

AGENDA
Lunenburg County Multi-Purpose Centre Corporation
Thursday, March 12, 2020 5:00 p.m.
Multi-Purpose Room, LCLC, Bridgewater

1. **CALL TO ORDER**
2. **APPROVAL OF AGENDA**
3. **PRESENTATION – Lunenburg County YMCA**
4. **APPROVAL OF MINUTES**
 - February 20, 2020 (as circulated)
 - February 26, 2020 (as circulated)
5. **BUSINESS ARISING FROM MINUTES & UNFINISHED BUSINESS**
 - 5.1 M&R Engineering: Next steps
 - 5.2 2020/21 Operating & Capital Budget Update Re: Recommendation of Approval to TOB & MODL
6. **CORRESPONDENCE**
7. **NEW BUSINESS**
 - 7.1 Strategic Priorities Review 2-4
 - 7.2 General Manager’s Review/Quarterly Check-in: Procedure
 - 7.3 Capital Project delivery options report (Nustadia)
 - 7.4 Best Practices (Nustadia)
 - 7.5 Sponsorship (Nustadia)
8. **INFORMATION / UPDATES**
 - 8.1 General Manager’s Monthly Report 5
 - 8.2 Financial Statements to follow
 - 8.3 United Way Report - LCLC Swim & Skate Pass Usage for February 2020..... 6
9. **IN CAMERA**
 - 9.1 Contract Negotiations re scope of Nustadia Contract under Section 22(2)(e) of the MGA
10. **NEXT MEETING – Thursday, April 16, 2020 at 5:00 p.m.**
11. **ADJOURNMENT**

**LUNEBURG COUNTY LIFESTYLE CENTRE BOARD
STRATEGIC PLANNING SESSION - FEBRUARY 12, 2019**

VISION STATEMENT REVISED

The following were terms used by those in attendance to describe their vision

- Healthy lifestyle
- Active Living
- Inclusiveness
- Regional Partnerships
- Regional Partnerships
- Focal Point of Region/Hub
- Economic
- Business Opportunities
- Welcoming
- Adaptive Program
- Financial / Sustainability

REVISED Vision Statement

LCLC 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

- 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
- Those *benefiting* from LCLC success are also *contributing* to the economic success of the region through sponsorships, advertising etc.
- Operational deficit that both Council's support - we change the language re: How we talk about LCLC.
- Change in recreation service delivery- operated through a central facility.
- Positive promotion of facility
- Community input mechanism
- Asset Management Plan

18 months out- What does Success look like?

- 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
- Public endorsement of vision, goals object
- Investment in active living
- Change in recreation program service delivery to a regional delivery system
- Positive promotion of facility
- Community input mechanism

Keys to Success

Affordability ~ Programming ~ Welcoming ~ Efficiency ~ Innovation ~ Maximization

WHAT WILL WE DO OVER THE NEXT 18 MONTHS (LISTED BY PRIORITY)

PRIORITY	OUTCOME	ACTION
#1A	<p>Need to Understand Budget and Operation</p> <ul style="list-style-type: none"> • <i>Unit Costing on Budget</i> • <i>Organizational/Efficiency Review of Existing Operations</i> • <i>Assess opportunities for regional recreation integration</i> • <i>Policy development</i> <ul style="list-style-type: none"> ○ <i>Capital investment</i> ○ <i>Salary scales</i> <p>Focus is to enhance recreation service throughout the region.</p>	<p>1. Unit costing on budget – scope of work</p> <p>2. Engage a Transition Coordinator</p> <ul style="list-style-type: none"> • Scope of Work to Board – Feb 21 • Proposal to Council’s – March 4 /5 • Recruitment- Engagement- April • Completed Report – August 2019 <p>3. Apply for funding for Transition Coordinator from DMA and CCH (March/April)</p> <p>4. Develop Communications Plan for both internal and external audiences (March)</p> <p>5. 2019 Budget - use existing operating grant figure</p>
#1B	<p>Existing Operations Arrangement by MODL not sustainable.</p>	<p>Identify options to bring in a temporary manager - Feb 21/19</p> <ul style="list-style-type: none"> A. Contract Company B. Contract Person C. Secondment of Trudy

PRIORITY	OUTCOME	ACTIONS
#2	<p>Host more events</p>	<p><u>Develop Events Policy</u></p> <ul style="list-style-type: none"> • Thresholds for staff authorization • Off season priority • ID Risks tolerance • Types of events to attract • Best Practices- research • Targets • Demographics etc.
#3	<p>Positive promotion of LCLC</p> <ul style="list-style-type: none"> • <i>Will increase awareness</i> • <i>Increase membership</i> • <i>Increase users</i> • <i>Increase support</i> • <i>Increase customer service orientation</i> 	<p><u>Create a short-term marketing plan</u></p> <ul style="list-style-type: none"> • Key audience <ul style="list-style-type: none"> ○ Facility users ○ Taxpayers ○ Visitors ○ Neighbouring communities • Good news stories in newspapers • Wayfinding

PRIORITY	OUTCOME	ACTIONS
#4	Increase usage and members, and offerings in the facility through partnerships	<p><u>Develop Strategic Partnerships</u></p> <ul style="list-style-type: none"> • Fitness Centres/Facilities <ul style="list-style-type: none"> ○ 902; Lyons Den; YMCA • Queens Place • Concessions - look at new models • Other recreation facilities • Farmers Market • Charities
#5	Have Community Engagement in the facility	<p><u>Community Input Mechanism</u></p> <ul style="list-style-type: none"> • Open houses- free swim and skate • Survey of users and members • "Try it" passes • Webpage Overhaul • Suggestion box
#6	Increase revenues from sponsorship and fundraising	<p><u>Sponsorship/ Fundraising- opportunities</u></p> <ul style="list-style-type: none"> • Determine & Define areas for advertising • Determine corporate sponsorship packages • Capital fundraising campaign
#7	Increase usage of entire facility	<p><u>Develop a Facility Usage Strategy</u></p> <ul style="list-style-type: none"> • Assess usage of different spaces: <ul style="list-style-type: none"> ○ Active Living; meeting room • Make the facility a destination • Look at options to either repurpose room . Spaces based on usage • Link to advertising the meeting space for corporate training events.
#8	Increase membership	<p><u>Develop a Membership Strategy</u></p> <ul style="list-style-type: none"> • Understanding Memberships • Survey (member and Non-member) • Renewal of memberships • Review of LCLC members benefits and discounts. • Market analysis for membership in the region

GM Report

IIHF Women's Worlds are canceled; there has been lots of work gone into this over the last 2 weeks so it is unfortunate for the LCLC and the community to have it canceled.

March Break Camp 16-20 Registration is picking up and we have a great week planned, working a lot in conjunction with the Library to bring some of their programming to the campers. We have 2 external presenters Rays Reptiles and The Discovery Center, we have also offered a meal plan option to parent through the café.

Gary Wentzell Tournament 1200 participants and parents will be a significant economic driver, participants in the tournament will get a free swim pass, it will be a busy week for the LCLC.

Hypnotist Ticket sales are slow, we will evaluate next week and may choose to cancel the show if we don't see more traction on ticket sales, break even is around 275 tickets, marketing is our only sunk cost at this time.

No Parking signs at charging station is in place, because it is an electrical service corridor erecting a pole would have been expensive, I opted to mount a sign on the station. I will monitor the success.

Helmet recommendation for all skaters has been communicated, seeking out direction from lawyers on the wording.

Canada Day We will be open, host the Towns youth triathlon and host a family Canada day celebration.

Ice Machine Repair was resolved with a belt replacement rather than a motor replacement much less expensive than expected.

Summer Ice Planned Closure In an effort to plan for the capital construction we are not going to take bookings from July 20th to August 8th. If we do not line up construction then we can sell the ice.

Library washrooms The Library has requested that we remove the gender designations from the washrooms and sign them more in the style of family washrooms.

Opportunity for an American Country singer show Saturday September 5th Cost would be approximately \$60,000, our break even would be 1250 tickets at an average \$48, (Tim Hicks sold 1263 average \$43)



LCLC Swim Skate Pass Usage for February 2020

Redeemed passes by activity

Swimming Passes	94
Skate Passes	13
Total	107

Redeemed passes by community group or school

	Swim	Skate		Swim	Skate
Bluenose Academy	2		Riverview	1	
Schools Plus	1		Support Services Group	3	
Bluenose Academy	2		Freeman House	4	
Hebville	3		Freeman House	1	
Schools Plus	1		Support Services Group	2	
Schools Plus	4		Hopes Landing	5	
Bayview School	1		YMCA Youth Centre	3	3
West Northfield	2		Freeman House	2	
Schools Plus	11		Second Story	3	
Family Support Centre	3		Petite Elementary	6	
Bridgewater Jr. High	1		Better Together	2	4
Hebville	1	2	Schools Plus	6	
Big Brothers Big Sisters	1		Schools Plus	6	
Better Together	6		Harbour House	4	
Bayview School	2		The ARK		4
Hopes Landing	2		Freeman House	3	

LCLC Free Pass Usage

2019/2020 Totals

Month	Swim	Skate	Month	Swim	Skate	Month	Swim	Skate	Total Passes Distributed
April	50	8	August	77		December	48	16	691
May	39	0	September	39		January	37	44	
June	47	0	October	25	18	February	94	13	
July	78	0	November	50	8	March			
Totals	214	8		191	26		179	73	

Michael Graves