

AGENDA
Lunenburg County Multi-Purpose Centre Corporation
Thursday, September 17th, 2020 6:00 p.m.
Remote Meeting – Via TEAMS

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**
 - August 20th,2020
5. **PRESENTATIONS**
6. **BUSINESS ARISING FROM MINUTES & UNFINISHED BUSINESS**
 - 6.1 Energy Project – Update
 - 6.2 WiFi Upgrades - Update
 - 6.3 LCMPPC Board Governance Manual Review 2-60
7. **CORRESPONDENCE**
8. **NEW BUSINESS**
9. **INFORMATION / UPDATES**
 - 9.1 General Manager’s Monthly Report 61
 - 9.2 Aged Receivables..... 62
 - 9.3 Financial Statements 63-72
10. **IN CAMERA**
 - 10.1 Personnel Matter under Section 22(2)(c) - Performance review of Nustadia
 - 10.2 Sale of Municipal Property under Section 22(2)(a) – Request from Nova Scotia
Transportation & Infrastructure Renewal to Purchase Lands for North Park Street Intersection
Upgrades.
11. **NEXT MEETING** – Thursday, October 15, 2020 at 6:00 p.m.
12. **ADJOURNMENT**

Comments on the LCMPPC Governance Manual prepared by Michael Ernst, MoDL Councillor, September 2020

This first review of the document concentrated primarily on text revisions needed as a result of the Board changes made in 2018.

At that time there was the removal of Members at Large and the Board composition became all elected members from both Municipal units.

1. In addition minor changes were identified to reflect current management practices, sub committee structure, Board tasks and other items
2. In summary, these are the areas that have been identified as needing attention for the next draft.
3. Delete language dealing with Members at Large and making it more reflective of that for elected members.
4. Make Board tasks more achievable for the smaller Board
5. Take out his/her references
6. Define the sub committees needed under the current Board Structure
7. Include language for alternate elected members and municipal staff.
8. Edit superfluous language.
9. Include a year calendar with realistic dates.
10. Add a bibliography of reference documents for Board Members.

Please note that work was not done on the MoU (a task for CAOs), nor evaluation forms at the end. These forms could be considered in the next revision.



Lunenburg County Multi-Purpose Centre Corporation Board Governance Manual

Governance Manual – Updated October 19, 2017

TABLE OF CONTENTS

Revisions will be needed to reflect additions/
deletions to content.

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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.

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.

Add any acronyms that are pertinent to the Centre and
are commonly used during Board Meetings
Add definitions for various sub committees -Finance, Governance, Fund Raising

These should reflect the workshop outcomes held on Feb 12, 2019.

VISION, MISSION & OBJECTIVES

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 cultural and recreational life of the community through:

- 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;
2. To develop effective programs to meet the needs of a diverse user group;
3. To ensure efficient booking of the facility to maximize capacity utilization;
4. To sponsor and/or support community events;
5. 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

<p>Reviewed: November 9, 2016 Board Approval: January 19, 2017 Review by: January 19, 2019</p>

POLICY 1 – Role of the Board

The Board 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 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.

6.3 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 1st 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 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 through 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.

Consider revising this section every 4 years, 18 months after each Municipal election. Does this still fit in with the mandate of both Councils after Board changes in 2018 ?
eg. 6.1 When was a Board self evaluation last carried out ?
6.4 ‘... attention to recruitment of new members.’
7.3 When has capital budget presentation deadline ever been met ?
7.4 Same as for 7.3

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

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: September 23, 2016
Board Approved: October 20, 2016
Review by: October 20, 2018

POLICY 3-Board Composition and Terms

1.0 Board Composition

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:

- a. Two (2) non-elected representatives
- b. 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:

- a. Two (2) non-elected representatives
- b. 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.

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.

2.1.2 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:
 - 2.3.1 If the vacancy occurs in a seat held by a Councillor who was appointed to the Board, the 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.

1.0 Board Composition

1.1 Delete change to current structure and add 'appointment of alternate members by partners'.

- 1.2 Add to sentence 1
 - i or alternates
 - ii 'as non voting members'

1.3 Delete reference to CAOs and add 'or alternates' to Recreation Directors

2.0 Terms of office

2.1.1 - delete sentence referring to non elected members.

2.3.1 - Change to include alternates, add Alternates are encouraged to keep up to date on the Centre issues

2.3.2 - Delete

3.0 Board Member Recruitment - delete whole section.

Policy 4 - Board Member Code of Conduct p 12

Delete whole section as it is intended for Members at Large.

Replace with 'Board Members are expected to follow the Code of Conduct' policy as stipulated by their respective municipal units.'

POLICY 4 – Board Member Code of Conduct

Delete Whole Section, see notes above.

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

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

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

State what Rules of Order are being used to conduct Board meetings.

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 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

Delete this paragraph, and replace with ‘the Code of Conduct for both municipal units shall apply to all Board meetings’.

1.0 1.0 Annual Business Meeting of the Board

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. The annual business meeting should be obligatory with an open discussion on revenues, expenses and projections.

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:

When was the last Business meeting ?

- 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

Delete he/she
- replace with they

Add the hiring of part time external financial adviser familiar with running large multi purpose recreation facilities.

- 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 is 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

With equal representation from both Municipal units, there could be a tie vote. How will the vote be decided ?

1.2.2 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 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.

Should there be an In Camera policy to summarise below and include other aspects of these meetings ?

- 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.

Include statement regarding workshops !

4.0 Agenda for Board Meetings

- 4.1 The agenda shall be prepared by the 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 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.

Current procedure does not follow what is written here - change.

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: **Change to reflect current procedures.**

- 5.2.1 Be recorded by the General Manager or designate in a minute book and in a form approved by the Board;
- 5.2.2 Be reviewed by the General Manager 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 General Manager, or designate shall: **Change to current procedures.**

- 5.3.1 Distribute copies of the minutes to the Board members, 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

Add 'and alternates'

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 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." **Change to reflect municipal rules, or make Board Members aware of the difference.**
- 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. **Delete he/she replace with they.**
- 6.2.2 A "Question of Privilege" - A member may interrupt the speaker on "a question of privilege" if he/she feels the member's reputation, or that of his/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 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. **As both Municipal units have recorded votes, why not the LCMPPCC ?**
- 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 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.

'All delegations' could be interpreted as groups, not individuals. Suggest changing to 'All delegations, and members of the public wishing to appear ...'

POLICY 6 – Role of the Board Chair

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

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 General Manager and approve the items to be included on the agenda, the order of these items, and become thoroughly familiar with them.

Change to reflect current practice for adding agenda items.
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 LCMPCC.

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. **When was this last done ?**
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.

**This does not tie in with No.5 for Vice Chair- 'the members present shall select one of their regular members to act as Chair of the meeting'.
Suggest this wording be included in pt. 14 for the Chair.**

POLICY 7 – Role of the Vice-Chair

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

1. 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. **Include statement on tie vote.**
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. **Delete his/her replace with 'their'.**
4. The Vice-Chair shall assume the powers of the Chair in his/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

Delete this section as expenses would be covered by the respective municipalities.

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 LCMPPC.
 - 2.3 Any expenses of Board members will be reimbursed by the LCMPPC as allowed for under the respective policy of the LCMPPC.

POLICY 9 - Board Member Conflict of Interest

Delete this section as it applies to Members at Large. Conflict of Interest statements from the partner municipalities should be adequate.

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

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.

Delete this page.

POLICY 10 – Strategic Planning

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

This section needs revision, suggestions are at the end of the Policy.

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 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 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

See note on following page regarding 3.2

See notes on next page regarding Section 3.3.

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

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

Very full work load for a 6 member board that meets 11-12 times a year.

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.

SS 3.2 Should this be a task for the manager with input from the Board during monthly meetings ?

SS 3.3 This is a very aggressive work load for a 6 member board. It needs to be addressed from the perspective of the time commitment required by Board members to reach these objectives.

Suggested that the tasks and dates be reviewed to be more realistic.

Also, a calendar should be appended to this document giving a yearly list of Board and Sub Committee meetings, workshops, and due dates for documents.

POLICY 11 – Committees of the Board

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

- 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 his/her designate acts in a resource and coordinating capacity in relation to the particular committee.
Delete his/her replace with their.
- 5.0 Committee Chair to provide a report to the Board on committee activity in accordance with the planning calendar.
During my tenure on the Board, I only heard reference to the meetings of a Finance Standing Committee. But, I did participate in an Ad Hoc Committee to look at the Centre Management (see report in Appendix), and an interview committee for the General Manager.
- 6.0 The Board has three (4) standing committees:
 - 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: May 17, 2017 Board Approval: June 22, 2017 Review by: June 22, 2019

POLICY 12 – General Manager Roles and Responsibilities

1.0 The General Manager is accountable to the Board as a whole. Individual Board members, including the Chair 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 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. **There has never been enough emphasis on controlling the Centre expenses.**

2.2 Human Resource Management**Consult MJSB HR Staff on this area**

- 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.

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.

Are these LCLC staff committees ? Are they in place and are they effective ?

POLICY 13 – General Manager Evaluation

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

1.0 Evaluation

Delete his/her and replace with their.

1.1 The General Manager is entitled to a formal evaluation of his/her performance by the Board on an annual basis. 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.

Make the language stronger 'There will be a formal evaluation...' and say when.

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 Evaluation Criteria

Have HR evaluate these for possible additions/deletions.

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 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.

Is this done In Camera ?

4.2 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.

Why not the whole committee ?

POLICY 14 – General Manager Compensation

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

The 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.

This could be one sentence.

1.0 Annual Process

The annual process for determining compensation is as follows: Delete his/her replace with their.

1.1 The Board, through a sub-committee, shall annually evaluate the General Manager on his/her performance, and ask for 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. What sub committee does this work-Governance, Finance, Manager Evaluation ?

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

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.

Is this being followed now ?

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

1.0 and 2.0 First sentence could be deleted and start with 'The General Manager will not...'

- 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

Revised: July 12, 2017 Board Approval: September 21, 2017 Review by: September 21, 2019

POLICY 17 – Routine Access to Information

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.

What is the Routine Access Policy and who sets it - Manager, Board, Governance Committee ?

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: July 12, 2017 Board Approval: September 21, 2017 Review by: September 21, 2019

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 his/her response.

Replace his/her.

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.

member of the public appears here, delegation is used previously- standardise.

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 LCMPPCC Freedom of Information Policy.

What is the policy in registering and dealing with complaints ?

POLICY 19 – Human Resource Management

Suggest review by MJSB HR staff.

<p>Reviewed: July 12, 2017 Board Approval: September 21, 2017 Review by: September 21, 2019</p>

- 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: July 12, 2017
Board Approval: September 21, 2017
Review by: September 21, 2019

- 1.0** 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.

Review to see if list covers all areas.

POLICY 21 - Review of Audited Financial Statements

Reviewed: July 12, 2017
 Board Approval: September 21, 2017
 Review by: September 21, 2019

- 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 **When does this happen ?**
 - 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.

Suggest a operations/financial review by an independent body experienced in the management of multi purpose recreation complexes.

POLICY 22 – Fundraising Ethics

Reviewed: July 12, 2017
Board Approval: September 21, 2017
Review by: September 21, 2019

Review before decision by Board to take on fund raising activities.

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 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.

Delete if there are to be no Members at Large

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

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 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 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.

Delete reference to members of the community if there are to be no Members at Large.

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 needed, at the call of the Chair.

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

Revision of the document has been carried to here by Michael Ernst, Councillor and LCMPPC Board Member September 10, 2020.

Revision of MoUs is the responsibility of the CAOs for the Town of Bridgewater and the Municipality of the District of Lunenburg.

Evaluation Forms will need revision, once the Policy document has been completed.

Add Calendar of summarising yearly events and deadlines.

Bibliography for Reference:

- Background on the decision making process leading to the construction of the Centre
- Summary of yearly Income/Expenses since opening.
- Summary of Profits/Loses on special events.
- Report on Feb 12, 2019 joint Council workshop .
- Ad Hoc Committee report of May 17, 2018 - A good base line reference for suggested changes for the Centre, and progress to date,

This Memorandum of Understanding made this ____
day of _____, 2014.

Copy – executed November 20, 2014

BETWEEN:

LUNENBURG COUNTY LIFESTYLE CENTRE, a Society incorporated
under the *Societies Act*, R.S.N.S, 1989, c. 435, with offices at
Bridgewater, Nova Scotia

(hereinafter the "Society")

- and -

LUNENBURG COUNTY MULTI-PURPOSE CENTRE CORPORATION, a
body corporate, incorporated under s. 60 of the *Municipal Government
Act*, SNS 1998, c. 18, with offices at Bridgewater, Nova Scotia

(hereinafter the "LCMPCC")

WHEREAS the Society was incorporated to, *inter alia*, assist in the planning,
fundraising and development of a Lifestyle Centre for the benefit of the citizens of
Lunenburg County;

AND WHEREAS the Town of Bridgewater ("TOB") and the Municipality of the District of
Lunenburg ("MODL") have agreed that with the assistance of, among others, the
Government of Canada, the Government of the Province of Nova Scotia and the
Society, they will build and operate the Lunenburg County Lifestyle Centre Multi-
Purpose Facility (hereafter the "Lifestyle Centre") in Bridgewater, Lunenburg County;

AND WHEREAS the Society has agreed to assist the LCMPCC by undertaking the
conduct of a general public and corporate fundraising campaign necessary to complete
the construction of the Lifestyle Centre.

AND WHEREAS this Memorandum sets out the terms and conditions under which the
Society will undertake the fundraising campaign for the general public and corporate
fundraising campaign (hereinafter the "Campaign");

NOW in furtherance of the Understanding between the Society and the LCMPCC, the
parties hereto agree as follows:

PURPOSE

- 1) The Society shall on a not-for-profit basis and as an organization of volunteers, undertake to carry out an ongoing Campaign to attempt to raise monies to be contributed to the Lifestyle Centre for the sole purpose of capital expenditures directly relating to the construction, furnishing and fixturing of the Lifestyle Centre or certain components thereof.

RECEIPTS ISSUED

- 2) The Society is a registered charity (BN/Registration Number 84834415-6RR001) and is Agent for the LCMPPCC in conduct of the Campaign. Receipts for donations to the Campaign shall be issued by the Society but may be provided by either the Society, the Town of Bridgewater or the Municipality of the District of Lunenburg;
- 3) Receipts shall only be provided to donors (hereinafter the "Donors") for actual contributions received;

DONOR DOCUMENTATION

- 4) The Society shall maintain a list of contributing Donors and the amounts contributed by each Donor to the Campaign which the Society shall make available as required to the LCMPPCC. TOB, MODL and the Society agree that TOB, MODL shall forward Receipts to the Society which shall in turn forward such Receipts to the Donors;
- 5) The list of contributing Donors shall include all information necessary to prepare the receipts, which shall include but not necessarily be limited to the following:
 - a) names of all Donors
 - b) mailing address of all Donors
 - c) amounts of contribution by all Donors
 - d) date contributions were paid
 - e) copy of cheque (or other negotiable instrument) used to make contributions
 - f) such other information as may be reasonably required to provide Receipts.

DONOR RECOGNITION IN LIFESTYLE CENTRE

- 6) The LCMPPCC in cooperation with the Society shall provide for appropriate recognition of the Donors in the Lifestyle Centre, the cost of which may form a reasonable cost of the Campaign; the Society will set appropriate recognition levels as in their best judgment will be in the best interests of the Campaign;

COSTS OF CAMPAIGN

- 7) The Society and the LCMPPCC recognize that there will be costs associated with the Campaign and that reasonable costs of the Campaign will be paid for by the Campaign out of the contribution or by the LCMPPCC. The Society agrees to ensure all costs are reasonably directed to achieving the goals of the Campaign, in a reasonable amount and which are, overall, reasonable in relation to the contributions to be raised by the Campaign;
- 8) All contributions, after reasonable costs, shall be paid as directed by the LCMPPCC on a regular basis not less than once per year;
- 9) The LCMPPCC acknowledges that the Campaign results are not guaranteed nor assured. The Society will make best efforts to achieve the goals of the Campaign but nothing herein or otherwise shall be a guarantee of the results;
- 10) The LCMPPCC agrees to take any reasonable steps to assist in the Campaign, including but not limited to the participation in appropriate press releases, media events and other fundraising activities conducted by the Society throughout the duration of the Campaign;

EXCESS CONTRIBUTIONS

- 11) In the event that there are excess contributions to the campaign, after all costs of the campaign are serviced and all applicable debts to TOB and/or MODL are serviced, the Society shall retain all monies unless evidenced by a further agreement to be specified in writing.

SOCIETY REPORTS TO LCMPPCC

- 12) On a quarterly basis or upon request from the LCMPPCC, the Chair of the Society shall attend before the LCMPPCC at a regularly scheduled LCMPPCC meeting and provide a report on the activities of the Society which report shall include up-to-date information on the status of the fundraising campaign.

Signature page to follow

SIGNED this ____ day of _____, 2014.

)	LUNENBURG COUNTY LIFESTYLE CENTRE
)	
)	Per:
)	_____
)	
_____)	
Witness)	Per:
)	_____
)	
)	
)	
)	LUNENBURG COUNTY MULTI-PURPOSE CENTRE CORPORATION
)	
)	Per:
)	_____
)	
_____)	
Witness)	Per:
)	_____

APPENDIX IV - LCM PCC Board Self-Evaluation

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

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 LCM PCC.
2. Abide by the policies of the LCM PCC.
3. Ensure that the LCM PCC 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 LCM PCC, 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 _____

GM Update

- Ice installation was an incredibly smooth process, many of the measures taken by the operations team during the closure have increased the efficiency of the ice plant and allowed us to achieve and maintain optimal conditions with less strain on the systems.
- Major Junior Hockey League (Lumberjacks) has further delayed the start of their season, start date is scheduled for October 31st. I'm meeting with the club on Wednesday of next week to help them build up a proposal on what running games with fans in the stands will look like.
- Figure Skating has had lower registration numbers than they anticipated, they may be reducing their ice times from previous years.
- Minor hockey is booking ice for development activities, still not clear on when a return to games will take place.
- Pool is open for lane swimming and aquatic fitness, these are the only activities allowed as per the provincial guidelines. We have a partnership in place with Elderfit which allows us to offer our members free admission to their programming.
- Swim lessons will resume on September 26th for a 10-week session. Guidelines have been developed with support from Red Cross and The Lifesaving Society.
- 5 weeks of summer camps ended on September 4th, very successful program to support families. Last 3 weeks were near our capacity of 24 campers each day.
- Focus is shifting to organizing camps for in-service school days, parent and tot activities, homeschool age 5-8 activities, swim club, public skates etc.
- Working on partnering with Flourish to offer seniors programming: Cyber Support, active afternoons etc.
- Working on partnering with Fancy Pants to provide catering to the meeting rooms.
- The RFP for Engineering Services for Energy Reduction Upgrades is going out today. The proposed timeline is as follows:
 - Preferred work start date: October 1st, 2020
 - Preferred design work completion: November 16st, 2020
 - Preferred tender issue: December 14th, 2020
 - Tender construction period: January 15st, 2020
 - Construction completion date: March 31, 2020

The RFP and this timeline are for the completion of the changes up to but not including the installation of a dehumidification solution.

- We have submitted an application for ICIP funding stream that could fund as much as 73% of the total project cost. The Town has been in conversation with the Grant Manager on our behalf and our project is considered a strong candidate for the funding. The project we will submit will be the entire project including dehumidification totaling with a projected cost of 1.5 million.

**LCMPCC Operating
Financial Package
For the period ending June 30, 2020**

**LCMPCC Operating
Variance Report
For the period ending June 30, 2020**

	Actual	Budget	Variance	
Gross Revenues				
Municipal Operating Grants	52,857	52,857	(0)	
Arena	-	12,336	(12,336)	Covid 19
Aquatic Centre	(125)	22,355	(22,480)	Covid 19
Active Living / Room Rentals	482	21,125	(20,643)	Covid 19
Memberships	336	13,557	(13,221)	Covid 19
Library Rent	7,598	7,513	86	
Concessions Rent	-	1,200	(1,200)	
ATM and Vending	-	86	(86)	
Advertising / Sponsorships	-	-	-	
Miscellaneous	(3,602)	2	(3,604)	
Total Revenue	57,546	131,030	(73,485)	
Expenses				
Advertising and Promotion	75	-	(75)	
Professional Fees	5,900	5,896	(4)	
Interest and other fees	505	1,844	1,339	
Concessions Expense	-	785	785	
Facility Repairs & Maintenance	26,204	16,082	(10,122)	
Housekeeping	396	1,618	1,223	
IT Licensing / Fees / Support	1,478	2,036	558	
Miscellaneous	178	0	(177)	
Office	977	922	(55)	
Pool Chemicals / Supplies	2,191	5,113	2,923	
Programming	288	1,188	900	
Staff Training / Courses	-	297	297	
Communications	580	659	79	
Travel	-	-	-	
Uniforms	-	200	200	
Utilities	23,424	33,711	10,286	
Vending Expense	-	-	-	
Wages and Benefits	35,810	72,990	37,180	
Total Expenses	98,005	143,340	45,335	
Surplus (Deficit) B4 Café & Events	(40,459)	(12,309)	(28,150)	
Centre Ice Café Operations	(120)	-	(120)	
Surplus (Deficit) B4 Special Events	(40,579)	(12,309)	(28,270)	
Special Events Revenue	-	-	-	
Special Events Expenses	-	-	-	
Surplus (Deficit) Special Events	0	0	0	
Net Operating Surplus (Deficit)	(40,579)	(12,309)	(28,270)	
Transfer to Reserve	-	-	-	
Capital Projects - Net	(75,149)	-	75,149	
MFC Debenture Interest	-	-	-	
TOB Transfer from Special Purposes Tax	-	-	-	
Total Non-Operating Expenses	(75,149)	-	75,149	
Net Surplus (Deficit)	34,569	(12,309)	46,879	

**LCMPCC Operating
Income Statement
For the period ending June 30, 2020**

	Current Month			Year to Date		
	Actual	Budget	% of Budget	Prior Yr	% of Budget	% of Prior Yr
Gross Revenues						
Municipal Operating Grants	52,857	52,857	100%	60,000	88%	88%
Facility PY surplus	-	-	0%	-	0%	0%
Arena	-	12,336	0%	2,358	0%	0%
Aquatic Centre	(125)	22,355	-101%	22,355	-101%	-101%
Active Living / Room Rentals	482	21,125	2%	14,434	3%	3%
Memberships	336	13,557	2%	12,324	3%	3%
Library Rent	7,598	7,513	101%	7,513	101%	101%
Concessions Rent	-	1,200	0%	1,200	0%	0%
ATM and Vending	-	86	0%	86	0%	0%
Advertising / Sponsorships	45??	-	0%	-	0%	0%
Miscellaneous	4045	-	-166088%	2	-180198%	-180198%
Total Revenue	(3,602)	131,030	44%	120,272	48%	48%
Expenses						
Advertising and Promotion	75	-	0%	-	0%	0%
Professional Fees	5,900	5,896	100%	6,934	85%	85%
Interest and other fees	505	1,844	27%	1,844	27%	27%
Concessions Expense	-	785	0%	785	0%	0%
Facility Repairs & Maintenance	26,204	16,082	163%	16,115	163%	163%
Housekeeping	396	1,618	24%	1,618	24%	24%
IT Licensing / Fees / Support	1,478	2,036	73%	3,925	38%	38%
Miscellaneous	178	0	253643%	-	0%	0%
Office	977	922	106%	922	106%	106%
Pool Chemicals / Supplies	2,191	5,113	43%	5,113	43%	43%
Programming	288	1,188	24%	1,188	24%	24%
Staff Training / Courses	-	297	0%	297	0%	0%
Communications	580	659	88%	659	88%	88%
Travel	-	-	0%	-	0%	0%
Uniforms	-	200	0%	-	0%	0%
Utilities	23,424	33,711	69%	21,709	103%	103%
Vending Expense	-	-	0%	-	0%	0%
Wages and Benefits	35,810	72,990	49%	76,755	47%	47%
Total Expenses	98,005	143,340	68%	137,864	71%	71%
Surplus (Deficit) B4 Café & Events	(40,459)	(12,309)	329%	(17,592)	230%	230%
Centre Ice Café Operations	(120)	-	0%	-	0%	0%
Surplus (Deficit) B4 Special Events	(40,579)	(12,309)	330%	(17,592)	231%	231%
Special Events Revenue	-	-	0%	1,920	0%	0%
Special Events Expenses	-	-	0%	901	0%	0%
Surplus (Deficit) Special Events	0	0	0%	1,019	0%	0%
Net Operating Surplus (Deficit)	(40,579)	(12,309)	330%	(16,573)	100%	100%
Transfer to Reserve	-	-	0%	-	0%	0%
Capital Projects - Net	(75,149)	-	0%	17,155	0%	0%
MFC Debenture Interest	-	-	0%	-	0%	0%
TOB Transfer from Special Purposes Tax	-	-	0%	-	0%	0%
Total Non-Operating Expenses	(75,149)	-	0%	17,155	0%	0%
Net Surplus (Deficit)	34,569	(12,309)	381%	(33,728)	100%	100%

**LCMPCC Operating
Income Statement - Projected Forecast
For Year ending March 31, 2021**

Run: 20-Aug-20

Prepared By: Nustadia Recreation Inc.

	Apr	Actual/Budget												Total	Original Budget	% of Org Budget	Actuals 2020		
		May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar							
Gross Revenues																			
Municipal Operating Grants	110,000	80,000	52,857	84,714	84,714	103,205	88,095	36,883	36,883	36,883	36,883	36,883	36,883	36,883	26,883	768,823	768,823	100%	895,000
Facility PY surplus	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0%	47,421
Arena	210	(85)	(125)	21,216	12,336	28,217	38,614	37,913	36,379	44,760	39,628	38,551	38,551	39,628	38,551	288,734	334,174	86%	268,289
Aquatic Centre	130	50	482	19,088	33,751	20,906	10,030	21,286	25,764	9,753	48,235	48,235	48,235	9,753	201,850	248,655	81%	220,958	
Active Living / Room Rentals	(252)	-	336	15,167	14,408	15,413	11,245	7,329	5,065	6,151	10,612	13,560	13,560	10,612	87,160	132,573	66%	75,125	
Memberships	7,598	7,598	7,598	7,513	7,513	9,058	7,598	7,598	7,598	7,341	7,425	7,425	7,425	7,425	91,518	175,707	76%	140,703	
Library Rent	-	-	-	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	9,600	13,200	73%	12,000	
Concessions Rent	89	-	-	2,242	677	1,372	745	1,297	1,090	1,002	1,833	2,731	2,731	1,833	13,080	14,652	89%	15,139	
ATM and Vending	-	-	-	328	-	3165	864	47	-	338	2,400	7,142	7,142	338	14,652	16,006	100%	5,658	
Advertising / Sponsorships	485	0	(3,602)	543	-	11,483	34	561	527	527	1,802,193	1,802,193	1,802,193	527	12,700	16,006	79%	31,204	
Miscellaneous	118,260	87,564	57,546	163,148	165,765	200,052	165,932	123,381	124,451	136,958	112,473	157,828	157,828	527	12,700	16,006	79%	1,803,710	
Total Revenue																			
Expenses																			
Advertising and Promotion	298	-	75	105	1,404	330	21	-	2,951	594	73	2,967	2,967	73	8,817	10,789	82%	7,522	
Professional Fees	1,402	2,381	5,900	7,296	5,896	5,896	1,666	2,067	2,067	2,067	2,067	2,067	2,067	2,067	3,080	41,823	84%	192,368	
Interest and other fees	292	208	505	1,214	1,819	1,222	638	696	1,259	1,687	1,192	2,364	2,364	1,192	15,411	15,411	85%	15,137	
Concessions Expense	23,544	12,264	26,204	14,624	13,022	14,664	12,517	21,428	21,004	17,666	19,660	24,612	24,612	167	9,447	224,707	98%	20,164	
Facility Repairs & Maintenance	599	659	396	1,571	1,121	1,682	1,181	1,343	2,287	2,287	2,729	653	653	2,729	34,409	34,409	110%	239,614	
Housekeeping	6,137	1,678	1,478	2,908	3,065	1,812	1,961	2,190	2,710	4,346	5,073	4,416	4,416	554	337	37,775	164%	31,856	
IT Licensing / Fees / Support	513	292	977	172	351	1,141	752	1,077	1,358	512	520	1,045	1,045	520	8,710	8,726	100%	9,364	
Miscellaneous	15	-	2,191	2,291	1,673	1,042	1,697	1,780	2,364	2,730	1,771	1,746	1,746	1,771	19,299	26,331	73%	27,112	
Office	660	846	288	1,096	1,218	375	85	945	2,315	1,734	500	500	500	500	14,576	14,576	92%	11,099	
Pool Chemicals / Supplies	164	-	-	-	-	-	-	500	500	500	500	500	500	500	2,664	4,314	62%	4,687	
Programming	563	573	580	653	654	641	654	954	488	482	525	524	524	7,293	7,510	97%	8,483		
Staff Training / Courses	1	-	-	-	-	-	-	150	150	150	150	150	150	150	751	751	100%	-	
Communications	34,244	28,588	23,424	33,310	36,253	40,774	35,473	38,075	36,528	38,898	39,153	32,894	32,894	39,153	417,615	435,422	96%	409,271	
Travel	29,424	29,586	35,810	80,296	70,862	67,691	75,804	81,539	73,456	78,250	71,941	97,391	97,391	6,262	7,953	79%	7,120		
Uniforms	97,856	77,075	98,005	147,251	141,014	138,936	134,607	153,735	149,708	152,754	146,536	181,250	181,250	152,754	1,802,193	1,802,193	90%	1,915,608	
Utilities	20,404	10,489	(40,459)	15,897	24,751	61,116	31,325	(30,354)	(25,257)	(15,796)	(34,062)	(23,422)	(23,422)	(15,796)	(5,381)	(0)	0%	(111,898)	
Vending Expense	284	(155)	(120)	-	-	-	-	-	20,000	20,000	20,000	20,000	20,000	20,000	20,000	24,000	24,000	83%	123,586
Wages and Benefits	20,668	10,333	(40,579)	15,897	24,751	61,116	31,325	(30,354)	(25,257)	(15,796)	(34,062)	(23,422)	(23,422)	(15,796)	20,010	24,000	83%	137,612	
Total Expenses																			
Centre Ice Café Operations	10	-	-	-	-	-	-	-	20,000	20,000	20,000	20,000	20,000	20,000	0	0	0	0%	-14,026
Special Events Revenue	-10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	(125,924)
Special Events Expenses	20,658	10,333	(40,579)	15,897	24,751	61,116	31,325	(30,354)	(25,257)	(15,796)	(34,062)	(23,422)	(23,422)	(15,796)	(5,381)	(0)	0	0%	#REF!
Transfer to Reserve	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0%	#REF!
Capital Projects - Net	-	-	(75,149)	-	-	-	-	-	-	-	-	-	-	-	(57,199)	-	-	0%	#REF!
MFC Debenture Interest	-	-	-	-	-	-	-	-	-	-	-	-	-	-	60,769	60,769	50%	#REF!	
TOB Transfer from Special Purposes	-	-	-	-	-	-	-	-	-	-	-	-	-	-	(60,769)	(60,769)	50%	#REF!	
Net Operating Surplus (Deficit)																			
Net Surplus (Deficit)	20,658	13,041	47,611	63,508	88,258	149,374	180,699	110,175	97,061	64,351	11,886	-11,536	-11,536	64,351	51,808	792,050	925,834	86%	922,914
Net Surplus (Deficit) - YTD																			
	20,658	13,041	47,611	63,508	88,258	149,374	180,699	110,175	97,061	64,351	11,886	-11,536	-11,536	64,351	51,808	792,050	925,834	86%	922,914

**LCMPCC Operating
Balance Sheet
As at June 30, 2020**

	<u>June 20</u>	<u>May 20</u>
Assets		
Current Assets		
Cash	167,988	103,656
Accounts Receivable	89,280	195,829
Prepaid Expenses	28,045	46,174
Concessions Inventory	9,486	9,486
Total Current Assets	<u>294,799</u>	<u>355,145</u>
Total Assets	<u>294,799</u>	<u>355,145</u>
Liabilities		
Current Liabilities		
Accounts Payable	86,499	193,225
Due to / from Capital Reserve	230,449	54,026
Deferred Revenue	114,578	114,578
Total Liabilities	<u>431,525</u>	<u>361,829</u>
Equity		
Retained Earnings	(184,337)	1
Current Earnings	47,611	(6,684)
Total Equity	<u>(136,726)</u>	<u>(6,683)</u>
Total Liability and Equity	<u>294,799</u>	<u>355,145</u>

LCMPCC Operating

Financial Package

For the period ending July 31, 2020

**LCMPCC Operating
Variance Report
For the period ending July 31, 2020**

	Actual	Budget	Variance	
Gross Revenues				
Municipal Operating Grants	84,714	84,714	-	
Arena	-	12,336	(12,336)	Covid 19
Aquatic Centre	2,064	21,216	(19,152)	Covid 19
Active Living / Room Rentals	4,223	19,088	(14,865)	Covid 19
Memberships	32,774	15,167	17,606	Adj for mid-March through July in current m
Library Rent	8,707	7,513	1,194	
Concessions Rent	-	-	-	
ATM and Vending	45	2,242	(2,197)	
Advertising / Sponsorships	-	328	(328)	
Miscellaneous	4,794	543	4,250	
Total Revenue	137,320	163,148	(25,828)	
Expenses				
Advertising and Promotion	-	105	105	
Professional Fees	4,403	7,296	2,893	
Interest and other fees	400	1,214	813	
Concessions Expense	-	1,529	1,529	
Facility Repairs & Maintenance	32,724	14,624	(18,100)	
Housekeeping	1,424	1,571	148	
IT Licensing / Fees / Support	3,892	2,908	(984)	
Miscellaneous	506	186	(320)	
Office	145	172	27	
Pool Chemicals / Supplies	1,228	2,291	1,063	
Programming	-	1,096	1,096	
Staff Training / Courses	-	-	-	
Communications	732	653	(79)	
Travel	-	-	-	
Uniforms	-	-	-	
Utilities	(24,769)	33,310	58,080	July includes credit of \$45k from NS Power
Vending Expense	-	-	-	
Wages and Benefits	47,219	80,296	33,077	
Total Expenses	67,903	147,251	79,348	
Surplus (Deficit) B4 Café & Events	69,417	15,897	53,520	
Centre Ice Café Operations	(120)	-	(120)	
Surplus (Deficit) B4 Special Events	69,297	15,897	53,400	
Special Events Revenue	-	-	-	
Special Events Expenses	-	-	-	
Surplus (Deficit) Special Events	0	0	0	
Net Operating Surplus (Deficit)	69,297	15,897	53,400	
Transfer to Reserve	-	-	-	
Capital Projects - Net	(67,351)	-	67,351	
MFC Debenture Interest	(56,748)	-	56,748	
TOB Transfer from Special Purposes Tr	-	-	-	
Total Non-Operating Expenses	(124,100)	-	124,100	
Net Surplus (Deficit)	193,397	15,897	177,500	

**LCMPCC Operating
Income Statement
For the period ending July 31, 2020**

	Current Month			Year to Date				
	Actual	Budget	% of Budget	Actual	Budget	% of Budget	Prior Yr	% of Prior Yr
Gross Revenues								
Municipal Operating Grants	84,714	84,714	100%	280,150	327,571	86%	300,000	93%
Facility PY surplus	-	-	0%	47,421	-	0%	-	0%
Arena	-	12,336	0%	-	57,776	0%	34,133	0%
Aquatic Centre	2,064	21,216	10%	2,064	68,022	3%	68,022	3%
Active Living / Room Rentals	4,223	19,088	22%	4,884	65,162	7%	43,169	11%
Memberships	32,774	15,167	216%	32,858	58,208	56%	52,915	62%
Library Rent	8,707	7,513	116%	31,502	30,051	105%	30,052	105%
Concessions Rent	-	-	0%	-	3,600	0%	3,600	0%
ATM and Vending	45	2,242	2%	134	3,904	3%	3,904	3%
Advertising / Sponsorships	-	328	0%	-	328	0%	328	0%
Miscellaneous	4,794	543	882%	1,676	733	229%	732	229%
Total Revenue	137,320	163,148	84%	400,689	615,355	65%	536,854	75%
Expenses								
Advertising and Promotion	-	105	0%	373	2,449	15%	2,449	15%
Professional Fees	4,403	7,296	60%	14,085	24,983	56%	11,022	128%
Interest and other fees	400	1,214	33%	1,405	4,534	31%	4,535	31%
Concessions Expense	-	1,529	0%	-	3,936	0%	4,067	0%
Facility Repairs & Maintenance	32,724	14,624	224%	91,755	80,135	115%	57,662	159%
Housekeeping	1,424	1,571	91%	3,078	7,031	44%	7,030	44%
IT Licensing / Fees / Support	3,892	2,908	134%	13,185	8,836	149%	10,817	122%
Miscellaneous	506	186	271%	683	147	464%	167	408%
Office	145	172	84%	1,928	1,970	98%	2,222	87%
Pool Chemicals / Supplies	1,228	2,291	54%	3,434	11,528	30%	11,528	30%
Programming	-	1,096	0%	1,794	4,218	43%	4,218	43%
Staff Training / Courses	-	-	0%	164	1,814	9%	1,880	9%
Communications	732	653	112%	2,449	2,587	95%	2,700	91%
Travel	-	-	0%	1	-	0%	-	0%
Uniforms	-	-	0%	-	1,521	0%	-	0%
Utilities	(24,769)	33,310	-174%	61,487	137,373	45%	108,967	56%
Vending Expense	-	-	0%	-	1,691	0%	1,692	0%
Wages and Benefits	47,219	80,296	59%	142,039	308,900	46%	329,387	43%
Total Expenses	67,903	147,251	46%	337,859	603,655	56%	560,344	60%
Surplus (Deficit) B4 Café & Events								
Centre Ice Café Operations	69,417	15,897	437%	62,830	11,700	537%	(23,490)	367%
Special Events Revenue	(120)	-	0%	(132)	-	0%	-	0%
Special Events Expenses	69,297	15,897	436%	62,699	11,700	536%	(23,490)	367%
Surplus (Deficit) Special Events	0	0	0%	-10	0	0%	10,763	0%
Net Operating Surplus (Deficit)	69,297	15,897	436%	62,689	11,700	536%	(12,727)	100%
Transfer to Reserve	-	-	0%	-	-	0%	-	0%
Capital Projects - Net	(67,351)	-	0%	(124,550)	-	0%	53,003	0%
MFC Debenture Interest	56,748	-	0%	56,748	60,769	93%	60,769	0%
TOB Transfer from Special Purposes Tax	-	-	0%	-	(60,769)	0%	(60,769)	0%
Total Non-Operating Expenses	(10,603)	-	0%	(67,802)	-	0%	53,003	0%
Net Surplus (Deficit)	79,900	15,897	503%	130,490	11,700	1115%	(65,731)	100%

**LCMPCC Operating
Income Statement - Projected Forecast
For year ending March 31, 2021**

Run: 10-Sep-20
Prepared By: Nustadia Recreation Inc.

	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total	Original Budget	% of Org Budget	Actuals 2020
Gross Revenues	110,000	80,000	52,857	84,714	84,714	103,205	88,095	36,883	36,883	36,883	27,706	28,883	768,823	768,823	100%	895,000
Municipal Operating Grants	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0%	47,421
Facility PY surplus	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0%	268,289
Arena	210	(85)	(125)	2,064	12,336	28,217	38,614	44,760	36,379	37,913	39,628	38,551	276,398	334,174	83%	220,958
Aquatic Centre	130	50	482	4,223	33,751	20,906	10,030	10,918	25,754	21,286	9,763	48,235	182,698	248,655	73%	75,125
Active Living / Room Rentals	(252)	-	336	32,774	14,408	15,413	11,245	11,590	10,655	24,490	13,382	16,315	150,356	175,707	86%	140,703
Memberships	7,598	7,598	7,598	8,707	7,513	9,058	7,598	7,341	7,425	7,425	7,425	7,425	92,712	91,261	102%	92,213
Library Rent	-	-	-	-	-	1,200	1,200	1,200	1,200	1,200	1,200	1,200	9,600	13,200	73%	12,000
Concessions Rent	89	-	-	45	-	1,372	745	1,297	1,090	1,002	1,833	2,731	10,882	14,652	74%	15,139
ATM and Vending	-	-	-	-	-	3,165	864	-	-	47	-	338	6,813	7,142	95%	5,658
Advertising / Sponsorships	484	0	(3,602)	4,794	-	11,493	34	2,063	-	561	596	527	16,950	18,006	106%	31,204
Miscellaneous	118,260	87,564	57,546	137,320	165,765	200,052	165,932	123,361	124,451	136,958	112,473	157,828	1,587,528	1,802,193	88%	1,803,710
Expenses	298	2,381	75	4,403	1,404	330	21	-	2,951	594	73	2,967	8,713	10,789	81%	7,522
Advertising and Promotion	1,402	2,381	5,900	5,996	5,996	5,996	1,696	2,067	2,067	2,067	2,067	3,090	38,929	48,827	78%	192,368
Professional Fees	292	208	505	400	1,819	1,222	638	696	1,259	1,687	1,192	2,364	12,282	15,411	80%	15,137
Interest and other fees	-	-	-	-	2,519	768	842	29	231	231	167	955	5,511	9,447	58%	6,930
Concessions Expense	20,564	12,264	26,204	32,724	13,022	14,664	12,517	21,428	21,004	17,666	19,680	24,612	236,327	224,707	105%	20,164
Facility Repairs & Maintenance	599	659	396	1,424	1,121	1,692	1,181	1,343	2,287	2,267	2,729	653	16,340	20,294	81%	239,614
Housekeeping	6,137	1,678	1,478	3,892	3,065	1,812	1,961	2,190	2,710	4,346	5,073	4,416	38,759	34,409	113%	31,585
IT Licensing / Fees / Support	(0)	-	178	506	0	-	22	188	-	(21)	-	-	873	337	259%	954
Miscellaneous	513	292	977	145	351	1,141	752	1,077	1,358	512	520	1,045	8,683	8,726	100%	9,364
Office	15	-	2,191	1,228	1,673	1,042	1,697	1,780	2,364	2,730	1,771	1,746	18,236	26,331	69%	27,112
Pool Chemicals / Supplies	660	846	288	-	1,218	375	85	945	2,315	1,734	-	5,015	13,480	15,905	85%	11,099
Programming	164	-	-	-	-	-	-	500	500	500	500	500	2,664	4,314	62%	4,687
Staff Training / Courses	563	573	560	732	654	641	654	954	488	482	525	524	7,372	7,910	98%	8,483
Communications	1	-	-	-	-	-	-	150	150	150	150	150	751	750	100%	-
Travel	-	-	-	-	200	-	591	83	83	83	83	1,583	2,708	4,229	64%	1,015
Utilities	34,244	28,588	23,424	(24,769)	36,253	40,774	35,473	38,075	36,528	38,898	39,153	32,894	359,535	435,422	83%	409,271
Vending Expense	29,424	28,596	35,810	47,219	70,862	67,691	75,604	81,539	73,456	78,250	71,941	97,391	6,262	7,953	79%	7,120
Wages and Benefits	94,876	77,075	98,005	67,903	141,014	138,936	134,607	153,735	149,708	152,754	146,536	181,250	1,536,398	1,802,193	85%	1,915,608
Total Expenses	23,383	10,489	(40,459)	69,417	24,751	61,116	31,325	(30,354)	(25,257)	(15,796)	(34,062)	(23,422)	51,130	(0)	0%	(111,898)
Centre Ice Café Operations	264	(155)	(120)	(120)	-	-	-	-	-	-	-	-	(132)	(0)	0%	(2,758)
Surplus (Deficit) B4 Café & Events	23,647	10,333	(40,579)	69,297	24,751	61,116	31,325	(30,354)	(25,257)	(15,796)	(34,062)	(23,422)	20,000	(0)	0%	(114,656)
Special Events Revenue	-	-	-	-	-	-	-	-	20,000	-	-	-	20,010	24,000	83%	123,596
Special Events Expenses	10	-	-	-	-	-	-	-	20,000	-	-	-	20,010	24,000	83%	137,612
Surplus (Deficit) Special Events	(10)	0	0	0	0	0	0	0	0	0	0	0	-10	(0)	0%	(14,026)
Net Operating Surplus (Deficit)	23,637	10,333	(40,579)	69,297	24,751	61,116	31,325	(30,354)	(25,257)	(15,796)	(34,062)	(23,422)	50,989	(0)	0%	(125,924)
Transfer to Reserve	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0%	#REF!
Capital Projects - Net	-	17,950	(75,149)	(67,351)	-	-	-	-	-	-	-	-	(124,550)	-	0%	#REF!
MFC Debenture Interest	-	-	-	56,748	-	-	-	60,769	-	-	-	-	117,517	121,538	97%	#REF!
TOB Transfer from Special Purposes	-	-	-	-	-	-	-	(60,769)	-	-	-	-	(60,769)	(121,538)	50%	#REF!
Total Non-Operating Expenses	-	-	(17,950)	(10,603)	-	-	-	-	-	-	-	-	(67,802)	-	0%	#REF!
Net Surplus (Deficit)	23,637	(7,617)	34,569	79,900	24,751	61,116	31,325	(30,354)	(25,257)	(15,796)	(34,062)	(23,422)	118,790	(0)	0%	#REF!
Net Surplus (Deficit) - YTD	23,637	16,021	50,590	130,490	155,241	216,357	247,682	110,175	97,061	64,351	11,886	-11,536				

**LCMPCC Operating
Balance Sheet
As at July 31, 2020**

	<u>July 20</u>	<u>June 20</u>
Assets		
Current Assets		
Cash	208,188	167,988
Accounts Receivable	219,054	228,618
Prepaid Expenses	21,141	28,045
Concessions Inventory	9,486	9,486
Total Current Assets	<u>457,869</u>	<u>434,137</u>
Total Assets	<u>457,869</u>	<u>434,137</u>
Liabilities		
Current Liabilities		
Accounts Payable	75,954	83,519
Due to / from Capital Reserve	185,449	185,449
Deferred Revenue	65,975	114,578
Total Liabilities	<u>327,378</u>	<u>383,545</u>
Equity		
Retained Earnings	1	1
Current Earnings	130,490	50,591
Total Equity	<u>130,491</u>	<u>50,592</u>
Total Liability and Equity	<u>457,869</u>	<u>434,137</u>