be heard; and further, in giving such notice, the delegations shall state the nature of the subject matter they intend to bring before the Board. Delegations will have a fifteen (15) minute appointment on the agenda.

POLICY 6 – Role of the Board Chair

Revised: November
2020
Reviewed: April, 19, 2017
Board Approval: April 20, 2017

The Board Chair shall:

1. Be elected at the November Meeting of the Board. All members of the Board shall be eligible for election to this office.
2. Hold office until the next November Meeting and shall be eligible for re-election. In the event of the office becoming vacant during the year, a new Chair shall be elected in a manner similar to that followed in the election of the Chair at the Annual Business Meeting. The Vice Chair shall act as the interim chair until such election.
3. Preside over all regular and special meetings of the Board and shall have the duties and authority usually associated with that office in the conduct of meetings.
4. Have the duties and powers conferred by the Board's own policies.
5. Ensure that the Board operates in accordance with its own policies and procedures, the Inter-municipal Agreement, and the *Municipal Government Act*.
6. Prior to each Board meeting, confer with the Recording Secretary General Manager and approve the items to be included on the agenda, the order of these items, and become thoroughly familiar with them.
7. Perform the following duties during Board meetings:
 - 7.1 Ensure that all issues before the Board are well stated and clearly expressed.
 - 7.2 Ensure that each Board member has a full and fair opportunity to be heard and understood by the other members of the Board in order that collective opinion can be developed and a corporate decision reached.
 - 7.3 Direct the discussion by Board members to the topic being considered by the Board.
8. Conduct meetings in accordance with the *Municipal Government Act* and with the rules and procedures established by the Board and where those are silent, Robert's Rules of Order.
9. Act as the chief spokesperson for the Board except for those instances where the Board has delegated this role to another individual or group.
10. Act as a signing officer for the LCMPPC.

11. Keep the Board members and the General Manager informed on all matters that might affect the operations of the LCLC.
12. Ensure that the Board engages in regular assessments of its effectiveness as a Board.
13. Prepare the annual report from the Chair, which is included in the General Manager's Annual Report.
14. In the event that either the Chair or the Vice-Chair is not able to be in attendance at a Board or community sponsored function, the Chair shall endeavor to ensure that a Board member is in attendance to represent the Board.

POLICY 7 – Role of the Vice-Chair

Revised: November 2020 April 19, 2017 Board Approval: April 20, 2017
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- 1.^[KW10] The Vice-Chair for the year shall be elected at the November Meeting of the Board. A Board member shall be elected Vice-Chair to take office immediately following the election and serve until the next November Meeting.
2. In the event of the office becoming vacant during the year, a new Vice-Chair shall be elected in a manner similar to that followed in the election of the Vice-Chair at the November Meeting.
3. The Vice-Chair shall assist the Board Chair in ensuring that the Board operates in accordance with its own policies and procedures and in providing leadership and guidance to the Board.
4. The Vice-Chair shall assume the powers of the Chair in theirhis/her absence or as delegated by the Chair.
5. In the absence of the Chair and the Vice-Chair from a meeting of the Board, the members present shall elect one of their regular members to act as Chair of the meeting.

POLICY 8 - Board Member Remuneration

Revised: April 19, 2017
Board Approval: April 20, 2017
Review by: April 20, 2019

- 1.0** As Board membership is voluntary, there will be no remuneration to Board members.
- 2.0** Expense claims will be covered under the following circumstances with approval from the Board:
 - 2.1 When travel/transportation expenses are incurred and documentation supplied;
 - 2.2 Educational reimbursement expenses (i.e. workshops attended) solely on the behalf of the LCMPPCC.
 - 2.3 Any expenses of Board members will be reimbursed by the LCMPPCC as allowed for under the respective policy of the LCMPPCC.

POLICY 9 - Board Member Conflict of Interest

Revised: April 19, 2017 Board Approval: April 20, 2017 Review by: April 20, 2019
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Board members are expected to avoid conflicts of interest involving all matters considered by the Board.

- 1.0** A conflict of interest exists when a member is confronted with an issue in which the member has a personal or financial interest or an issue or circumstance that could render the member unable to devote complete loyalty and singleness of purpose to the public interest. A conflict of interest includes but is not limited to situations where an individual could benefit, disproportionately from others, directly or indirectly, from access to information or from a decision over which they might have influence, or, where someone might reasonably perceive there to be such a benefit and influence.
- 2.0** If a Board member has a personal or financial or pecuniary interest in any matter being considered by the Board, the member shall disclose such interest to the Board, shall not vote on the matter and shall not attempt to influence the decisions of other Board members.
- 3.0** A member of the Board shall not also be an employee of the organization, nor shall a member receive any compensation for services rendered to the organization in any non-governance capacity. This provision shall not prohibit members from receiving reimbursement for authorized expenses incurred during the performance of Board duties.
- 4.0** The Board shall not enter into any contract with any of its members or with a firm in which a member has a substantial financial interest.
- 5.0** A Board member is expected to avoid conflict of interest in the exercise of the member's fiduciary responsibility and act within the provisions of the *Municipal Conflict of Interest Act*, R.S.N.S. , c-299, as amended and where applicable. Accordingly, a Board member may not:
 - 5.1 disclose or use confidential information acquired during the performance of official duties;
 - 5.2 accept a gift of substantial value or economic benefit which would tend to improperly influence a reasonable person, or which the Board member knows or should know is primarily for the purpose of a reward for official action;
 - 5.3 engage in a substantial financial transaction for private business purposes with a person employed by the organization;

- 5.4 perform an official act that directly confers an economic benefit on a business in which the Board member has a substantial financial interest or is engaged as a counsel, consultant, representative or agent.

POLICY 10 – Strategic Planning

Revised: May 17, 2017
 Board Approval: June 22, 2017
 Review by: June 22, 2019

- 1.0** The Board will establish an ongoing strategic planning process by which it translates its mission and values into actionable and measurable goals and objectives. The plan will provide direction for both long and short-term decision making by the Board and the General Manager to fulfill the mission of the organization and make choices among competing demands for resources.
- 2.0 Strategic Planning Process Framework**
 The strategic planning process will incorporate the following components:
- Mission statement
 - Values statement
 - Long-term vision statement
 - Community needs and assets assessment
 - Environmental factors assessment
 - Critical assumptions about the future
 - Three-year, written, Board-approved Strategic Plan that includes:
 - Major initiatives and goals (time horizon- 3 years)
 - Strategic Planning update report template to be used by the General Manger in the regular updates to the Board
 - Active engagement in the process at all levels of the organization
- 3.0 Planning Cycle**
- 3.1 Long-term visioning - At certain times, the Board will determine the need exists to engage in a strategic visioning process in order to make decisions about organizational direction, major capital investments, master facility plans, program commitments, or corporate structure. The resulting long-term vision will create an overarching strategic context for ongoing strategic planning.
- 3.2^[KW11] 3 -year strategic plan - The organization will engage in a 3-year strategic planning process so the organization’s strategic initiatives and goals are always as current as possible, reflecting contemporary conditions.
- 3.3^[KW12] Annual Board Work Plan - Every year, the organization will adopt annual performance goals and make adjustments to the 3-year plan based on changing conditions. The annual planning cycle will be:
- Data-gathering: March/April
 - Board Strategic Planning Session – June
 - Board approval of 3-year Plan - July
 - Board approval of Annual Board Work Plan – March
 - Annual budgeting process begins – January
 - Board approval of Capital Budget – January
 - Board approval of Operating Budget and Management plan – March
- 3.4 Continuous monitoring - The General Manager will continuously monitor changes in the strategic plan as well as the organization’s actual performance in achieving its strategic

goals. A material change in critical assumptions or actual performance may prompt a recalibration or revision of the strategic plan at any time.

- 3.5 Integrated planning - The strategic plan is an overarching document that should drive related organizational plans, such as the annual capital budget, the operating budget, and the management plan.

4.0 Role of the Board

The Board of Directors will play an active role in the strategic planning process. The Board will:

- 4.1 Adopt a policy committing the organization to a mission-driven strategic planning process.
- 4.2 Adopt a long-term vision statement for the organization.
- 4.3 Formally approve the 3-year plan.
- 4.4 Adopt an annual plan/calendar for Board and committee work that focuses on strategic priorities of the organization.
- 4.5 Monitor progress toward achieving strategic goals and require corrective actions and adjustments as necessary to changing conditions.
- 4.6 Participate in at least one annual strategic planning exercise.
- 4.7 Raise questions and contribute expertise.
- 4.8 Bring insights from and help communicate the plan to key stakeholders.

5.0 Role of the General Manager

- 5.1 Bring objective analysis and recommendations to the Board for deliberation and decision making.
- 5.2 Plan at least one annual Board strategic planning event.
- 5.3 Review progress on implementation of the strategic plan regularly, but not less than twice annually. Provide to the Board concise reports showing progress toward the key goals and measures in the strategic plan.

POLICY 11 – Committees of the Board

Reviewed November 2020sed: May 17, 2017 Board Approval: June 22, 2017 7 1 1 2 0 2 0 1 7
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- 1.0 The Board may, from time to time, create committees in order to expedite the completion of its business. Committees may be standing or ad hoc (special purpose) in nature. Board committees are to assist the Board in fulfilling its role; not to advise or assist staff in doing their job.
- 2.0 All Board designated committees, whether standing committees or ad hoc, will report to the Board through the Committee Chair.
- 3.0 All Board committees are chaired by a Board member, who reports to the Board regarding committee business, decisions and activities.
- 4.0 The General Manager or theirhis/her designate acts in a resource and coordinating capacity in relation to the particular committee.
- 5.0 Committee Chair to provide a report to the Board on committee activity in accordance with the planning calendar.
- 6.0^[KW13] The Board has one (1)three (4) standing committees:
 - 6.1. Board Governance Committee
 - 6.1. Budget and Finance Committee
 - 6.2. Board Governance Committee
 - 6.3. Fundraising Committee
 - 6.4. Human Resources Committee

BOARD - GENERAL MANAGER POLICIES

Revised: November 2020 May
17, 2017
Board Approval: June 22, 2017
R 20 2010

POLICY 12 – General Manager Roles and Responsibilities

- 1.0** The General Manager is responsible for carrying out the policies and strategic direction as set out by the Board. The General Manager is accountable to the Board as a whole. Individual Board members, including the Chairair and Board committees lack the authority to direct the activities of the General Manager. The Board monitors and evaluates the General Manager solely on the basis of organizational performance, written policies, strategic directions and formalized expectations.
- 2.0 The Role of the General Manager is as follows:**
- 2.1 Fiscal Management**
- Preparation, management and rationalization of annual operating and capital budgets, presentations for approval to the Board.
 - Provide any other regular reporting to the Board as required, tracking of all financial transactions, budget forecasting, and establishing lines of accountability, ensuring adherence to budgetary approvals and authorizes all extraordinary purchases within approved guidelines.
 - Develop new revenue opportunities.
 - Develop and implement cost saving measures to sustain the immediate and long term responsibility of full cost recovery and financial stabilization of the facility.
- 2.2 Human Resource Management**
- Coordinate, hire, assign, evaluate and supervise all staffing in the LCLC.
 - Supervise and lead all staff to be effective and responsible members of a team to improve the operation of the facility.
 - Work with MJSB HR staff where required.
- 2.3 Communications/Marketing/Public Relations**
- Liaise with all users, tenants, the general public and partners.
 - Develop a Communication Plan and Marketing Plan.
- 2.4 Program Development and Evaluation**
- Plan and coordinate all programs, schedules and services in the LCLC
 - Coordinate the development and evaluation of safe, high quality programs.
 - Develop, incorporate and monitor a continuous customer service program in the delivery of all programming.
- 2.5 Risk Management**
- Ensure all maintenance and security functions in the LCLC are implemented.

- Develop, and maintain HR, operational, emergency, security and health and safety policies and procedures.

2.6 Planning/Coordination/Operations

- Prepare management plans and strategic plans, both short and long term, and a marketing plan in conjunction with the Board to ensure the facility has a strategic vision that is financially sustainable and meets growing trends in community wellness and sport programs.
- Negotiate and manage agreements or contracts with partners, user groups, tenants and other facility users or suppliers.
- Establish and evaluate all operational rules, regulations and standards.
- Identify and coordinate staff training opportunities.

2.7 Board Relations

- Work strategically with the Board and partners to ensure the vision of the LCLC is clear and implemented.
- Provide the Board with timely and accurate advice and information.

3.0 Operational committees are formed at the discretion of the General Manager to assist the General Manager in meeting the operational needs of the facility. All operational committees report to the General Manager or another designated staff position.

POLICY 13 – General Manager Evaluation

Revised: November 2020 May 17,
2017
Board Approval: June 22, 2017

1.0 [KW14][KW15] Evaluation

- 1.1 The General Manager is entitled to a formal evaluation of their his/her performance by the Board on an annual basis, on or around the anniversary of the hire date. The evaluation shall be part of the Board's annual governance work but may be initiated at any time by the Board or at the request of the General Manager.
- 1.2 The evaluation will follow a standardized form and process that has been articulated to the General Manager.
- 1.3 The evaluation will be carried out by a committee of three (3) Board members, including the Chair of the Board.
- 1.4 The evaluation will focus only on the criteria below.

2.0 [KW16] Evaluation Criteria

The criteria on which the evaluation is to be based includes:

- 2.1 Accomplishment of the organization's mission, objectives and strategic results for which the General Manager is responsible.
- 2.2 Adherence to operational policies approved by the Board.
- 2.3 Communication with the Board on issues affecting the performance and reputation of the Corporation and the LCLC facility.

3.0 Evidence of Performance

- 3.1 The Board will inform the General Manager in advance of the performance review on how information on the above criteria will be provided. The means of gathering this information or demonstrating accomplishment may include:
 - 3.1.1 Reports from the General Manager on progress towards the mission and objectives of the organization and current strategic goals.
 - 3.1.2 Monitoring reports from the General Manager on the implementation of, and adherence to, operational policies.
 - 3.1.3 Independent verification and other data gathered by the committee in relation to the implementation of operational policies.
 - Interviews with selected staff and stakeholders.
 - Regular client or customer feedback mechanisms (e.g. satisfaction surveys).
 - Annual audit of the Corporation's financial records and any advice solicited or received from the auditors.
 - 3.1.4 A self-assessment may be requested of the General Manager to be used as the basis for discussion.

4.0 Findings and Recommendations

- 4.1_[KW17] Prior to delivering the evaluation to the General Manager, the committee will report to the Board the results of their assessment and may make associated recommendations. The committee's report shall outline the evaluation process in terms of what information was reviewed. The Board will be provided an opportunity to make comment on the evaluation. As a personnel matter this will be in camera.

- 4.2_[KW18] Delivery of the evaluation to the General Manager shall be done by the Board Chair and one other member of the committee. An opportunity will be provided for the General Manager to comment upon the evaluation and have those comments attached to the official file. Official files will be kept with the office administration staff of the LCLC.

POLICY 14 – General Manager Compensation

Revised: November 2020 May
17, 2017
Board Approval: June 22, 2017

The^[KW19] General Manager is the principal representative of the Lunenburg County Lifestyle Centre, and the person responsible for the efficient operation of the facility. Therefore, it is the desire of the Board to provide fair and reasonable compensation for the General Manager.

1.0 Annual Process

The annual process for determining compensation is as follows:

- 1.1^[KW20] The Board, through an HR sub-committee, shall annually evaluate the General Manager on theirhis/her performance, and ask for their his/her input on matters relating to compensation and organizations that could be considered as similar for their inclusion in a market review of salary and benefits.
- 1.2 The sub-committee will obtain research and information to make a recommendation to the full Board for the compensation (salary and benefits) of the General Manager based on a review of comparability data. For example, the sub-committee will secure data that documents compensation levels and benefits for similarly qualified individuals in comparable positions at similar organizations. This data may include the following:
 - Salary and benefit compensation studies by independent sources;
 - Written job offers for positions at similar organizations;
 - Documented telephone calls, emails, and other written materials about similar positions at other organizations.

2.0 Board Approval

- 2.1 To approve the compensation for the General Manager, the Board must document how it reached its decisions. Documentation will include:
 - 2.1.1 A description of the compensation and benefits and the date it was approved;
 - 2.1.2 The members of the Board who were present during the discussion about compensation and benefits, and the results of the vote;
 - 2.1.3 A description of the comparability data relied upon and how the data was obtained;
 - 2.1.4 Any actions taken (such as abstaining from discussion and vote) with respect to consideration of the compensation by anyone who is otherwise a member of the Board but who had a conflict of interest with respect to the decision on the compensation and benefits.
 - 2.1.5 The salary and benefits of the General Manager is public information, however, the data used to determine the salary can be treated as confidential. At the discretion of the Board, this information may be released to the General Manager.

POLICY 15 – Emergency General Manager

Revised: November 2020 May 17, 2017 Board Approval: June 22, 2017 Revised: November 2020

1.0 Emergency Succession Plan

1.1 Given the importance of continuity of operations to clients and staff of the organization, the General Manager will develop and implement a plan, to be approved by the Board, to ensure that the organization can effectively operate in the event that an emergency or other circumstance makes it impossible for the General Manager to effectively provide executive leadership.

1.2 Such a plan will include:

1.2.1 The appointment, training and designation of one person or a small team of persons who can and will serve as “Acting General Manager” for a period of not less than 20 working days and up to 60 working days, to take effect within 24 hours following the occurrence of the situation.

The name(s) of persons so designated shall be known to the Board Chair and Vice Chair.

1.2.2 Allow for the immediate transfer of signing authority for financial operations where the General Manager’s signature is required.

1.2.3 Immediate access, by designated staff, to passwords and other security codes required for the General Manager’s computer files, electronic calendars, e-mail accounts, telephone message systems, office, cabinets and work-related security boxes.

POLICY 16 - Financial Accountability

Revised: November 2020 May 17, 2017 Board Approval: June 22, 2017

- 1.0** The General Manager will not, undertake actions that will jeopardize the financial strength of the Lunenburg County Lifestyle Centre. In particular, the General Manager will not, without Board approval:
- 1.1 Make unbudgeted expenditures outside of those allowed for in the Purchasing Policy.
 - 1.2 Transfer budgeted funds from one account to cover the deficit of another.
 - 1.3 Fail to submit payroll and other taxes as required by law.
 - 1.3.1 Finance Committee will certify to the Board that all taxes due are current.
 - 1.4 Fail to settle payroll and other liabilities in a timely manner.
 - 1.5 Enter into new banking arrangements.
 - 1.6 Enter into new contractual arrangements with vendors outside of the allowances in the Purchasing Policy.
- 2.0** The General Manager will not jeopardize the fiscal integrity of the organization as a whole. In particular, the General Manager will not, without Board approval:
- 2.1 Allow budgets to be developed which are based on insufficient information to make reasonably accurate projections of revenues and expenditures.
 - 2.2 Allow budgets to be presented that are inconsistent with direction provided by the Board through motion or planning documents (i.e. Strategic Plan; Management Plan)

CORE OPERATIONAL POLICIES**POLICY 17 – Routine Access to Information**

Revised: November 2020 July 12,
2017
Board Approval: September 21, 2017
Review by September 21, 2010

The Freedom of Information and Protection of Privacy (FOIPOP) Act provides applicants an opportunity to seek records from public bodies subject to a number of conditions. Routine access is a positive approach to implementation of the FOIPOP Act and is in keeping with the Act's spirit and intent of openness and accountability.

The Routine Access policy for the Lunenburg County Lifestyle Centre is designed to provide persons with an opportunity to obtain certain categories of records without having to submit a Freedom of Information and Protection of Privacy Act (FOIPOP) Application. Only information permitted for release through the Act will be accessible through this policy. Routine access requests only apply to information created since incorporation on November 10, 2009.

1.0 This policy shall apply to requests for reasonable quantities of records and shall not apply to a request for more than fifty (50) pages of records in a particular category and/or time period. Repetitive requests by an individual for significant volumes of records or the separation of a request into several small requests totaling a large volume shall not be subject to the policy. It is important to ensure that the application of the Routine Access policy not unduly interfere with the day-to-day operations of the LCLC.

2.0 Documents Available on LCLC Website:

Documents to be made available on the LCLC website will include:

2.1 Decision-making:

2.1.1 Board meeting agendas and minutes

2.2 Finance and Administration:

2.2.1 Current year and previous year capital and operational budgets

2.2.2 Management plan and associated progress reports

2.2.3 Audited financial statements

3.0 Documents Available Through Special Request

The public may make request to the General Manager to release documents regarding:

3.1 Human Resources:

3.1.1 Job descriptions and pay scales

3.1.2 Service contracts excluding personal information and service or product trade secrets

3.1.3 Organizational charts with position titles

3.2 Selection and Hiring Process:

3.2.1 Number of applicants for position

3.2.2 Number of persons interviewed

3.2.3 Name of successful candidate, once offer of employment has been accepted

3.3 Finance and Administration:

3.3.1 Expense/Travel claims

3.3.2 Board expenses

3.3.3 Overtime expenditures

3.3.4 Individual expense claims

3.3.5 Policies and Procedures

3.3.6 Board Manual

4.0 Information that is not to be considered for routine access may be accessible through FOIPOP process, by contacting the General Manager, who is the designated FOIPOP Officer for LCLC.

POLICY 18 – Customer and Client

Reviewed: November 2020 July 12, 2017 Board Approval: September 21, 2017

1.0 Community Feedback

- 1.1 With respect to providing responses to feedback from the community (including clients), the General Manager must use reasonable discretion in responding to community feedback in a timely and appropriate fashion.
- 1.2 The General Manager will report to the Board any significant feedback received from the community or government and theirhis/her response.
- 1.3 The General Manager will ensure that members of the community have access to the Board. In the event a member of the public wishes to appear as a delegation before the Board to make suggestions, comments, or complaints, the General Manager will facilitate this process.

2.0 Collection of Information and Protection of Privacy

- 2.1 The Board is committed to maintaining the privacy of customer information. The Lunenburg County Lifestyle Centre is subject to the Freedom of Information and Protection of Privacy (FOIPOP) Act, which sets out rules for protecting the privacy of personal information about individuals. All personal information collected by the LCLC is for its own use and the LCLC does not sell or provide its customer lists to any outside person, group or agency, unless such request has been made by any law enforcement agency or in accordance with the LCMPPC Freedom of Information Policy.

POLICY 19_[KW21] – Human Resource Management

Reviewed: November 2020 July 12, 2017
Board Approval: September 21, 2017

- 1.0** As the Lunenburg County Lifestyle Centre (LCLC) is committed to being an exemplary employer, the General Manager will ensure that the human resource practices of the organization adhere to the principles of fairness and respect, and that the LCLC abides by all laws and government regulations. More specifically, the General Manager will be accountable for the development of detailed policies and procedures that ensure:
- 1.1 Recruitment and hiring practices are open, thorough, fair, and based on merit.
 - 1.2 At a minimum, the requirements of the Nova Scotia Labour Standards Code, Human Rights Code, and Occupational Health and Safety Acts are respected.
 - 1.3 All employees have job descriptions and that these are regularly reviewed.
 - 1.4 Personnel records are treated as confidential and that appropriate restrictions are in place regarding their use and who has access to them.
 - 1.5 Human resource policies and procedures are provided to all staff.
 - 1.6 Every staff member is formally evaluated on an annual basis, that the evaluation criteria are in line with best practices in other organizations, and that they are known by all employees.
 - 1.7 Employees are recognized for excellent performance.
 - 1.8 There is a formal grievance or conflict resolution procedure in place for staff that involves the Board as the final arbitrator.
 - 1.9 The Lunenburg County Lifestyle Centre will strive for diversity in its employment practices with respect to race, culture and disability.
 - 1.10 Staff members have professional development opportunities made available to them and that an annual training plan is prepared and implemented with the resources available.
 - 1.11 All staff positions are entitled, through policy, to a periodic market-based review of salary and benefits.
 - 1.12 All staff shall work in a supportive environment free from abuse and harassment.

POLICY 20 - Protection of Assets

Reviewed: November 2020 July 12, 2017 Board Approval: September 21, 2017

1.0^[KW22] The General Manager will not operate without protecting the physical, financial and intellectual assets of the organization. In particular, the General Manager will not, without Board approval:

- Operate without adequate fire, theft and liability insurance;
- Operate without the safekeeping of key legal and contractual documents;
- Operate without procedures for the backing up and safekeeping of computer records.

POLICY 21 - Review of Audited Financial Statements

Reviewed: November 2020 July 12, 2017
 Board Approval: September 21, 2017

- 1.0 All financial statements shall conform to the *Public Sector Accounting Board (PSAB)* regulations.
- 2.0 The audited financial statements are to be sent to the Town of Bridgewater and the Municipality of the District of Lunenburg by the end of July each calendar year.
- 3.0 Procedures for Review of Statements
 - 3.1 The draft audited statements and management letter are to be delivered to the Budget and Finance Committee or designate for review.
 - 3.2 The audited statements are presented by the Auditor to the Budget and Finance Committee by the end of July. This meeting is open and promoted to all members of the Board and is also attended by the General Manager and other interested staff. A detailed review of the statements and management letter is completed at this time by the Committee.
 - 3.3 The General Manager, through consultation with the committee, will draft a response to the management letter. The management letter and any accompanying response are sent to the Auditor, the Town of Bridgewater, and the Municipality of the District of Lunenburg by the General Manager or designate.
 - 3.4 Any recommendations based on the review are prepared for the next Board meeting. If, for any reason the Budget and Finance Committee considers it necessary, such as material issues or irregularities, they will invite the Auditor to attend the Board meeting.
 - 3.5 If there are no issues, the General Manager, accompanied by any relevant staff, will present the statements to the Board.
 - 3.6 The Board may request, through the Chair, a presentation from the Auditor if they feel, for any reason, that this would be prudent or add value to their understanding of the information presented.

POLICY 22 – Fundraising Ethics

Reviewed: November 2020 July 12, 2017 Board Approval: September 21, 2017 Revised: September 21, 2010

The Board of the Lunenburg County Lifestyle Centre is committed to responsible fundraising.

All fundraising activities carried out under Board authority will adhere to the following standards:

- 1.0** Fundraising activities carried out by Board will comply with all relevant laws.
- 2.0** Any communications to the public made in the course of carrying out a fundraising activity shall be truthful and non-deceptive.
- 3.0** All monies raised via fundraising activities will be for the stated purpose of the appeal.
- 4.0** Nobody directly or indirectly employed by or volunteering for the Lunenburg County Lifestyle Centre shall accept commissions, bonuses or payments for fundraising activities on behalf of the Board.
- 5.0** No general solicitations shall be undertaken by telephone or door-to-door.
- 6.0** A Fundraising committee may be formed to carry out the major fundraising tasks. The committee will report regularly to the Board.
- 7.0** All fundraising activities must have the prior approval of the Board, as recorded in meeting minutes.
- 8.0** Fundraising activities should not be undertaken if they may be detrimental to the good name or community standing of the Lunenburg County Lifestyle Centre.
- 9.0** A report on fundraising will be prepared by a representative of the fundraising committee for inclusion in Board's annual report.

APPENDICES

APPENDIX I - Terms of Reference Budget and Finance Committee

Revised: November
2020 November 9, 2016
Board Approval: January 19, 2017
Review by: January 19, 2019

Purpose

The primary objectives of the Budget and Finance Committee of the Board are as follows:

- Assist the Board in meeting its financial responsibilities with respect to the safeguarding and optimal use of Board assets entrusted by the Municipality of the District of Lunenburg, Town of Bridgewater, and the residents of Lunenburg County; and to ensure that the Board has achieved the optimal effectiveness based on the available resources;
- To provide operations guidelines with respect to the budget targets and expected outcomes;
- To ensure the credibility, reliability and adequacy of Board financial reporting;
- To ensure the budgetary and financial resources of the Board are employed in a cost effective manner.

Appointments and Terms of Office

A minimum of two members of the Board will be appointed by the Board to the Committee and the term of office will be concurrent with the term on the Board. Up to two members of the Committee may be members of the community, who in the Board's determination have skills that would contribute to the work of the committee. Community members may be selected at the discretion of the committee. The community members' terms shall be for a two-year period.

The members of the committee will appoint a Chair to guide discussions. The Chair will be a member of the Board.

Meeting

Meetings of the Committee will be held monthly or as needed, based on the budgetary process, interim and year end audit, and other elements of the planning and reporting cycle of the LCLC. The meeting schedule will be determined by the committee Chair.

Role and Responsibilities

- To assist the Board in overseeing financial reporting, including year-end audit reporting, detailed budget plans; and to ensure that budget guidelines are developed to reflect the Board strategic plan;
- To develop budgetary policies and process to ensure that LCLC is operating in the most efficient manner;
- To assist in the development of longer-term budget strategy in accordance with the Board strategic plan;
- To assess the need for and request external operational review as required;
- Review the quarterly financial forecasts to monitor the Board's financial performance in accordance with the approved financial targets;

- Review and recommend to the Board for approval the financial aspects of the Board's annual management plan;
- Review and recommend to the Board for approval any changes in accounting policies or significant transactions which impact the financial statements in a significant manner;
- Review annually with the General Manager and the external auditor, and report to the Board, on the appropriateness of accounting policies, disclosures, forecasts, accrual accounting, reports, reserves, and judgments regarding accounting choices and ensure they are fair, accurate and in accordance with GAAP (PSAB);
- Review with the General Manager and the external auditor reports and findings.

In order to fulfill its responsibilities, the Budget and Finance Committee may:

- Request and obtain reports and reasonable assurance from the General Manager and the external auditor that the Board's accounting and internal control systems are adequate and effective;
- Direct external auditor's examination to specific areas as deemed necessary;
- Request meetings with external auditor (without management) when deemed necessary;
- To recommend to the Board for approval, the annual audited financial statements of the Board.
- Will provide a report monthly on budget/financial performance to the Board.

Operating Principles and Guidelines

- The committee will operate under the same guidelines and code of conduct as adopted by the Board.
- Board strategic plan will serve as a guiding principle for the operations of the LCLC.

APPENDIX II - Terms of Reference Board Governance Committee

Revised: November 2020, 2016 Board Approval: January 19, 2017

Purpose

The primary objectives of the Board Governance Committee are as follows:

- To enhance Board governance integrity;
- To enhance Board performance;
- To promote Board succession planning.

Appointments and Terms of Office

A minimum of three members of the Board will be appointed by the Board to the Committee and the term of office will be concurrent with the term on the Board. Up to two members of the Committee may be members of the community, who in the Board's determination have the skills that would contribute to the work of the committee. Community members may be selected at the discretion of the committee. The community members' terms shall be for a two-year period.

The members of the committee will appoint a Chair to guide discussions. The Chair will be a member of the Board.

Meeting

Meetings of the Committee will be held as required at the discretion of the Committee Chair. Meetings will be held as needed, at the call of the Chair. The Committee will report back to the Board quarterly.

Role and Responsibilities

- To review the roles and responsibilities of Board members, the Chair, and Board committees;
- To make recommendations to the Board for improvements (effectiveness, relevance, clarity) to governance structure and policies;
- To develop forms and processes for completing an annual evaluation of Board governance, Board committees and individuals in their governance capacities;
- To identify competencies (skills and experience) and personal attributes required to fulfill the roles and responsibilities of the Board in accordance with the role of the Board and strategic plan;
- To develop a Board application form and publically advertise Board vacancies;
- To identify potential Board members and solicit their application for Board vacancies;
- To recommend to the Board potential Board members for appointment by the Town of Bridgewater and the Municipality of the District of Lunenburg;
- To develop a Board Orientation package;
- To monitor and advise the Board on developments and emerging best practices in governance, including Board liability and risk management.

Operating Principles and Guidelines

- The committee will operate under the same guidelines and code of conduct as adopted by the Board.

- Board strategic plan will serve as a guiding principle for the operations of the LCLC.

APPENDIX III - MOU between LCMPPC and the Society

APPENDIX IV - LCMPC Board Self-Evaluation

Revised: November 2020 May 17, 2017
 Board Approval: June 22, 2017
 Review by: June 22, 2019

Name _____ For period from _____ to _____

Questions should be answered by all Board members. When completed individually the results of Sections A, B and C should be compiled, shared and discussed by the whole Board to determine an average group answer to each question and an overall section rating. Section D should be answered by Board members alone but not shared with the group. Sections A, B and C should also be completed by the General Manager.

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).

A. How Well Has the Board Done Its Job?

1	Our organization has a three-year strategic plan.	1	2	3	4	5
2	The Board's meeting agenda clearly reflects our strategic plan and priorities.	1	2	3	4	5
4	The Board has ensured that the organization has a one-year management plan.	1	2	3	4	5
5	The Board gives direction to staff on how to achieve the goals by setting policies and annual goals for the General Manager.	1	2	3	4	5
6	The Board ensures that the organization's accomplishments and challenges are communicated to members and stakeholders.	1	2	3	4	5
7	The Board has ensured that members and stakeholders have received reports on how our organization has used its financial and human resources.	1	2	3	4	5

My overall rating (add together the total of the numbers circled):

- Excellent (25+)
- Very Good (15-22)(22 – 24)
- Good (10-14) (18 – 22)
- Satisfactory (12-18) (13 – 17)
- Poor (7-11) (6 – 12)

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).

1	Board members are aware of what is expected of them.	1	2	3	4	5
2	The agenda of Board meetings is well planned so that we are able to get through all necessary Board business.	1	2	3	4	5
3	It seems like most Board members come to meetings prepared.	1	2	3	4	5
4	We receive written reports to the Board in advance of our meetings.	1	2	3	4	5
5	All Board members participate in important Board discussions.	1	2	3	4	5
6	We do a good job encouraging and dealing with different points of view.	1	2	3	4	5
7	We all support the decisions we make.	1	2	3	4	5
8	The Board has taken responsibility for recruiting new Board members.	1	2	3	4	5
9	The Board has planned and led the orientation process for new Board members.	1	2	3	4	5
10	Our Board meetings are always interesting.	1	2	3	4	5
11	Our Board meetings are frequently fun.	1	2	3	4	5

My overall rating (add together the total of the numbers circled):

- Excellent (45+)
- Very Good (35-44)
- Good (25-34)
- Satisfactory (15-24)
- Poor (11-14)

C. Board's Relationship with General Manager

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	There is a clear understanding of where the Board's role ends and the General Manager's begins.	1	2	3	4	5
2	There is good two-way communication between the Board and the General Manager.	1	2	3	4	5
3	The Board trusts the judgment of the General Manager.	1	2	3	4	5
4	The Board provides direction to the General Manager by setting new policies or clarifying existing ones.	1	2	3	4	5
5	The Board has discussed and communicated the kinds of information and level of detail it requires from the General Manager on what is happening in the organization.	1	2	3	4	5
6	The Board has developed formal criteria and a process for evaluating the General Manager	1	2	3	4	5
7	The Board, or a committee of the Board, has formally evaluated the General Manager and the General Manager's salary within the past 12 months.	1	2	3	4	5
8	The Board evaluates the General Manager primarily on the accomplishment of the organization's strategic goals and priorities and adherence to policy.	1	2	3	4	5
9	The Board provides feedback and shows its appreciation to the General Manager on a regular basis.	1	2	3	4	5
10	The Board ensures that the General Manager is able to take advantage of professional development opportunities.	1	2	3	4	5

My overall rating (add together the total of the numbers circled):

- Excellent (40+)
- Very Good (30-39)
- Good (20-39)
- Satisfactory (10-19)
- Poor (11-14)

D. Performance of Individual Board members (Not to be shared)

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	I am aware of what is expected of me as a Board member.	1	2	3	4	5
2	I have a good record of meeting attendance.	1	2	3	4	5
3	I read the minutes, reports and other materials in advance of our Board meetings.	1	2	3	4	5
4	I am familiar with what is in the organization's incorporation agreement and governing policies.	1	2	3	4	5
5	I frequently encourage other Board members to express their opinions at Board meetings.	1	2	3	4	5
6	I am encouraged by other Board members to express my opinions at Board meetings.	1	2	3	4	5
7	I am a good listener at Board meetings.	1	2	3	4	5
8	I follow through on things I have said I would do.	1	2	3	4	5
9	I maintain the confidentiality of all Board decisions.	1	2	3	4	5
10	When I have a different opinion than the majority, I raise it.	1	2	3	4	5
11	I support Board decisions once they are made even if I do not agree with them.	1	2	3	4	5
12	I promote the work of our organization in the community whenever I had a chance to do so.	1	2	3	4	5
13	I stay informed about issues relevant to our mission and bring information to the attention of the Board.	1	2	3	4	5

My overall rating (add together the total of the numbers circled):

- Excellent (55+)
- Very Good (45-54)
- Good (32-44)
- Satisfactory (20-31)
- Poor (13-19)

E. Feedback to the Chair of the Board (Optional)

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	The Board has discussed the role and responsibilities of the Chair.	1	2	3	4	5
2	The Chair is well prepared for Board meetings.	1	2	3	4	5
3	The Chair helps the Board to stick to the agenda.	1	2	3	4	5
4	The Chair ensures that every Board member has an opportunity to be heard.	1	2	3	4	5
5	The Chair is skilled at managing different points of view.	1	2	3	4	5
6	The Chair can be assertive when needed.	1	2	3	4	5
7	The Chair helps the Board work well together.	1	2	3	4	5
8	The Chair demonstrates good listening skills.	1	2	3	4	5
9	The Board supports the Chair.	1	2	3	4	5
10	The Chair is effective in delegating responsibility amongst Board members.	1	2	3	4	5

My overall rating (add together the total of the numbers circled):

- Excellent (40+)
- Very Good (30-39)
- Good (20-39)
- Satisfactory (10-19)
- Poor (11-14)

APPENDIX V - Agreement to Serve as a Member of the Board of Directors

Revised: November 2020
April 19, 2017
Board Approval: April 20, 2017

Having been selected to serve as a Board member of the Lunenburg County Multi-Purpose Centre Corporation (LCMPCC), I voluntarily agree, as a member of the Board, to:

1. Ensure that our vision, mission and goals are relevant and continue to inspire the work of the LCMPPCC.
2. Abide by the policies of the LCMPPCC.
3. Ensure that the LCMPPCC is exemplary in providing services to the community, managing its money and employing staff and volunteers.
4. Declare any personal or professional interest that may conflict, or be seen by others to conflict, with my ability to act in the best interests of the LCMPPCC, and in such situations voluntarily withdraw from the discussion and decision making process.
5. Actively participate as a Board member, which includes regularly attending meetings, preparing for and contributing to Board discussions and attending special events.
6. Refrain from giving direction, as an individual Board member, to staff or volunteers.
7. Support decisions of the Board even if I do not always agree.
8. Represent the Lunenburg County Lifestyle Centre actively and positively in the community.
9. Adhere to Policy 4 – Board Member Code of Conduct.

Date _____

Signature _____



Capital Funding Request Pickleball Courts

Background

A group of Pickleball players has approached the Municipal Recreation departments and the LCLC to advocate for a regional Pickleball facility made up of 6 courts. The group has requested that the Rec departments and LCLC bring forward the request to both councils on their behalf. We feel that vetting the proposal through the LCLC Board will be an effective means to determine whether the Board members see merit in bringing the capital request to their respective councils for discussion. Diana Johnson, Bill Schurman and Kent Walsh met with the group on December 22nd where the group outlined the project details below.

Project Details

- Estimated cost is \$250,000 for six courts. (six courts would allow the region to host tournament play)
- The population the facility would serve is said to be 300 players in the region, with an assumption that the facility would attract new users.
- Proposed location is the LCLC close to the Centennial Trail. Take advantage of existing amenities such as washrooms, food, parking etc.
- Ideally this would be a public facility where courts are used at public leisure. No Fee.
- Tournaments would bring visitors to the area and revenues could be returned to the municipal units.
- The group feels that now is a great time to invest in outdoor recreation such as Pickleball, and we should act quickly to make this a priority for the coming year.
- The group believes that there are plenty of grants to apply for and that the respective Grant Coordinators could be directed to begin researching and applying for grants to fund the facility.



General Manager Report January 2021

Arena – The Provincial restrictions limiting our skates to 25 participants and restricting any game activity has had a significant impact on our user satisfaction as well as our income. We responded over the school break by increasing the number of public skates and shortening the individual skate times so that we could turn the groups over and get more people on the ice. We will be changing the Parent and Tot Skates to a Public Skate with strollers allowed on the ice and the Homeschool Skate will be a Public Skate. Many adult hockey bookings have been canceled but we did have some private bookings pick up ice over the school closure. Lumberjacks are aiming to return to play after the 24th, I'm hopeful south shore minor hockey will use the march break time to make up some of the lost games which would help us out with that ice that would traditionally been used for march break tournament.

Aquatics – Swim lesson are still doing well, we had to reduce the number slightly with the cap on numbers in the pool, guardians have been great about having to watch from the galleria. Demand for swimming over the school break was high and the cap at 25 was challenging.

Camps – Holiday Camps were a success, we had to move the number of spots down from 30 to 25 so that all campers could go in the pool and ice without exceeding the cap. Since we started the "Schools Out Camps" we have registered 298 camp days. The program has good momentum heading into March Break and Summer, our aim will be to increase our capacity building up to 60 spots per day for the summer.

Primary Health Promotion – We are exploring an opportunity with NS Health Authority to implement a program where Dr.'s could prescribe 3 free visits to the LCLC for patients that they feel would benefit from recreation.

The United Way has been gifted some new skates and have agreed to let us raffle them off in a silent auction we will use the proceeds to buy helmets to be available for public skates.

We were not able to be rolled into the MODL snow clearing contract, but the agreement that we have gotten to with Lehave Paving is going to represent a significant savings over last years contract.

We had a few students on a wage subsidy program that ended in December so we were reimbursed \$5,000 for those wages, eligible staff were post secondary students who worked camps and aquatics. Since I last emailed the board with an update on funding streams through provincial and federal channels I have had confirmation that the Provincial Government does not have any plans to contribute to the loss of revenue due to covid. I will continue to lobby through Recreation Facilities of NS and as I suggested previously Municipal Affairs or NS Federation of Municipalities may be an inroad to raise the concerns if you decide to advocate through those channels.