

# **Board of Directors Mandate**

## **(Executive Summary)**

The **Board of Directors** (BOD) is a body of elected members who jointly oversee the activities of Pigeon Lake Campers Association; it is often simply referred to as "the board".

The board's activities are determined by the powers, duties, and responsibilities delegated to it or conferred on it by an authority outside itself (see Canada Revenue Agency Guidelines for Non-Profit-Organizations). These matters are detailed in PLCA By-law 1E (4 -10). The bylaws commonly also specify the number of members of the board, how they are to be chosen, and when they are to meet.

The board acts on behalf of, and is subordinate to, the organization's full group, which usually chooses the members of the board.

The duties of the board of directors include but are not limited to:

- Governing the organization by overseeing the establishment of broad policies and objectives;
- Ensuring the availability of adequate financial resources;
- Approving annual budgets;
- Accounting to the membership for the organization's financial health;
- Setting the salaries and compensation of company management;
- Executing all corporate documentation as required; and
- If serious gaps in Corporate Governance are evident from the report received by Management, it is the board's responsibility to direct Senior Management to remedy those gaps and to report back to the board on the status of such remediation.

As there is no "President" the board chooses three (3) of its members to be Executive Directors to form an "Executive Committee". All Executive Directors will have equal power equivalent of a President (see Executive Mandate).

## **Executive Director Mandate**

### **(Executive Summary)**

The executive director is considered a Senior Operating Officer of the organization. Executive director titles (EDs) are frequently reserved for the heads of non-profit organizations, and their duties are similar to a President's duties. The Executive Director is responsible for the oversight of the organization (see By-law 1E (13)), working with the Board of Directors, and operating within the prescribed approved budget presented to the membership.

The EDs manage or supervise the management of the corporation; in general terms this includes but is not limited to:

- Ensuring the purposes of the corporation are properly carried out;
- Setting the corporation's long-range objectives and strategic plans;
- Being responsible for all aspects of the corporation's operations;
- Ensuring the corporation's financial stability; and
- Supervising the corporation's management and staff.

# **Treasurers Mandate**

## **(Executive Summary)**

The **Treasurer** is the officer assigned the primary responsibility of overseeing the management and reporting of the Corporation`s finances. The Treasurer`s duties (per By-law 1E (15)) include but are not limited to:

- Bank account maintenance – Selecting a bank, signing checks, and investing excess funds wisely;
- Financial transaction oversight – Being knowledgeable about who has access to the organization`s funds, and any outstanding bills or debts owed, as well as developing systems for keeping cash flow manageable;
- Budgets – Developing the annual budget as well as comparing the actual revenues and expenses incurred against the budget;
- Financial Policies – Overseeing the development and observation of the organization's financial policies;
- Reports – Keeping the board regularly informed of key financial events, trends, concerns, and assessment of fiscal health in addition to completing required financial reporting forms in a timely fashion and making these forms available to the board; and
- Audit Review Committee (ARC) – Serving as a member of ARC and responsible for delivering ARC reports to the BOD.

The Treasurer is largely influential in proper financial management and thus, also greatly affects the member`s perception, trust, and assurance in the Corporation`s management.

Ultimately, while financial management is the primary focus of the Treasurer, the entire board shares accountability.

# Secretary's Mandate

## (Executive Summary)

The Secretary is responsible for ensuring that accurate and sufficient documentation exists to meet legal requirements, and to enable authorized persons to determine when, how, and by whom the board's business was conducted. In order to fulfill these responsibilities, and subject to the organization's bylaws, the Secretary records minutes of meetings, ensures their accuracy, and availability, proposes policies and practices, submits various reports to the board, maintains membership records, fulfills any other requirements of a Director and Officer as defined in Bylaw 1E (14).

The Secretary may be assigned additional duties (which may change from time to time) as outlined below:

- Maintenance of PLCA's computer, recorder, mic and bag supplied to the secretary;
- Include a 'Topics and Actions' section at the end of the minutes to track next steps for the directors, committees and Resort Manager. The status of each item will be reviewed at the following meeting.
- Disseminate reminders of upcoming meetings and events that are directly the responsibility of the Board of Directors (include Resort Manager in communication);
- Preparation and approval of 'Board Bits' for the member's only section of PLCA's website;
- Provide a copy of the minutes to the Board Members and the Resort Manager for amendments prior to each meeting. Provide final version to the Resort Manager so that it can be printed out and ready for approved at the next board meeting;
- Ensure that passed minutes are signed by two Board Directors and filed accordingly by the Resort Manager;
- Ensure 'action' motions are added to the Motion Log Binder in the PLCA office;
- Ensure all member correspondence is collected and addressed; and
- Make a recording of the Board of Director meetings and save onto the Resort's computer along with the typed minutes, actions and topics, board bits, motions and responses to member's correspondence.

## **Officers Mandate**

(Executive Summary)

An officer is a member of the corporation's Management team who reports to the Board of Directors. Officers must include a chair appointed from the Board of Directors and typically include an Executive Director, Treasurer and Secretary. One person may hold two or more Officer positions. It must also be noted that all Officers of the Corporation need not be directors.

Officers have the powers and authority set out in By-law 1E (12) or given to them by the Board of Directors. They oversee the operations of the corporation.

# **Executive Committee Mandate**

## **(Executive Summary)**

The primary role of the Executive Committee (EC) is to be the defacto Human Resources Department for the Organization. The EC will report directly to the Board of Directors (BOD) and shall act as the liaison between Management and the BOD in resolving day to day operational issues of the Resort. The EC will also be responsible for hiring the Resort Manager and other employees subject to Board approval.

The EC will act as an impartial arbitrator to assist employees in resolving their concerns providing that the employee has already brought their concerns to their manager without receiving satisfaction or resolution, and subsequently to his or her manager and so on without receiving any satisfaction or resolution.

The EC shall meet with the Resort Manager as required during the year but at least once in the month of May to ensure the needs of the Park are being met for the coming season and in September to prepare the Resort Manager's performance review which is to take place following the October board meeting or within a reasonable time thereafter.

The secondary role of the EC will be to provide oversight and authorization for all expenses submitted by the Resort Manager. At least one EC member will review and sign off on the expense request form prior to reimbursement by the Organization.

Finally, the EC will provide oversight of all Pigeon Lake Camper's Resort members only website submissions entered by the Resort Manager ensuring suitability, accuracy and board approval.

# **Rules, By-laws & Procedures Committee Mandate**

## **(Executive Summary)**

The primary role of the Rules, By-laws and Procedures Committee (RBC) is to provide oversight and guidance on all Rules, Regulations, By-laws and Procedures governing Pigeon Lake Camper's Association (PLCA). The RBC reports directly to the Board of Directors (BOD) on all matters regarding modifications, additions or repealing of Rules and Regulations, By-laws or Procedures. Additionally, it is the responsibility of the RBC to anticipate ongoing and upcoming requirements in order to ensure continuity and consistency at all times. The RBC must review the Rules and Regulations, By-laws and Procedures of the Resort annually or more frequently if necessary to ensure accuracy and functionality. All changes to the aforementioned governing documents must be approved by the Board prior to being published on the members only website or provided physically to new members at the time of original purchase.

## **Resort Manager Mandate**

The Resort Manager is responsible for the daily operation and maintenance of the Park. Although the Park's main season is from April thru November members have access year round and the manager is required year round. The Resort Managers responsibilities include, but are not limited to, the supervision and oversight of all Park sales, marketing, financial accounting and human resources functions. Additionally, this position is responsible for the supervision of all employees to ensure that resort operations continue to run smoothly and effectively year round. The Resort Manager works closely with the Executive Members of the Board, prepares the Parks annual budget with the Treasurer and ensures the budget is in alignment throughout the year so all expenses are met. The Resort Manager reports directly to the Board of Directors on all matters Park related.

### **Governance**

- Monthly Reporting to the Board
- Organize Annual Elections
- Compliance with PLCA policy, rules & regulations
- Ensure Regulatory Compliance

### **Human Resources Responsibilities**

- Hold Regular Staff Meetings
- Maintain Employee records
- Staff Evaluations
- Hire, train & schedule all staff
- Maintain staff vacation schedules

### **Financial Reporting**

- Payroll & Accounting
- Account Reconciliations & Monthly Financial Reports
- Review vendor invoices, taxes, insurance
- Membership fees, dock, rack & post fees

### **Annual Budget**

- Review all expenses
- Identify park projects
- Determine assets replacements

### **Operations**

- Support Recreation activities
- Investigate & resolve member issues



- General maintenance & repairs
- Water breaks & sewage issues
- Spring opening & winterization procedures

### **Member Communications**

- Website updates, newsletters, emails, phone calls
- Trailer & Building permits
- Member concerns

# **Operations Supervisor Mandate**

## **(Executive Summary)**

The Operations Supervisor position is a full time role reporting directly to the Resort Manager. In the absence of the Resort Manager, the Operations Supervisor will report to the Board of Directors.

### **General**

The Operations Manager is relied upon to utilizing their knowledge and experience to ensure that the resort operations run as smoothly and efficiently as possible. They will ensure a positive member experience by addressing issues in a timely professional manner. They will set the standard for customer service and lead by example to all Park staff. During the off season the focus of the Operations Manager will be upgrading their skill set, planning and executing major projects as approved by the Resort Manager and assisting the Resort Manager in the planning of the next season.

### **Supervision of Staff**

- Assist in the hiring & training of all seasonal staff;
- Supervision and scheduling of maintenance staff;
- Set daily agendas with obtainable goals for maintenance staff; and
- Evaluate staff performance, reporting results to Resort Manager.

### **Operations and Infra-structure**

- Monitor drinking water system & parks septic systems, including the clearing of obstructions in lines to insure uninterrupted service;
- Pool maintenance ensuring PLCA meets the Health Department acceptable standards;
- Road maintenance including, grading, calcium application, snow removal and lighting;
- Repairs to parks electrical systems including power lines, panels, fuses/breakers, lighting, outlets/plugs and wiring;
- Inspection, maintenance and repair of all park including plumbing, wiring, sewer, pumps, wells and fuel tanks; and
- Responsible for spring start up and fall winterizing of park drinking water system, swimming pool etc.

### **Park Supervision and Maintenance**

- Administer park rules and meet with objectors in conjunction with Resort Manager;
- Assess parks common areas including washrooms, grounds, gardens, beach, playground, pool area, roadways and parking lots for safety, health hazards, cleanliness and condition and taking the necessary action to correct any defects;
- In conjunction with Resort Manager locate placement of trailers on sites and review and approve all building and trailer permits as per park rules and regulations;
- Common area tree removal or trimming as per the park rules and regulations;

- Maintenance and/or replacement of docks, racks and posts;
- Maintenance and repair of perimeter fencing;
- Supervision of major electrical, plumbing and building repairs and maintenance;
- Coordinate and oversee outside contractors insuring work is being done safely and to parks expectations;
- Responsible for ground maintenance including grass cutting/trimming, gardens and shrubs in all common areas;
- Responsible for beach area including keeping it clean and free of debris; and
- Inspection and repairs of “playground” to ensure a safe environment.

### **Administrative Duties**

- Provide pricing of equipment required for park maintenance
- Inventory control
- Schedule and prepare for summer and winter projects as well as required maintenance on equipment and systems