



Community Development Board Development Tool & Action Plan

Name of Group		
Date		
Board Members in Attendance		
HRM Staff Person		

The Board Development Tool & Action Plan will be utilized through a collaborative HRM/Community approach.

INTENT: Based on the accomplishments and areas that need to be addressed, the development tool and action plan will:

1. **Indicate the strengths and needs within the Board, and organization.**
2. **Establish an Annual Business Plan and identify corresponding budget implications (if any)**
3. **Communicate best practices for facility operations and service delivery.**
4. Support the HRM Contributions Fund application process.
5. Identify the supports required from HRM.

The Board Development Tool & Action Plan focuses on the following 4 key areas of operation:

Board Structure & Governance

Assesses the status of the organization by looking at board structure, reporting processes and internal communication, clarity of roles and responsibilities, decision making processes/authority, code of conduct, board accountability & board recognition.

Community Service Delivery

Assesses the organizations Business Planning and capacity to fulfill its goals and objectives by looking at human resources management, effective policy implementation, promotion and marketing, development of partnerships, positive organization image/profile, and service evaluation.

Financial Management

Assess the organizations financial systems, reports and procedures used to plan, control and make financial decisions.

Facility Management

Assess the capacity of the organization to maintain a facility day to day in a safe, responsible and cost effective manner.

Board Structure & Governance		Yes	N/A	Action Needed	Comments
1.	Does the Board have an HRM Facility Lease Agreement?				
2.	Is the Boards registration with Joint Stocks current?				
3.	Does the Board have Directors Insurance?				
4.	Does the Board have adequate General Liability Insurance?				
5.	Does the Board have Contents insurance?				
6.	Does the Board have written and current By Laws?				
7.	Does the Board have elected and active board members?				
8.	Does the Board conduct regularly scheduled meetings?				
9.	Are minutes of the Board Meeting recorded and distributed to board members?				
10.	Do meetings run effectively?				
11.	Does the Board have a written Mission Statement?				
12.	Are there written policies and procedures for the organization?				
13.	Is there a written history of the organization?				
14.	Does the Board have an Annual General Meeting (AGM)?				
15.	Does the Board conduct a Board orientation process?				
16.	Are there information binders available for all Board members?				
17.	Are there youth members on the Board?				
18.	Do sub-committees of the Board have terms of reference?				
19.	Do Board members have job descriptions for their respective positions?				

Board Structure & Governance Cont...		Yes	N/A	Action Needed	Comments
20.	Does the Board have a process for decision making?				
21.	Is there a code of conduct for Board members?				
22.	Are confidentiality agreements in place for Board members?				
23.	Is there an assigned spokesperson to speak on behalf of the Board to the public?				
24.	Is the Facility Lease Agreement accessible and are Board members up to date on its contents?				
25.	Is there a procedure for staff/volunteers to report to the board?				
26.	Does the Board recruit volunteers, not only for assistance with events but looking at succession planning?				
27.	Is there a Business Plan containing the current goals of the Board/Organization?				
28.	Are the goals of the Board reviewed throughout the year?				
29.	Are Board members aware of legal obligations with respect to staff, board volunteers, facility and operations?				
30.	Are all contracts approved by the Board?				
31.	Does the Board submit quarterly and annual reports to HRM on time?				
32.	Does the Board have an on-site filing system for documents and receipts?				
33.	Does the Board consult with the HRM Liaison Person?				
34.	Are decisions of the Board made for the good of the community?				
35.	Does the Board invite the HRM Liaison Person to their meetings?				
36.	Does the staff of the Board attend Board meetings when required?				
37.	Has the Board attended any board training this year?				

Board Structure & Governance Cont...		Yes	N/A	Action Needed	Comments
38.	Does the Board celebrate its successes?				
39.	Are handouts of mission/goals and policies available to the public?				
40.	Is Board documentation available to the public?				

Is there anything else related to your Board and/or Board Development that your group would like to work on this year?

As a result of this review, our goal(s) for the development of the Board will be:

Goal	Resources	Priority	Status

Community Service Delivery		Yes	N/A	Action Needed	Comments
1.	Is the organization providing recreational opportunities and/or access to the community?				
2.	Does the organization know who they are providing services for? (ex: youth)				
3.	Is there a marketing strategy/plan in place to advertise to their audience?				
4.	Does the organization evaluate the success of its marketing?				
5.	Does the organization have a dedicated volunteer/staff to oversee marketing?				
6.	Does the organization have an up-to-date program/activity calendar?				
7.	Does the organization look at other service providers in the community to make sure programs/services are not being duplicated?				
8.	Does the organization look for potential partners or sponsors for service delivery?				
9.	Do the values of the organization's sponsors and partners complement the missions, mandates, and values of your organization and of HRM?				
10.	Does the organization have an inclusion policy which welcomes and encourages the participation of persons with disabilities in your programs?				
11.	Does the organization have a financial subsidy policy for those who can't afford to participate in the programs and services offered?				
12.	Does the organization consider the financial implications for each program/activity/event?				
13.	Does the organization seek input from youth when planning?				
14.	Does the organization's plan include any youth activities/events?				
15.	Does the organization have a strategy to recruit/train program staff and/or volunteers?				
16.	Does the organization have job descriptions for program staff?				
17.	Does the organization have policies and procedures for program/staff and volunteers?				
18.	Does the organization ask staff/volunteers for input in program planning?				

Community Service Delivery Cont...		Yes	N/A	Action Needed	Comments
19.	Are the organization's program staff/volunteer hours recorded?				
20.	Does the organization have a volunteer/staff appreciation system?				
21.	Do the organization's program staff/volunteers receive written and verbal feedback on their performance?				
22.	Does the organization have a process to obtain feedback on programs/events from participants/community?				

Is there anything else related Community Service Delivery that your group would like to work on this year?

As a result of this review, our goal(s) for the development of the board will be:

Goal	Resources	Priority	Status

Financial Management		Yes	N/A	Action Needed	Comments
1.	Does the Board have a bank account with a minimum of two signing authorities for disbursements?				
2.	Does the Board have a Treasurer with appropriate skill set?				
3.	Does the Board have a business number / HST registered?				
4.	Does the Board have / maintain charitable status?				
5.	Does the Board have a payroll system and submit taxes on time?				
6.	Is the Organization/Board registered for Workers Comp?				
7.	Does the Board have restricted access to cash / safe on site				
8.	Does The Board have an appropriate system for bookkeeping?				
9.	Does the Board have a Chart of Accounts and transaction entry guidelines?				
10.	Does the Board have an accounting or financial reporting system?				
11.	Does the Board have an effective invoicing system?				
12.	Does the Board have an inventory tracking system?				
13.	Does the Board have a system to track accounts receivable?				
14.	Is there a separation of cash management duties?				
15.	Does the Board have a petty cash system and procedure?				
16.	Does the Board have a Procurement policy?				
17.	Does the Board have a spending authority policy?				
18.	Does the Board have investment policies?				

Financial Management Cont...		Yes	N/A	Action Needed	Comments
19.	Does the Board have a system to monitor cash flow?				
20.	Does the Board develop and approve an annual operating budget?				
21.	Are bank deposits completed regularly?				
22.	Are accounts payable dealt with on time to avoid interest and late charges?				
23.	Are financial reports presented at monthly or quarterly Board meetings?				
24.	Are annual Income statements presented at an AGM?				
25.	Is the Organization's Balance Sheet presented at AGM?				
26.	Does the Board endorse all financial statements at Board meetings?				
27.	Are periodic bank reconciliations provided to the Board members?				
28.	Is there an annual financial review or audit of the Organization's books by members/professionals?				
29.	Does the Board/Organization apply for provincial and federal grants?				
30.	Does the Organization offer charitable tax receipts?				
31.	Does the Board establish Reserve Funds?				
32.	Does the Board compare actual financial performance to budget & make adjustments?				
33.	Does the Board use data from previous years for comparisons?				
34.	Does the Board accept financial responsibility of the operations?				

Is there anything else related Financial Management that your group would like to work on this year?

As a result of this review, our goal(s) for the management of our finances will be:

Goal	Resources	Priority	Status

Facility Management		Yes	N/A	Action Needed	Comments
1.	Does the Organization have a plan for daily maintenance and operations?				
2.	Do cleaning staff/volunteers of the organization have detailed duties or job descriptions?				
3.	Does the Organization have a copy of Occupational Health and Safety Act posted and do they adhere to it?				
4.	Do facility staff/volunteers of the organization have WHMIS training?				
5.	Does the facility have an accessible first aid kit and trained personnel?				
6.	Does the organization have a reporting procedure for incidents and accidents?				
7.	Does the facility have adequate indoor and outdoor signage?				
8.	Is there a Fire Safety Plan and Emergency Exit Floor plan posted in the facility?				
9.	Does the organization have an end of the night securing the facility routine?				
10.	Is the Occupancy Load posted and adhered to?				
11.	Does the facility have a security alarm system in place and is it monitored?				
12.	Is the facility wheelchair accessible?				
13.	Does the facility have a key log book to track who has keys?				
14.	Does the Board have formal rental contracts for users?				
15.	Does the Board use formal leases for exclusive use third party agreements?				
16.	Does the Organization have a Place of Amusement license?				
17.	Does the Organization have a SOCAN License?				
18.	Does the facility have an Eating Establishment permit?				

Facility Management Cont...		Yes	N/A	Action Needed	Comments
19.	Does the facility have proper 4 stream source separation and collection?				
20.	Are the facility fire extinguishers and emergency lighting checked monthly?				
21.	Are exits in the facility clear of obstructions and exit lights illuminated?				
22.	Are combustibles materials stored according to safety guidelines?				
23.	Are the facility's fire alarm and suppression systems inspected annually?				
24.	Is there an annual inspection of the facility by the Municipal Fire Marshall?				
25.	Are the elevators in the facility inspected by qualified professionals?				
26.	Are WHMIS controlled products labelled and Material Safety Data Sheets present in the facility?				
27.	Are cleaning supplies in the facility secured away from the public?				
28.	Is facility equipment maintained in good safe working condition?				
29.	Has the Annual Facility Condition assessment been completed by HRM?				
30.	Has the Board addressed recommendations from the Facility Assessment?				
31.	Does the Board provide input to HRM on annual capital budgeting needs?				
32.	Does the Board obtain prior written approval from HRM for lease hold improvements?				
33.	Does the Board use licensed, insured and certified contractors for repairs?				
34.	Does the Organization/Board have an adequate snow removal policy?				
35.	Does the Organization conduct regular checks for vandalism and safety hazards?				

Facility Management Cont...		Yes	N/A	Action Needed	Comments
36.	Does the Board/Organization conduct security CPTED audits and are security codes rotated?				
37.	Are monthly inspections of the facility completed and submitted to HRM quarterly?				
38.	Are quarterly water tests of the facility completed?				
39.	Is annual inspection and maintenance completed on water conditioning systems in the facility?				
40.	Is the facility septic tank emptied as per recommendations?				
41.	Is the boiler and chimney in the facility cleaned annually?				
42.	Is Oil tank life expectancy in the facility monitored?				
43.	Does the Organization monitor and control fuel and power consumption of the facility?				
44.	Are the storage rooms in the facility kept neat and tidy?				
45.	Are outdoor recreation facilities on the property maintained and inspected to standard?				
46.	Are parking lots clear and level, free of holes and debris?				
47.	Are landscaping practices adequate for lawns, bushes, flower beds, trees around the facility?				
48.	Does the Board seek opportunities to alter the facility to increase programming?				
49.	Does the Board understand their maintenance responsibilities vs. the responsibilities of HRM?				
50.	Does the Board understand when to use BMS?				

Is there anything else related Facility Management that your group would like to work on this year?

As a result of this review, our goal(s) for the management of the facility will be:

Goal	Resources	Priority	Status

Annual Plan & Budget for 2010/11

Current Registry of Joint Stock Companies ID #:	
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	Primary Signing Authority	Secondary Signing Authority
Name & Title		
Phone Number		
Mailing Address		
Signature		

Annual Plan & Budget motioned and approved at Annual General Meeting held on:	
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Mission and Description of Services Provided (including who the services are provided to):

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Accomplishments

Please tell us what successes and accomplishments your group has achieved during the past year. i.e.: New programs, special events, community events, Board development, training, volunteer recruitment, new partnerships, etc...

Goal Summary for April 1st, 2010 and March 31st, 2011

Please choose your top goals from the list you compiled using the Board Development Tool

Goal	Resources	Priority	HRM Contribution Funding Required and Amount