

**PERSPECTIVE BOARD MEMBER
INFORMATION PACKAGE
BRIDGES COMMUNITY LIVING**



Overview of Bridges Community Living

Bridges Community Living is excited you have expressed an interest in applying to the Board and hope the attached information gives you a basic overview of the organization and the role of a Board member. If you decide to formally submit your name for consideration please send a letter of interest or a resume to our office highlighting your experiences and why you would like to join the board. The Governance Committee will be considering all candidates in the near future and contacting you.

Prior to 2020 we were known as The Piper Creek Organization which was established by Ministerial Order in 1979-80 to manage the local lodge program. The Organization took over the management of Twilight Lodge¹ and Pines Lodge. At the time there were about forty staff and a little over 100 residents. The Lodge program would expand in 1985 with the addition of Parkvale Lodge, a small expansion of Piper Creek in 1991 and the addition of the Supportive Living Unit in 2001, which has now been discontinued and replaced with a contract with AHS to provide Home Care Services. By this time the Organization served over 220 residents and had a staffing complement of over 60 staff.

Expansion also came in the addition of a 49 unit apartment building that was donated in 2006. This property allowed the organization to gain some valuable experience in providing housing to seniors in a completely independent setting. It also foreshadowed a future expansion of the organization. In 2009 Red Deer Twilight Homes Foundation focused its efforts on its philanthropic efforts and got out of the seniors self-contained program. At that point Bridges became the single point of entry for seniors low to moderate income housing in Red Deer.

The governance structure of the Board had evolved over this time as well. When the Organization was established it was dominated by appointments from City Council. In 1995 the Ministerial Appointment was amended to shift accountability back to the community. The City as sole member of the Ministerial Order appoints one member; one member is representative of the client group (seniors) and the balance are community members. Concurrently the province has come forward during this time to be the primary funder of the lodge program. The Province through its Lodge Assistance Program ensures a base of funding for this program.

Operationally the Bridges Community Living continues to grow and develop. We continue to offer the Lodge Program (215 units), Self-Contained Program (354 units), Affordable program (89 units) and a Home Care Program that serves over 100 residents. To achieve this we rely on over 90 staff and numerous volunteers. In addition we contract to be the Chief Administrative Officer for Sylvan Lake Organization who operate a lodge (59 units) and Self-Contained program (12 units). In total our operating budget for 2016 was \$7.8 million.

If you have more questions please feel free to contact the Governance Committee Chair or our Executive Director.

¹ In 1984-85 the name was changed to Piper Creek Lodge

The following documents are part of the Board of Directors Governance Policies and we hope this give you some understanding of the role of a board member with the Organization

AUTHORITY

The ultimate source of all the board's authority is the body of stakeholders. Those stakeholders include primarily the donors, clients and strategic partners of the organization and various government authorities, which grant the organization its legal, operational and charitable status.

The Board's source of moral authority originates with the community and is delegated to the Board through the community.

The Board's source of legal/regulatory authority includes various levels of civil government including the municipalities in which the organization operates, the provinces of Alberta and the Government of Canada.

The Board's source of strategic/tactical authority to determine the strategic direction and priorities is the community of the organization acting through regular and special meetings.

The Board's source of capital and operating resources may include the municipality, province, and other individuals and groups.

LIMITATIONS OF AUTHORITY

The limitations of the Board's moral authority are contained in the fundamental principles of justice and fairness (i.e. as expressed in the Canadian Charter of Rights and Freedoms) and in the civil laws of various levels of government.

The limitations of the Board's legal/regulatory authority are contained in a wide variety of civil laws that regulate health care, building standards, financial management and many other aspects of operating a housing organization and providing services to its clients.

The limitations of Board's strategic/tactical authority are contained in the organization's governance manual, and strategic plan.

RESPONSIBILITIES

The primary responsibility of the Board is to lead the organization toward the desired performance and assure it occurs.

The Board's specific responsibilities are:

1. To design the board's structure and governance processes.
2. To provide accountability for the organization to community.

3. To focus chiefly on intended long-term impacts on the world outside the organization, not on the administrative or programmatic means of attaining those objectives.
4. To provide strategic leadership by determining the organizations' values, target groups and services, vision, mission and priorities.
5. To inspire, initiate, direct and control the organization through the careful establishment of the broadest organizational values and perspectives (policies).

Written governing policies shall, at the broadest levels, address:

- a. Governance Structure: Describes the roles and relationships established by the board
- b. Governance Process: Describes how the board conducts the business of the board including planning, delegation of authority, and board accountability
 - i. Board Processes: How the board manages and conducts its business
 - ii. Strategic Plan: The strategic plan identifies services, target groups, places, priorities and strategic goals.
 - iii. Delegation of Authority: Describes how the board delegates authority to the Chief Administrative Officer and describes the limitations of authority
 - iv. Board Accountability: Describes how the board monitors and measures risk, CAO limitations/expectations, strategic results and board relationship descriptions
6. To collectively monitor the CAO's performance with respect to the management of risk and to measure strategic results.
7. To advocate for needed legislative change and financial support that supports the needs of the clients and will position the organization to achieve its strategic goals.

EXPECTATIONS

1. The expectations of the Board's sources of authority are to govern in a manner that:
 - a. Respects principles of prudence and ethics and fiduciary responsibility,
 - b. Complies with the ministerial order of the organization,
 - c. Complies with the policies of the organization and
 - d. Operates within the limitations of legal and regulatory mandates.
2. The expectations of the Board of its own performance is that it will:
 - a. Approach its task in a way that emphasizes:
 - i. Outward vision rather than an internal preoccupation,
 - ii. Encouragement of diversity in viewpoints,
 - iii. Strategic leadership more than administrative detail,

- iv. Clear distinction between Board and staff roles,
 - v. Build a tone of consensus,
 - vi. The future rather than the past or present, and
 - vii. Proactivity rather than reactivity.
- b. Fulfill the expectations described in its strategic plan, in the annual strategic goals of the organization and in the tactical goals of the board.
 - c. Fulfill its strategic and operational responsibility by seeking and following the counsel of its stakeholders in its strategic planning process and in its governance of the strategic mission and priorities.
 - d. Operate in all ways mindful of its civic trusteeship obligation. It will allow no officer, individual or committee of the Board to usurp this role or hinder this commitment.
 - e. Use the expertise of individual members to enhance the ability of the Board as a body to make wise policy, rather than to substitute their individual values for the group's values.
 - f. Ensure its governance capability through education and development.

ACCOUNTABILITIES

In order to exercise its accountability, the Board shall operate in all ways mindful of its civic trusteeship obligation and be accountable through the Minister to the community for competent, conscientious and effective accomplishment of its obligations as a body.

The Board shall fulfill its accountability to its multiple sources of authority in various ways:

1. To its sources of moral authority, the Board shall remain faithful to the purpose of the organization and shall maintain open communication with the stakeholders of the organization.
2. To its sources of legal/regulatory authority the Board shall comply with all reporting requirements and shall facilitate all inspections. The Board shall also use its advocacy process to ensure housing is appropriate and affordable to its residents.
3. The Board shall share its strategic measurement of results (outcomes) with all sources of authority as appropriate.

Finance, Audit & Capital Committee/Board of Directors Relationship Description

1. Authority

The ultimate source of the Finance, Audit & Capital Committee is the Board of Directors.

The Committee's source of moral authority originates with the community and is delegated to the Board, and in turn is followed by the Committee.

The Committee's source of legal/regulator authority comes from the Provincial Government, and the City of Red Deer includes: legislation and regulations prescribed by the provincial government, and generally accepted standards of accounting practices.

The Committee's source of strategic/tactical authority comes from the organization's strategic plan, business plan and approved operating budget.

2. Limitations of Authority

The limitations of the Committee's moral and legal/regulatory authority are contained in the fundamental principles of justice and fairness, operating legislation and regulation prescribed by the federal and provincial government, and the City of Red Deer.

The limitations of the Committee's strategic/tactical authority are contained in the organization's governance manual, strategic plan and tactical plan.

3. Responsibilities

The Committee's responsibilities include:

1. Regularly review operating budget and determine degree of compliance with executive limitations (Executive Limitations - 4. Financial Planning).
2. Regularly monitor and review financial governing policies and make required recommendations to the Governance Committee.
3. Recommend to the board an auditor for the year.
4. Recommend to the board any follow-up and/or changes suggested in the auditor's management letter.
5. Monitor expenses defined in the annual capital budget.

4. Expectations

The expectations of the Committee's source of authority are:

- a) Report to the board all non-compliance matters to defined executive limitations.
- b) Report to the board significant variations in income and expenses as defined by the approved operating budget.
- c) In consultation with the CAO and key partners or stakeholders, determine skill gaps within the committee.

d) Seek to identify and recommend to the board the most suitable candidate(s) that meet the required skill(s) in support of the boards governing role.

5. Accountability

Accountability in this relationship is mutual.

The Board of Directors is accountable to the Finance, Audit & Capital Committee for:

1. Providing to the Committee the financial resources to successfully fulfill the responsibilities and expectations of the Committee.

On behalf of the committee, the appointed chair is accountable to the board of directors for:

1. Reporting to the board in a timely and accurate manner.
2. Preparing and submitting to the board an annual evaluation of the committee's work

Governance Committee/Board of Directors Relationship Description

1. Authority

The ultimate source of the Governance Committee is the board of directors.

The Committee's source of moral authority originates with the community and is delegated to the board, and in turn is followed by the Committee.

The Committee's source of legal/regulatory authority includes: Ministerial Order and provincial legislation and regulations.

The Committee Chair's source of strategic/tactical authority is the Organization's strategic plan and business plan.

The Committee's source of allocated financial resources is defined in the annual operating budget.

2. Limitations of Authority

The limitations of the Committee's moral and legal/regulatory authority are contained in the fundamental principles of justice and fairness, the applicable laws of the federal and provincial government, and the Organization's Ministerial Order.

The limitations of the Committee's strategic/tactical authority are contained in the Organization's governance manual and strategic plan.

3. Responsibilities

The Committee's responsibilities include:

1. Annually review all governing policies.
2. Recruit and nominate candidates for board of directors.
3. Prepare and submit for board approval parameters to be followed while negotiating collective agreement contracts.

4. Expectations

The expectations of the Committee's source of authority are:

1. According to the monitoring schedule report to the board that each policy has been reviewed, and recommendations for change/adjustment are made at the first available board meeting following the scheduled policy review.
2. In consultation with the CAO determine the negotiating parameters for a collective agreement, and submit to the board for approval.
3. In consultation with the CAO and key partners or stakeholders, determine skill gaps within the board.
4. Seek to identify and recommend to the board the most suitable candidate(s) that meet the required skill(s) in support of the boards governing role.

5. Accountability

Accountability in this relationship is mutual.

The Board of Directors is accountable to the Governance Committee for:

1. Providing to the Committee the financial resources to successfully fulfill the responsibilities and expectations of the Committee.

On behalf of the Committee, the appointed Chair is accountable to the board of directors for:

1. Reporting to the board in a timely and accurate manner.
2. Preparing and submitting to the board an annual evaluation of the committee's work.