

AGENDA
Lunenburg County Multi-Purpose Centre Corporation
Thursday, November 26th, 2020 6:00 p.m.
Held in the LCLC, 135 North Park Street, Bridgewater

1. **CALL TO ORDER**
2. **ELECTION OF CHAIR & VICE CHAIR**
3. **INFORMATION SHARING** (Questions by Board Members and attending members of the public)
4. **APPROVAL OF AGENDA**
5. **APPROVAL OF MINUTES** – October 15, 2020
6. **PRESENTATIONS**
7. **BUSINESS ARISING FROM MINUTES & UNFINISHED BUSINESS**
 - 7.1 Energy Project – Update
 - 7.2 WiFi Upgrades - Update
 - 7.3 LCMPPCC Board Governance Manual Review 2-52
8. **CORRESPONDENCE**
 - 8.1 Memo from MODL re Council appointments to LCMPPCC Board 53
 - 8.2 Email from ToFB re Council appointments to LCMPPCC Board 54
9. **NEW BUSINESS**
 - 9.1 Directional Signage (MODL)
 - 9.2 Ad-Hoc Committee Report 2017 - Review 55-60
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10. **INFORMATION / UPDATES**
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 - a) Catch-all Litter Bin
 - b) Marketing
 - c) Strategic Planning Session
 - d) Library – Additional Rent 63
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 - 10.3 Financial Statements 65-70
11. **IN CAMERA**
 - 11.1 Personnel Matter under Section 22(2)(c) – General Manager’s Review
 - 11.2 Contract Negotiations under Section 22(2)(e) – Lumberjack’s Contract Update
 - 11.3 Contract Negotiations under Section 22(2)(e) – Snow Removal Contract Update
12. **NEXT MEETING** – Thursday, December 17, 2020 at 6:00 p.m.
13. **ADJOURNMENT**



Lunenburg County Multi-Purpose Centre Corporation Board Governance Manual

Governance Manual – Updated October 19, 2017

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CHANGES WILL BE NEEDED TO REFLECT THE UPDATED DOCUMENT

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DEFINITIONS

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

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

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

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

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

the expenditures that will be made within the fiscal year comparable to the related operating budgets.

Governance Committee

Finance Committee

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

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

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

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

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

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

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

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

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

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

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

VISION, MISSION & OBJECTIVES (Feb.2019)

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

Vision and Mission

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

Long Term Success

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

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

Priority	Outcome	Action
1A	Need to Understand Budget and operation <ul style="list-style-type: none"> • Unit Costing on Budget 	1. Unit costing on budget – scope of work

	<ul style="list-style-type: none"> Organizational/Efficiency Review of Existing Operations Assess Opportunities for regional recreation integration <ul style="list-style-type: none"> Capital investment Salary scales <p>Focus is to enhance recreation service throughout the region</p>	<ol style="list-style-type: none"> Engage a Transition Coordinator Apply for funding for Transition Coordinator from DMA and CCH Develop Communications Plan 2019 Budget
1B	Existing Operations Arrangement by MODL not sustainable	Identify options to bring in a temp. manager

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

6	Increase revenues from sponsorship and fundraising	Sponsorship/ fundraising opportunities <ul style="list-style-type: none"> • Determine & Define areas for advertising • Determine corporate sponsorship packages • Capital fundraising campaign
7	Increase usage of entire facility	Develop facility usage strategy <ul style="list-style-type: none"> • Assess usage of different spaces • Make the facility a destination • Look at options to repurpose room spaces based on usage • Link to advertising the meeting space for corporate training events
8	Increase membership	Develop a membership strategy <ul style="list-style-type: none"> • Understand Memberships • Survey • Renewal of Memberships • Review member benefits and discounts • Market analysis for memberships in the region

Legal Identity

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

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

GOVERNANCE POLICY PROCESS

Reviewed: November 2020 Board Approval: Review by:
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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 31st each year.
 - 7.4 Provide the operating budget and management plan to the Town of Bridgewater and the Municipality of the District of Lunenburg for approval by January 31st each year.

- 7.5 Provide the audited financial statements to the Town of Bridgewater and the Municipality of the District of Lunenburg by July 31st each year.
- 7.6 Authorize only the expenditures as permitted 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.

Revised: November 2020
 Board Approval:
 For Review:

POLICY 2 –Role of the Board Member

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

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

Specific Responsibilities of Individual Board Members

The Board member shall:

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

11. Sign, and abide by, the *Agreement to Serve as a Member of the Board*.
12. Make every effort to attend all Board Meetings.

Revised: November 2020
 Board Approved:
 Review by:

POLICY 3-Board Composition and Terms

1.0 Board Composition

1.1 Management Board

The management and administration of the centre shall be carried out under the jurisdiction of a management board, which shall consist of:

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

1.2 The term of office for the Management Board shall be as follows:

- Elected representatives shall be appointed for a two year term and may be reappointed for a second two year term.

1.3. Appointments shall be made by the end of November in the relevant year.

1.4.1 The Chief Administrative Officers and Recreation Directors for each Municipal Unit may attend the Board Meetings as non-voting representatives. It is also acknowledged that the Management Board may require other parties, whether employees of the Municipal Units or otherwise, to attend Board Meetings for resource purposes, as deemed necessary by the Management Board.

1.5 The General Manager (or designate) shall attend the Board Meetings as a non-voting representative.”

2.0 Terms of Office

2.1 The terms of office for the Board shall be as follows:

2.1.1 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 alternate from that municipal unit will assume that seat on an interim basis until the respective council assigns a new member.

POLICY 4 – Board Member Code of Conduct

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

POLICY 5 – Board Meetings and Procedures

Reviewed: November 2020
Board Approval:
Review by

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

The Code of Conduct for both municipal units shall apply to all Board meetings.

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.

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

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

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

- Each Board member will indicate (on paper) the committees in which they are interested. Board members may wish to indicate preference if interested in more than one committee (i.e. 1st _____, 2nd _____).
- The Chair and Vice Chair will then review this information, and recommend candidates for each position at the first Board meeting subsequent to the Annual Business Meeting.
- Professional Appointments
 - At its Annual Business Meeting, the Board may appoint such professional service providers as are deemed necessary to safeguard the long term interests of the Board. Service providers considered in this context may include insurance brokers, auditors, solicitor, etc.
- General business
- Date of next Annual Business Meeting (if known)
- Adjourn

1.2.2 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.

3.2 Beyond providing direction to staff, the Board will not make any decisions in an in-camera meeting.

3.3 As required by legislation, the Board will specify in its minutes the type of matter that was discussed in an in-camera meeting.

3.4 Board members and other persons attending in-camera Board sessions are honour bound not to disclose the details of discussion at such sessions.

4.0 Agenda for Board Meetings

4.1 The agenda shall be prepared by the Recording Secretary in consultation with the Board Chair and shall be delivered to Board members at least four business days in advance of regular Board meetings, together with such letters, reports, and information as Board members may require in preparation of the meeting.

4.2 A Board member may have an item placed on the agenda by:

4.2.1 Making direct request to the Recording Secretary before the agenda is sent to the Board members;

4.2.2 Securing Board approval at the beginning of any Board meeting for the inclusion of the item on the agenda of that meeting.

4.3 The order of business at regular meetings shall normally include the following:

- Call to Order
- Information Sharing (Questions by Board members and attending members of the public – 15mins).
- Adoption of Agenda
- Approval of Minutes of Last Meeting
- Correspondence and Delegations
- Business Arising from the Minutes
- Unfinished Business
- Reports of Standing Committees
- Report from General Manager
- New Business
- Adjourn

4.4 In accordance with section 4.1, reports of committees and Board members are to be submitted in writing so that Board members may read them in advance of the meeting thereby negating the necessity of a verbal report. Board members may ask a question for clarification of the report writer.

5.0 Minutes

5.1 The Minutes shall record:

- 5.1.1 A brief summary of the circumstances which gave rise to the matter being placed before the Board; and
- 5.1.2 All resolutions, including the Board's disposition of same, placed before the Board.

5.2 The Minutes shall:

- 5.2.1 Be recorded by the Recording Secretary or designate electronically and in a form approved by the Board;
- 5.2.2 Be reviewed by the chair prior to submission to the Board for approval;
- 5.2.3 Be considered an unofficial record of proceedings until such time as adopted by resolution of the Board;
- 5.2.4 Upon adoption by the Board, be deemed to be the official and sole record of the Board's business.

5.3 The Recording Secretary shall:

- 5.3.1 Distribute copies of the minutes to the Board members, Alternates, the CAOs and Recreation Directors for the Town of Bridgewater and the Municipality of the District of Lunenburg, and to such other persons as the Board may designate, as soon after the meeting as convenient, and shall present the minutes for approval at the next Board meeting. Upon approval, meeting minutes will be posted to our website and made available to the public.

6.0 Motions

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

- 6.2 Speaking to the Motion - Every speaker must first be recognized by the Chair and shall speak to the Chair. A Board member may speak to a motion only once, without permission of the Chair, unless replying to a question, in which case the Board member may speak a second time, except that the mover of a motion may speak a second time and thereby close the debate on the question. This limitation shall not apply in committee meetings. Board members may interrupt other Board members only by proper use of a "Point of Order" or "Question of Privilege."
- 6.2.1 A "Point Of Order" - A member may interrupt the speaker on a "point of order" if the member feels improper language has been used; if the member feels irrelevant argument is being used; or if the member feels a rule of procedure has been broken. The "point of order" must be stated definitely and conclusively. The Chair of the Board decides, without debate, whether the "point is well taken" although he or she may ask for opinions first.
- 6.2.2 A "Question of Privilege" - A member may interrupt the speaker on "a question of privilege" if they feel the member's reputation, or that of their 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. Votes can be recorded by rerequest.
- 6.6 Debate - Board meetings shall be conducted according to the parliamentary procedures found in Robert's Rules of Order Revised (the New Robert's Rules of Order 2nd Edition) with the *Municipal Government Act* taking precedence. Board members will strive to respect the opinions of other Board members. The Chair must guard against any Board member(s) monopolizing the debate on any issue.
- 7.0 Delegations**
- 7.1 All delegations and members of the public wishing to appear before the Board shall be required to give notice thereof, in writing, to the General Manager at least seven full days before the meeting at which they are to be heard; and further, in giving such notice, the delegations shall state the nature of the subject matter they intend to bring before the Board. Delegations will have a fifteen (15) minute appointment on the agenda.

POLICY 6 – Role of the Board Chair

Reviewed: November 2020
 Board Approval:
 Review by:

The Board Chair shall:

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

13. Prepare the annual report from the Chair, which is included in the General Manager's Annual Report.
14. In the event that either the Chair or the Vice-Chair is not able to be in attendance at a Board or community sponsored function, the Chair shall endeavor to ensure that a Board member is in attendance to represent the Board.

POLICY 7 – Role of the Vice-Chair

Revised: November 2020 Board Approval: Review by:

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.
2. In the event of the office becoming vacant during the year, a new Vice-Chair shall be elected in a manner similar to that followed in the election of the Vice-Chair at the November Meeting.
3. The Vice-Chair shall assist the Board Chair in ensuring that the Board operates in accordance with its own policies and procedures and in providing leadership and guidance to the Board.
4. The Vice-Chair shall assume the powers of the Chair in their 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 10 – Strategic Planning

Revised: May 17, 2017 Board Approval: June 22, 2017 Review by: June 22, 2019
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- 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
- 3.4 Continuous monitoring - The General Manager will continuously monitor changes in the strategic plan as well as the organization's actual performance in achieving its strategic goals. A material change in critical assumptions or actual performance may prompt a recalibration or revision of the strategic plan at any time.
- 3.5 Integrated planning - The strategic plan is an overarching document that should drive related organizational plans, such as the annual capital budget, the operating budget, and the management plan.

4.0 Role of the Board

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

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

5.0 Role of the General Manager

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

POLICY 11 – Committees of the Board

Reviewed November 2020 Board Approval: Review by:

- 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 their designate acts in a resource and coordinating capacity in relation to the particular committee.
- 5.0** Committee Chair to provide a report to the Board on committee activity in accordance with the planning calendar.
- 6.0** 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: November 2020 Board Approval: Review by:

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.
- 2.2 Human Resource Management**
- Coordinate, hire, assign, evaluate and supervise all staffing in the LCLC.
 - Supervise and lead all staff to be effective and responsible members of a team to improve the operation of the facility.
 - Work with MJSB HR staff where required.
- 2.3 Communications/Marketing/Public Relations**
- Liaise with all users, tenants, the general public and partners.
 - Develop a Communication Plan and Marketing Plan.
- 2.4 Program Development and Evaluation**
- Plan and coordinate all programs, schedules and services in the LCLC
 - Coordinate the development and evaluation of safe, high quality programs.
 - Develop, incorporate and monitor a continuous customer service program in the delivery of all programming.
- 2.5 Risk Management**
- Ensure all maintenance and security functions in the LCLC are implemented.
 - Develop, and maintain HR, operational, emergency, security and health and safety policies and procedures.

2.6 Planning/Coordination/Operations

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

2.7 Board Relations

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

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

POLICY 13 – General Manager Evaluation

Revised: November 2020

Board Approval:

Review by:

1.0 Evaluation

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

2.0 Evaluation Criteria

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

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

3.0 Evidence of Performance

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

4.0 Findings and Recommendations

- 4.1 Prior to delivering the evaluation to the General Manager, the committee will report to the Board the results of their assessment and may make associated recommendations. The committee's report shall outline the evaluation process in terms of what information was reviewed. The Board will be provided an opportunity to make comment on the evaluation. As a personnel matter this will be in camera.
- 4.2 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.

POLICY 14 – General Manager Compensation

Revised: November 2020 Board Approval: Review by:

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.

1.0 Annual Process

The annual process for determining compensation is as follows:

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

2.0 Board Approval

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

POLICY 15 – Emergency General Manager

Revised: November 2020 Board Approval: Review by:

1.0 Emergency Succession Plan

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

1.2 Such a plan will include:

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

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

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

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

POLICY 16 - Financial Accountability

Revised: November 2020 Board Approval: Review by:

- 1.0** 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: November 2020 Board Approval: Review by:

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.

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

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

2.0 Documents Available on LCLC Website:

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

2.1 Decision-making:

2.1.1 Board meeting agendas and minutes

2.2 Finance and Administration:

2.2.1 Current year and previous year capital and operational budgets

2.2.2 Management plan and associated progress reports

2.2.3 Audited financial statements

3.0 Documents Available Through Special Request

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

3.1 Human Resources:

3.1.1 Job descriptions and pay scales

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

3.1.3 Organizational charts with position titles

3.2 Selection and Hiring Process:

3.2.1 Number of applicants for position

3.2.2 Number of persons interviewed

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

3.3 Finance and Administration:

3.3.1 Expense/Travel claims

3.3.2 Board expenses

3.3.3 Overtime expenditures

3.3.4 Individual expense claims

3.3.5 Policies and Procedures

3.3.6 Board Manual

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

POLICY 18 – Customer and Client

Reviewed: November 2020 Board Approval: Review by:
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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 their response.
- 1.3 The General Manager will ensure that members of the community have access to the Board. In the event a member of the public wishes to appear as a delegation before the Board to make suggestions, comments, or complaints, the General Manager will facilitate this process.

2.0 Collection of Information and Protection of Privacy

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

POLICY 19 – Human Resource Management

Reviewed: November 2020 Board Approval: Review by:
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- 1.0** As the Lunenburg County Lifestyle Centre (LCLC) is committed to being an exemplary employer, the General Manager will ensure that the human resource practices of the organization adhere to the principles of fairness and respect, and that the LCLC abides by all laws and government regulations. More specifically, the General Manager will be accountable for the development of detailed policies and procedures that ensure:
- 1.1 Recruitment and hiring practices are open, thorough, fair, and based on merit.
 - 1.2 At a minimum, the requirements of the Nova Scotia Labour Standards Code, Human Rights Code, and Occupational Health and Safety Acts are respected.
 - 1.3 All employees have job descriptions and that these are regularly reviewed.
 - 1.4 Personnel records are treated as confidential and that appropriate restrictions are in place regarding their use and who has access to them.
 - 1.5 Human resource policies and procedures are provided to all staff.
 - 1.6 Every staff member is formally evaluated on an annual basis, that the evaluation criteria are in line with best practices in other organizations, and that they are known by all employees.
 - 1.7 Employees are recognized for excellent performance.
 - 1.8 There is a formal grievance or conflict resolution procedure in place for staff that involves the Board as the final arbitrator.
 - 1.9 The Lunenburg County Lifestyle Centre will strive for diversity in its employment practices with respect to race, culture and disability.
 - 1.10 Staff members have professional development opportunities made available to them and that an annual training plan is prepared and implemented with the resources available.
 - 1.11 All staff positions are entitled, through policy, to a periodic market-based review of salary and benefits.
 - 1.12 All staff shall work in a supportive environment free from abuse and harassment.

POLICY 20 - Protection of Assets

Reviewed: November 2020 Board Approval: Review by:
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- 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.

POLICY 21 - Review of Audited Financial Statements

Reviewed: November 2020 Board Approval: Review by:
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- 1.0** All financial statements shall conform to the *Public Sector Accounting Board (PSAB)* regulations.
- 2.0** The audited financial statements are to be sent to the Town of Bridgewater and the Municipality of the District of Lunenburg by the end of July each calendar year.
- 3.0** Procedures for Review of Statements
 - 3.1** The draft audited statements and management letter are to be delivered to the Budget and Finance Committee or designate for review.
 - 3.2** The audited statements are presented by the Auditor to the Budget and Finance Committee by the end of July. This meeting is open and promoted to all members of the Board and is also attended by the General Manager and other interested staff. A detailed review of the statements and management letter is completed at this time by the Committee.
 - 3.3** The General Manager, through consultation with the committee, will draft a response to the management letter. The management letter and any accompanying response are sent to the Auditor, the Town of Bridgewater, and the Municipality of the District of Lunenburg by the General Manager or designate.
 - 3.4** Any recommendations based on the review are prepared for the next Board meeting. If, for any reason the Budget and Finance Committee considers it necessary, such as material issues or irregularities, they will invite the Auditor to attend the Board meeting.
 - 3.5** If there are no issues, the General Manager, accompanied by any relevant staff, will present the statements to the Board.
 - 3.6** The Board may request, through the Chair, a presentation from the Auditor if they feel, for any reason, that this would be prudent or add value to their understanding of the information presented.

POLICY 22 – Fundraising Ethics

Reviewed: November 2020 Board Approval: Review by:
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The Board of the Lunenburg County Lifestyle Centre is committed to responsible fundraising.

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

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

APPENDICES

APPENDIX I - Terms of Reference Budget and Finance Committee

Revised: November 2020
 Board Approval:
 Review by:

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.

Meeting

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

Role and Responsibilities

- To assist the Board in overseeing financial reporting, including year-end audit reporting, detailed budget plans; and to ensure that budget guidelines are developed to reflect the Board strategic plan;
- To develop budgetary policies and process to ensure that LCLC is operating in the most efficient manner;
- To assist in the development of longer-term budget strategy in accordance with the Board strategic plan;
- To assess the need for and request external operational review as required;
- Review the quarterly financial forecasts to monitor the Board's financial performance in accordance with the approved financial targets;
- Review and recommend to the Board for approval the financial aspects of the Board's annual management plan;
- Review and recommend to the Board for approval any changes in accounting policies or significant transactions which impact the financial statements in a significant manner;
- Review annually with the General Manager and the external auditor, and report to the Board, on the appropriateness of accounting policies, disclosures, forecasts, accrual accounting, reports, reserves, and judgments regarding accounting choices and ensure they are fair, accurate and in accordance with GAAP (PSAB);
- Review with the General Manager and the external auditor reports and findings.

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

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

Operating Principles and Guidelines

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

APPENDIX II - Terms of Reference Board Governance Committee

Revised: November 2020
 Board Approval:
 Review by:

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.

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

APPENDIX IV - LCMPC Board Self-Evaluation

Revised: November 2020
 Board Approval:
 Review by:

Name _____ For period from _____ to _____

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

Circle the response that **best** reflects your opinion. The rating scale for each statement is:

Strongly Disagree (1); Disagree (2); Maybe or Not Sure (3); Agree (4); Strongly Agree (5).

A. How Well Has the Board Done Its Job?

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

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

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

B. How Well Has the Board Conducted Itself?

Circle the response that **best** reflects your opinion. The rating scale for each statement is:

Strongly Disagree (1); Disagree (2); Maybe or Not Sure (3); Agree (4); Strongly Agree (5).

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

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

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

C. Board's Relationship with General Manager

Circle the response that **best** reflects your opinion. The rating scale for each statement is:

Strongly Disagree (1); Disagree (2); Maybe or Not Sure (3); Agree (4); Strongly Agree (5).

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

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

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

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

Circle the response that **best** reflects your opinion. The rating scale for each statement is:

Strongly Disagree (1); Disagree (2); Maybe or Not Sure (3); Agree (4); Strongly Agree (5).

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

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

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

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

Circle the response that **best** reflects your opinion. The rating scale for each statement is:
Strongly Disagree (1); Disagree (2); Maybe or Not Sure (3); Agree (4); Strongly Agree (5).

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

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

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

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

Revised: November 2020 Board Approval: Review by:

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



Memorandum

To: Lunenburg County Multi-Purpose Centre Corporation Board
Chairman and Members

From: Tom MacEwan, Chief Administrative Officer

Date: November 13, 2020

Re: Council Appointments to the LCMPPCC Board

Please be advised that Municipal Council, in session on Tuesday, November 10, 2020, appointed Councillor Pam Hubley and Councillor Reid Whynot to the LCMPPCC Board for the period of November 2020 to November 2022. Councillor Chasidy Veinotte is also appointed as the alternate.

A handwritten signature in blue ink, consisting of a large, stylized loop followed by a horizontal line extending to the right.

Tom MacEwan
Chief Administrative Officer

/trb

Sandra Challis

From: Sandra Porter-Lowe
Sent: November 10, 2020 3:16 PM
To: Sandra Challis
Subject: RE: LCMPPC Board Representation - TofB

LCMPCC Agenda
November 26, 2020
Item No. 8.2
Authorization: T. MacEwan

Hi Sandra.

Appointments to Committees, Commissions, and Boards were considered at last night's Council meeting. At that time, Mayor David Mitchell, Deputy Mayor Andrew Tanner, and Councillor Jennifer McDonald were appointed to serve on the Lunenburg County Multi-Purpose Centre Board, with the alternate being Councillor Stacey Colwell. Please contact members directly regarding your meeting schedule:

David.mitchell@bridgewater.ca
Andrew.tanner@bridgewater.ca
Jennifer.mcdonald@bridgewater.ca
Stacey.colwell@bridgewater.ca

Thanks,

Sandra Porter-Lowe
Executive Assistant



Direct: 902-541-4385
Fax: 902-543-6876
sandra.porter-lowe@bridgewater.ca

60 Pleasant St
Bridgewater, NS B4V 3X9



LCLC AD HOC Committee Report May 17, 2018

In January 2018 the Lunenburg County Multi Purpose Center Corporation Board established an Ad Hoc Committee to consider a number of serious issues facing the Centre.

Appointed to the Board were David Mitchell (Mayor, TOB), Greg Amos (original Corporation Member) and Michael Ernst (Councillor, MoDL), They met 6 times since receiving the Ad Hoc Committee Mandate and Terms of Reference. (Ref. Appendix A) This report is the result of those discussions.

For simplicity our report has divided the Terms of Reference into three sections with our summary recommendations for each attached. These are broad suggestions, the details will be for the partner groups to define.

We want to congratulate the LCLC Board in its forward thinking in establishing this committee. Identifying a problem is a big step taken towards its solution.

Although the report is the property of the LCMPC Board, we sincerely hope the Board and both Councils will seriously consider the recommendations. We believe they will help lead to positive changes in the Centre's operations.

Yours sincerely,

David Mitchell

Greg Amos

Michael Ernst





Section 1: The MOUs

From Appendix A – Direction to Ad Hoc Committee

- How do the various MoUs hinder, or help, the successful operation of the LCLC?
- Should the LCLC (Board) petition for the opening of the opening of the MoUs?
- Is the current structure of the LCLC Board, and its relationship to MoDL and ToB, the best way to direct the operation of the LCLC?
- What changes might you (the ad hoc committee) recommend?

The Committee's Response

1. The LCLC Board should petition for them to be reopened, as
 - i. they hinder fundraising activities
 - ii. they contain clauses not pertinent to the operation of the Centre
 - iii. they should reflect the Centre's current and projected operations.
2. Although the current MoUs pose challenges for the Lifestyle Centre's operations, they also have a number of positive aspects.
3. The 2009 MoU provides a solid framework for governance and operations. In Sections A and B, (Management and Responsibilities), the Board has the ability to plan and develop measurable goals, define objectives and draw up a budget for both councils' approval.
4. Sections A and B also give the councils an opportunity to review and comment on the management plan and the funding rationale.
5. This Committee highly recommends that the wording of these sections form the basis of a new MoU.
6. Drawing up a new MoU may be the most difficult challenge the Councils and Board face. This may require lengthy negotiations between the three entities and it will require all three to work in a collaborative manner.
7. The new MoU must strike the right balance between the independent operation of the Centre, and the responsibility of both Municipal governments in ensuring

the LCLC is operated in a responsible manner that reflects the wishes of their residents .

8. In redrafting the MoU other changes may be identified and they should be considered. There may be valuable suggestions from both Councils and the Board regarding finances, operations and management.
9. No matter what MoU changes are suggested, the final implementation rests with both Councils.
10. A strict time line is needed to ensure the MoUs are redrafted in an expeditious manner. With the best intentions, this process will probably not be completed before spring of 2019.
11. It is also suggested that recommendations in other parts of the report be initiated while the negotiating is taking place.
12. Finally, we recommend the current board structure remains the same and that the municipal units be responsible for selecting their Members at Large.

Section 2 Fundraising Shortfall

Ref Appendix A – Direction to Ad Hoc Committee

- How should we deal with the estimated \$3.6 million shortfall?
- Where does the responsibility for this shortfall lie?
- What options are recommended?



The Committee's Response

1. The Committee recommends that the estimated \$3.6 million shortfall be written off, but only if fundraising activities are undertaken that contribute towards the Centre's future capital expenses.
2. One suggestion is the creation of a Legacy Fund, where any current and future naming rights, plus specified donations are used to establish a Capital Account. (See Appendix B)
3. It will require the Councils, LCLC Board and staff to help promote the Fund to Centre users and the community at large.
4. Although other fundraising projects for specific projects may be identified, any 'naming rights' are to be paid to the Legacy Fund. (See Appendix B).

5. Establishing a separate group - e.g. 'LCLC Friends' should be encouraged to help promote smaller fundraising initiatives.
6. The Centre's legacy is important. All must realise this and be prepared to contribute to its future.

Section 3 Budget Issues

From Appendix A – Direction to Ad Hoc Committee

- Central to both capital and operating budgets is the question “what belongs where”. Currently we use capital budgets to fund (with auditor approval), items that really belong in R and M but would lead to higher operating budget deficits. This is not a satisfactory situation. How can we achieve normal separation between capital and operating budgets?
- Currently, according to the MoUs, any surplus is returned to the funding partners. The result is an inability to establish a contingency, or reserve, to weather the unexpected storms that will arrive. How can we establish proper reserves and the ability to carry over at least a portion of unspent monies in the capital budget?
- What should a capital budget approval process look like?

The Committee's Response

1. The April 3rd LCLC Board took a positive step and proposed a 2018-19 budget that included operating and capital expenses. A number of the smaller 2018-19 capital expenses were deemed operational, and combining both led to better transparency. We recommend that this practice continue.
2. Defining the minimum dollar amount for capital expenditures could make the budgeting process easier.
3. Reserves established by both Councils, or the Legacy Fund, will deal future major capital expenses.
4. An operational audit of the Centre will help make more beneficial financial and staffing decisions.
5. The MoUs should be altered to allow surpluses to be carried into the following financial year. These surpluses could go to the capital fund, or operations, and help reduce the municipal subsidies. This will give an incentive for the Centre to operate more cost effectively.
6. For clarity, the Councils and the Centre should be following the same accounting procedures.
7. And finally, the building of trust among the three entities is an important goal in all aspects of the LCLC operations.

Appendix A - Terms of Reference

DRAFT PROPOSAL FOR THE MANDATE OF THE AD HOC COMMITTEE ESTABLISHED BY THE LCLC BOARD JANUARY 18, 2018

The LCLC Board has struggled over the past few years with several systemic issues related to Capital and Operating budgets, a large fundraising deficit still on the books, and a lack of transparency and trust amongst some stakeholders. In order to overcome these issues and allow the LCLC to move forward in a coherent fashion an Ad Hoc committee has been struck and charged with studying and responding to three main areas of concern.

FUNDRAISING SHORTFALL

How should we deal with the \$3.6M (est.) shortfall?

Where does the responsibility for this shortfall lie? MoDL/ToB, LCMPC, LCLC, community?

What options are recommended?

Through the 'Legacy Fund' as suggested by the ad Hoc committee.

BUDGET ISSUES

Central to both capital and operating budgets is the question of "what belongs where". Currently we use capital budgets to fund, (with auditor approval), items which really belong in R&M but would lead to higher operating budget deficits. This is not a satisfactory situation. How can we reestablish a normal separation between capital and operating budgets?

Currently, according to the MOU's, any surplus is returned to the funding partners. The result is an inability to establish a contingency or reserve to weather the expected storms which will arrive. How can we establish proper reserves and the ability to carryover at least a portion of unspent monies in the capital budget?

What should a capital budget approval process look like?

The operating budget reflects all expenses connected with the same.

Surpluses in the Operating Budget be returned to the Centre for the following year for its use

MOU's

How do the various MOU's hinder or help the successful operation of the LCLC?

Should the LCLC petition for the opening of the MOU's?

If the MOU's are reopened at some time what changes should the LCLC request?

Is the current structure of the LCLC Board and its relationship to the MoDL and ToB the best way to direct the operation of the LCLC? What changes might you recommend?

Committee members are David Mitchel, Michael Ernst and up to 2 others.

The committee should be prepared to present findings at the May board meeting.

APPENDIX B

A Legacy Fund for the LCLC's Future



The objective of this initiative is the creation of a Major Capital Reserve Fund for the Lunenburg County Lifestyle Centre.

At present, the outstanding debt of \$3.5 million owed to the Town of Bridgewater and the Municipality of the District of Lunenburg must be paid back before any fundraising for future projects can take place.

There is the opinion that donors will not contribute to a completed facility, and they do not want to see their donations go back to the Municipalities for an unspecified use.

There is also the fact that the LCLC Board promised to pay any fundraising shortfall and overages in construction costs.

The proposed Capital Reserve, or Legacy Fund (working name) is an attempt to provide a compromise between promises made and expectations of tax payers.

The Legacy Fund will be a reserve set up to help defray future, major capital expenditures at the LCLC that each partner municipality will pay on a 50/50 basis.

Sources for the fund could include-

- Naming rights for the building and inside public spaces. There are currently five opportunities-Main Building, Meeting Room, Party Room, Active Living Studio and Multi-Purpose Room.
- Naming rights for current named spaces when contracts expire- Marg Hennigar Library, Clearwater Arena, BMO Aquatics Centre and the Wentzell Galleria.
- Naming rights for new activity areas. For example if a climbing wall was built and named, 10% of the amount raised would go to the Legacy Fund. The rationale is the structure that houses the wall will have future capital costs.
- Fun ideas for smaller spaces in the centre, where supporters may wish to have recognition for donations towards the Lifestyle Centre's future continuance, any Celebratory Occasions and in Memorium donations.

Legacy funds are not for use towards:

- minor capital items,(under \$15,000 – suggested amount);
- operational expenditures; and
- construction costs of a new activity area.



The key message is that there will be major future capital costs needed to keep the Centre operational. Through the sale of naming rights and other fundraising activities, as well as contributions from those who use the Centre, we can create a fund that will ensure the LCLC is there for future generations.

DM/GA/ME – May 17, 2018

APPENDIX VI
Agenda Planning Calendar

New Appendix
 Board Approval: April 20, 1017
 Review by: April 20, 2019

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
1. Meeting Schedule												
General Board Meeting	X	X	X	X	X	X	X	X	X	X	X	X
Budget and Finance Committee Meeting	X	X	X	X	X	X	X	X	X	X	X	X
Governance Committee Meeting (every two months this Cmmt.will report to the Board)	X		X		X		X		X		X	
Fundraising Committee Meeting (every two months this Cmmt.will report to the Board)		X		X		X		X		X		X
2. Strategic Planning												
Review Strategic Plan			X						X			
Quarterly strategic planning updates from General Manager		X			X			X			X	
4. Budget Formation and Business Plan												
Receive Draft Capital Budget									X			
Approve Capital Budget										X		
Submit Capital Budget to Municipal Units										X		
Receive Draft Management Plan and Operating Budget											X	
Approve Management Plan and Operating Budget												X
Submit Management Plan and Operating Budget to Municipal Units												X
4. General Manager												
Establish General Manager goals resulting from annual goals and objectives	X											
Assign Committee to conduct annual performance review								X				
Evaluation meeting with General Manager	X											
Evaluation results to the Board		X										
5. Financial Statements and Reports												
Review audited statements				X								
Submit Statements to Municipal Councils				X								
6. Corporate Governance												
Complete Annual Board Self-Evaluation	X											

GM Report

South Shore Minor Hockey has been running smoothly, Facility guidelines were changed to deal with their increasing numbers, moved to more enforcement of one way traffic around the concourse and all spectators are exiting into the parking lot in an effort to alleviate congestion in the galleria. Changes were well communicated within minor hockey and well adhered to by spectators.

Lumberjack games have been getting an average of 400 spectators, first game left room for improvement but they have increased the number of volunteers and responded really actively to make sure the rules are being followed.

Mustangs spectators have not done as good a job at communicating or enforcing the rules, social distancing, fans using the wrong exits and congregating in the galleria are still an issue. I've been in conversation with them, Next game is the 28th.

Ice bookings are on par with last year.

Hired a new Operator who worked in rinks for the past 5 years in Ontario, great experience and knowledge base to add to that team.

Eastlink is looking to partner with 2 rinks to broadcast from, LCLC and Pictou Wellness Centre are the two that they are considering at this point. More to follow.

The LCLC was planning to host a drive through Christmas parade in conjunction with the Christmas on the LaHave committee but they have since decided that the event will have to wait until next year.

Gift Cards- We have launched a gift card platform in time for Christmas, easily purchased online and delivered via email or text. Can be stored and used in apple wallet. Redeemable at guest services, café or online.

Sponsorships/ Advertising – Power, Dempsey, Leefe and Reddy are sponsoring our Christmas tree display and providing the natural tree out front. Exit Realty is looking at options to put a touch screen with listings in the galleria.

Catch all litter bin will be removed once the new cigarette disposal container arrives.

Library Rent Structure

The Library lease commenced on December 1, 2013 for a 10 year term.

The Library space is broken into two designations, the portion used as administration space for the South Shore Library which accounts for 2033 square feet and the Public Library space which totals 5891 square feet.

There are two rental rates applied “Basic Rent” and “Additional Rent” (a charge that reflects the cost of continued maintenance, repairs, cleaning services/supplies, snow removal, garbage removal, etc.)

Basic Rent was set at \$12.00/ sq foot for the first 5 years and \$12.50/ sq. foot after that.

Additional Rent was held at \$7.98 for the first two years of the contract, after that period the Additional Rent has been adjusted annually at the rate of inflation (CPI for the province of Nova Scotia) Currently it is \$8.44

Annual Cost Breakdown

The Library Board pays “Basic Rent” (\$12.50) x 2033 sq/feet and “Additional Rent” (\$8.44) x 2033 sq/feet.

(current) $\$25,412 + \$17,158 = \$42,570$

(2013) $\$24,396 + 16,040 = \$40,436$

Town of Bridgewater Pays only the “Additional Rent” on 5891 sq/feet, no basic rent.

(current) $5891 \times \$8.44 = \$49,720$

(2013) $5891 \times \$7.89 = \$46,480$

*Additional rent increases over time:

2017 – 2018, \$8.08 per square foot

2018 – 2019 \$8.17 per square foot

2019 – 2020, \$8.30 per square foot

2020 – 2021, \$8.44 per square foot

First Name	Last Name	Organization Name	0 - 30	30 - 60	60 - 90	90 - 120	120+
Rachel	Whynot	Autism Nova Scotia South Shore Chapter	\$173	\$86			
Byron	Butt	Barracudas Swim Team	\$621				
Darren	Tweedie	Bella Dental	\$269	\$269			
Darren	Tweedie	Bella Dental	\$808				
Diana	Johnson	Bridgewater Parks Recreation & Culture Dept.	\$230	\$58			
Diana	Johnson	Bridgewater Parks Recreation & Culture Dept.	\$144				
Sam	Bates	Bridgewater Skating Club	\$888	\$2,663			
Josh	Bryson	Bryson Group Gentleman's Hockey	\$285	\$855			
Josh	Bryson	Bryson Group Gentleman's Hockey	\$855				
Susan	Casey	Canadian Tai Chi Academy South Nova Branch	\$58				
Dave	Ramey	Dominion Securities	\$538				
Sue	Rushton	Elderfit	\$805				
Maeva	Daly-Berger	General	\$86				
Tamar	Drushka	General	\$52				
Scott	Follows	General	\$86				
Luke	MacDonald	General	\$23				
Paul	McCallion	General		\$1,953			
Justin	Mullaney	General		\$1,065	\$888		
Ida	Scott	General	\$104				
Ida	Scott	General	\$138				
Andy	Selig	General	\$58				
John	Muise	Lunenburg West Liberal Association		\$35			
Tissy	Bolivar	Municipality of the District of Lunenburg	\$230				
Kathleen	Naylor	Nia	\$58	\$58			
Kathleen	Naylor	Nia	\$58				
Sarah	Covey	NSGEU	\$276				
Marcus	Noel	OCR Wildcats	\$665				
Darren	Tweedie	Old Pucks	\$538	\$269			
Darren	Tweedie	Old Pucks	\$808				
Grant	Johnston	Park View Education Centre	\$701	\$589			
JC	Reddy	PLRR Blues	\$538	\$269			
JC	Reddy	PLRR Blues	\$538				
Mitch	Landry	Rusty Blades	\$253	\$523			

Mitch	Landry	Rusty Blades	\$808			
Jason	Reeves	Shannex	\$86			
Kyle	McAllister	South Shore Lumberjacks				\$6,044
Brad	Muise	South Shore Lumberjacks	\$896	\$445		
Travis	Vaughn	South Shore Minor Hockey	\$6,479	\$4,704		
Travis	Vaughn	South Shore Minor Hockey	\$10,142			
Michael	Belliveau	South Shore Mustangs	\$1,841	\$2,396		
Michael	Belliveau	South Shore Mustangs	\$1,331			
Dave	Waters	South Shore Para Lumberjacks Association		\$533		
Dave	Waters	South Shore Para Lumberjacks Association	\$533			
Lori	Ferraina	South Shore Regional Centre for Education	\$58			
Ann	Wentzell	South Shore Regional Centre for Education	\$138	\$138		
Ann	Wentzell	South Shore Regional Centre for Education	\$276			
Tina	Hussey	St. John Ambulance Nova Scotia Council	\$230			
Vic	Whynot	Vic's Skate Sharpening		\$58		
Brittany	Hachey	Vinyasa Flow Yoga - Hachey	\$46	\$69		
Brittany	Hachey	Vinyasa Flow Yoga - Hachey	\$69			
Mindy	Schrader	Zumba with Schrader	\$86			
Total			33900.49	17031.92	887.51	0 6044

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

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

	Actual	Budget	Variance	
Gross Revenues				
Municipal Operating Grants	103,205	103,205	-	
Arena	15,038	28,217	(13,179)	Covid 19
Aquatic Centre	16,506	20,906	(4,400)	Covid 19
Active Living / Room Rentals	2,423	6,022	(3,600)	Covid 19
Memberships	4,933	15,413	(10,481)	
Library Rent	7,728	9,058	(1,330)	
Concessions Rent	-	1,200	(1,200)	
ATM and Vending	-	1,372	(1,372)	
Advertising / Sponsorships	-	3,165	(3,165)	
Miscellaneous	-	11,493	(11,493)	
Total Revenue	149,832	200,052	(50,219)	
Expenses				
Advertising and Promotion	410	330	(80)	
Professional Fees	1,241	5,896	4,655	
Interest and other fees	928	1,222	293	
Concessions Expense	-	768	768	
Facility Repairs & Maintenance	11,719	14,664	2,945	
Housekeeping	2,194	1,682	(512)	
IT Licensing / Fees / Support	1,978	1,812	(166)	
Miscellaneous	303	-	(303)	
Office	1,390	1,141	(249)	
Pool Chemicals / Supplies	2,362	1,042	(1,320)	
Programming	291	375	84	
Staff Training / Courses	1,724	-	(1,724)	
Communications	690	641	(48)	
Travel	726	-	(726)	
Uniforms	-	-	-	
Utilities	38,197	40,774	2,577	
Vending Expense	-	898	898	
Wages and Benefits	66,325	67,691	1,366	
Total Expenses	130,478	138,936	8,457	
Surplus (Deficit) B4 Café & Events	19,354	61,116	(41,762)	
Centre Ice Café Operations	(3,865)	-	(3,865)	
Surplus (Deficit) B4 Special Events	15,488	61,116	(45,627)	
Special Events Revenue	-	-	-	
Special Events Expenses	-	-	-	
Surplus (Deficit) Special Events	0	0	0	
Net Operating Surplus (Deficit)	15,488	61,116	(45,627)	
Transfer to Reserve	-	-	-	
Capital Projects - Net	(75,979)	-	75,979	
MFC Debenture Interest	-	-	-	
TOB Transfer from Special Purposes Tr	-	-	-	
Total Non-Operating Expenses	(75,979)	-	75,979	
Net Surplus (Deficit)	91,467	61,116	30,351	

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

	Current Month			Year to Date			
	Actual	Budget	% of Budget	Prior Yr	% of Budget	Prior Yr	% of Prior Yr
Gross Revenues							
Municipal Operating Grants	103,205	103,205	100%	120,000	515,490	91%	540,000
Facility PY surplus	-	-	0%	47,421	47,421	0%	47,421
Arena	15,038	28,217	53%	24,660	98,329	15%	65,541
Aquatic Centre	16,506	20,906	79%	20,906	122,679	23%	122,679
Active Living / Room Rentals	2,423	6,022	40%	2,511	82,351	16%	52,025
Memberships	4,933	15,413	32%	14,012	88,029	50%	80,025
Library Rent	7,728	9,058	85%	9,058	46,621	102%	46,623
Concessions Rent	-	1,200	0%	1,200	6,000	0%	6,000
ATM and Vending	-	1,372	0%	1,372	5,953	2%	5,953
Advertising / Sponsorships	4045	3,165	0%	3,165	3,493	0%	3,493
Miscellaneous	-	11,493	0%	11,493	12,225	14%	12,225
Total Revenue	149,832	200,052	75%	255,798	981,171	68%	981,984
Expenses							
Advertising and Promotion	410	330	124%	330	4,183	44%	4,183
Professional Fees	1,241	5,896	21%	18,941	36,775	52%	54,724
Interest and other fees	928	1,222	76%	1,222	7,575	39%	7,565
Concessions Expense	-	768	0%	768	7,224	0%	7,354
Facility Repairs & Maintenance	11,719	14,664	80%	15,250	107,821	116%	88,835
Housekeeping	2,194	1,682	130%	1,682	9,834	54%	9,833
IT Licensing / Fees / Support	1,978	1,812	109%	3,679	13,713	122%	17,561
Miscellaneous	303	-	0%	-	147	724%	167
Office	1,390	1,141	122%	1,141	3,462	107%	3,714
Pool Chemicals / Supplies	2,362	1,042	227%	1,042	14,243	47%	14,243
Programming	291	375	78%	375	5,811	40%	5,811
Staff Training / Courses	1,724	-	0%	-	1,888	104%	1,880
Communications	690	641	108%	641	3,882	99%	3,995
Travel	726	-	0%	-	727	0%	-
Uniforms	-	-	0%	-	1,721	0%	-
Utilities	38,197	40,774	94%	44,774	214,401	62%	187,482
Vending Expense	-	898	0%	898	3,546	0%	3,547
Wages and Benefits	66,325	67,691	98%	67,691	447,453	63%	489,431
Total Expenses	130,478	138,936	94%	158,434	883,605	69%	900,326
Surplus (Deficit) B4 Café & Events	19,354	61,116	32%	97,364	58,532	60%	81,658
Centre Ice Café Operations	(3,865)	-	0%	-	(4,118)	0%	-
Surplus (Deficit) B4 Special Events	15,488	61,116	25%	97,364	54,414	56%	81,658
Special Events Revenue	-	-	0%	-	4,000	0%	104,256
Special Events Expenses	-	-	0%	-	10	0%	91,993
Surplus (Deficit) Special Events	0	0	0%	0	0	0%	12,263
Net Operating Surplus (Deficit)	15,488	61,116	25%	97,364	54,405	56%	93,921
Transfer to Reserve	-	-	0%	(20,000)	-	0%	-
Capital Projects - Net	(75,979)	-	0%	-	(276,508)	0%	3,003
MFC Debenture Interest	-	-	0%	-	60,748	93%	60,769
TOB Transfer from Special Purposes Tax	-	-	0%	-	(60,769)	0%	(60,769)
Total Non-Operating Expenses	(75,979)	-	0%	(20,000)	(219,759)	0%	3,003
Net Surplus (Deficit)	91,467	61,116	150%	117,364	274,164	281%	90,917

LCMPCC Operating																
Income Statement - Projected Forecast																
For year ending March 31, 2021																
	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total	Original Budget	% of Org Budget	Actuals 2020
	Actual/Budget															
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 P.Y surplus	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0%	-
Arena	210	(65)	(125)	2,064	9,361	16,506	10,030	44,760	36,379	37,913	39,628	38,551	250,883	334,174	75%	260,289
Aquatic Centre	130	50	482	4,223	5,652	2,423	7,906	10,918	25,754	21,286	9,753	48,235	153,908	248,655	62%	220,958
Active Living / Room Rentals	(252)	-	336	32,774	6,209	4,933	11,245	7,329	5,065	6,151	10,612	13,560	63,181	132,573	48%	75,125
Memberships	7,598	7,598	7,598	8,707	8,254	7,728	7,598	7,341	7,425	7,425	7,425	7,425	131,677	175,707	75%	140,703
Library Rent	-	-	-	-	-	-	1,200	1,200	1,200	1,200	1,200	1,200	7,200	13,200	55%	12,000
Concessions Rent	89	-	-	45	-	-	745	1,287	1,090	1,002	1,833	2,731	8,833	14,652	60%	15,139
ATM and Vending	484	0	(3,602)	4,794	-	-	34	2,063	-	561	596	527	5,457	16,006	34%	31,204
Advertising / Sponsorships	118,260	87,564	57,546	137,320	114,190	149,832	165,932	123,381	124,451	136,958	112,473	157,828	1,485,734	1,802,193	82%	1,803,710
Miscellaneous	-	-	-	-	-	-	864	-	-	47	338	2,400	3,648	7,142	51%	5,658
Total Revenue	298	1,402	2,381	5,900	4,403	1,241	1,896	2,067	2,067	2,067	2,067	2,067	32,324	49,827	65%	192,368
Expenses	292	208	505	400	586	928	638	696	1,259	1,687	1,192	2,384	10,755	15,411	70%	15,137
Advertising and Promotion	20,564	12,264	26,204	32,724	21,278	11,719	12,517	21,428	21,004	17,666	19,660	24,612	241,638	224,707	106%	20,164
Professional Fees	599	659	396	1,424	74	2,194	1,181	1,343	2,287	2,287	2,729	653	15,806	20,294	78%	239,614
Interest and other fees	1,178	1,678	1,478	3,892	1,569	1,978	1,361	2,190	2,710	4,346	5,073	4,416	34,409	37,429	109%	31,856
Concessions Expense	(0)	-	178	506	80	303	22	188	-	(21)	-	-	1,256	337	373%	954
Facility Repairs & Maintenance	513	292	977	145	385	1,390	752	1,077	1,358	512	520	1,045	8,967	8,726	103%	9,364
Housekeeping	15	-	2,191	1,228	901	2,362	1,697	1,780	2,364	2,730	1,771	1,746	18,783	26,331	71%	27,112
IT Licensing / Fees / Support	660	846	288	222	222	291	85	945	2,315	1,734	-	5,015	12,401	15,905	78%	11,099
Miscellaneous	164	-	-	-	1,724	-	-	500	500	500	500	524	4,388	4,314	102%	4,687
Office	563	573	580	732	687	690	654	954	488	488	525	524	7,453	7,510	99%	8,483
Pool Chemicals / Supplies	1	-	-	-	-	726	-	150	150	150	150	150	1,477	750	197%	-
Staff Training / Courses	-	-	-	-	-	-	591	83	83	83	83	1,583	2,508	4,229	59%	1,015
Communications	34,244	28,588	23,424	(24,769)	32,582	38,197	35,473	38,075	36,528	38,898	39,153	32,894	353,287	435,422	81%	409,271
Travel	29,424	29,586	35,810	47,219	74,461	66,325	75,804	81,539	73,456	78,250	71,941	97,391	761,206	925,834	82%	922,914
Utilities	94,876	77,075	98,005	67,903	137,842	130,478	134,607	153,735	149,708	152,754	146,536	181,250	1,524,768	1,802,193	85%	1,915,608
Vending Expense	23,383	10,489	(40,459)	69,417	(23,652)	19,354	31,325	(30,354)	(25,257)	(15,796)	(34,062)	(23,422)	(39,034)	(0)	0%	(11,898)
Wages and Benefits	264	(155)	(120)	(120)	(120)	(3,865)	-	-	-	-	-	-	(4,117)	(0)	0%	(2,758)
Total Expenses	23,647	10,333	(40,579)	69,297	(23,772)	15,488	31,325	(30,354)	(25,257)	(15,796)	(34,062)	(23,422)	(43,152)	(0)	0%	(114,656)
Surplus (Deficit) B4 Café & Events	10	-	-	-	-	-	-	-	20,000	-	-	-	20,000	24,000	83%	123,586
Centre Ice Café Operations	-10	0	0	0	0	0	0	0	0	0	0	0	-10	0	0%	137,612
Special Events Revenue	23,637	10,333	(40,579)	69,297	(23,772)	15,488	31,325	(30,354)	(25,257)	(15,796)	(34,062)	(23,422)	(43,162)	(0)	0%	(125,924)
Special Events Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0%	-
Surplus (Deficit) Special Events	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0%	-
Net Operating Surplus (Deficit)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0%	-
Transfer to Reserve	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0%	-
Capital Projects - Net	-	17,950	(75,149)	(67,351)	(75,979)	(75,979)	-	-	-	-	-	-	(276,508)	-	0%	#REF!
MFC Debiture 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	(75,149)	(10,603)	(75,979)	(75,979)	-	-	-	-	-	-	(219,759)	-	0%	#REF!
Net Surplus (Deficit)	23,637	(7,617)	34,569	79,900	52,207	91,467	31,325	(30,354)	(25,257)	(15,796)	(34,062)	(23,422)	176,598	(0)	0%	-
Net Surplus (Deficit) - YTD	23,637	16,021	50,590	130,490	182,697	274,164	305,469	110,175	97,061	64,351	11,886	-11,536	-	-	-	-

**LCMPCC Operating
Balance Sheet
As at Sept. 30, 2020**

	<u>Sept 20</u>	<u>Aug 20</u>
Assets		
Current Assets		
Cash	476,747	198,387
Accounts Receivable	158,551	308,164
Prepaid Expenses	16,465	14,236
Concessions Inventory	5,741	9,486
Total Current Assets	<u>657,504</u>	<u>530,273</u>
Capital Assets	(3,700)	(3,700)
Total Assets	<u>653,804</u>	<u>526,573</u>
Liabilities		
Current Liabilities		
Accounts Payable	129,106	93,739
Due to / from Capital Reserve	185,449	185,449
Deferred Revenue	65,084	64,688
Total Liabilities	<u>379,639</u>	<u>343,876</u>
Equity		
Retained Earnings	1	1
Current Earnings	274,164	182,696
Total Equity	<u>274,165</u>	<u>182,697</u>
Total Liability and Equity	<u>653,804</u>	<u>526,573</u>