

AGENDA
Lunenburg County Multi-Purpose Centre Corporation
Thursday, March 18th, 2021 6:00 p.m.
Held in the LCLC, 135 North Park Street, Bridgewater

1. **CALL TO ORDER**
2. **INFORMATION SHARING** (Questions by Board Members and attending members of the public)
3. **APPROVAL OF AGENDA**
4. **APPROVAL OF MINUTES** – February 18, 2021
5. **BUSINESS ARISING FROM MINUTES & UNFINISHED BUSINESS**
 - 5.1 Strategic Plan – Vision 2023 2-10
 - 5.2 LCMPPCC Board Governance Manual Review
 - 5.3 WiFi Project Update
6. **CORRESPONDENCE**
 - 6.1 Motion from MODL re LCLC Operating Budget 2021/22 11
7. **NEW BUSINESS**
8. **INFORMATION / UPDATES**
 - 8.1 General Manager’s Monthly Report 12
 - 8.2 Aged Receivables..... 13-14
 - 8.3 Financial Statements..... To Follow
9. **IN CAMERA**
 - 9.1 Personnel Matter under Section 22(2)(c) - HR Policies
 - 9.2 Contract Negotiations under Section 22(2)(e) - Lumberjacks
10. **NEXT MEETING** – Thursday, April 15, 2021 at 6:00 p.m.
11. **ADJOURNMENT**



STRATEGIC PLAN



It is the Vision of Our Board that in 2023:

“The LCLC is the platform for inclusive sport, recreation and cultural activities and is recognized as a leader for the health and economic success of our region!”

Through the operational outcomes of this strategic plan our vision includes:

A commitment to build positive memorable experiences for our residents and visitors while investing in sport and entertainment events for the community to enjoy.

Strengthening the organization and communicating the return on investment to the community.

A commitment to exploring innovative opportunities to create new space that will enable new programming, events and business opportunities.

In Order to Achieve Our Goals, We Must Invest in Our Values

These defined core values will guide the LCLC in the manner in which we engage with our community and how we work together toward meeting our goals and objectives.

- ✓ **Excellence:** we will deliver high quality inclusive programs that promote health, wellness and lifelong learning. Establish and operate facilities for recreation, sport, culture, events and programs designed to respond to the needs of the community.
- ✓ **Memorable Experiences:** to develop and maintain excellence in community relationships, customer service, operational best practices, clean and safe facilities and in creating meaningful and lasting memories.
- ✓ **Sustainability:** To be sustainable, by building a healthy future through strong business planning. We will have a business strategy in place that includes maximum efficiency and effectiveness for continued growth of the local, provincial and regional economy.
- ✓ **Community Health:** to provide opportunities for engagement, listening to community needs and enhancing the health and well-being of the region in an open, transparent and accountable fashion.
- ✓ **People Focused:** through social inclusion we will demonstrate respect, fairness, compassion and great customer service to our members and the public so they have fun and want to come back!
- ✓ **Teamwork:** to maintain positive, fruitful relationships with our members while engaging a diverse set of stakeholders that will foster an environment for a strong collective impact within our community.
- ✓ **Inventive:** Take the lead in recreation, sport, and event experiences by maximizing the creativity of our stakeholder team and bring new opportunities to our region through innovation in thought and practice.
- ✓ **Strong Partnerships:** To build capacity within stakeholder relationships with non-profit partner groups and organizations, the private industry, the municipalities, the Province of Nova Scotia and the Government of Canada to create a winning team comprised of great, inspirational people.
- ✓ **Progressive Culture:** To establish a strong corporate culture where volunteers, staff and board members exemplify the defined values and behaviours of the organization to achieve both personal and professional satisfaction through operational excellence.

Throughout the process of public consultation, data collection, and stakeholder engagement for the development of this strategic plan our Board has identified and assigned a broad range of deliverables for the LCLC. As our organization begins this important first step, those Strategies listed under **Immediate Priorities** will be the primary focus for our General Manager and staff leadership team in the short term. **Mid Term Priorities** are those ones that could be brought to the forward if opportunities arise and resources are directed towards them. **Long Term Priorities** are those for which additional

resources have not been allocated, but we recognize the opportunities and return on investment potential they represent.

Immediate Priorities

Strategy: Strengthening regional promotion / marketing and event development, through story telling (what we do and why), communicating the benefit of the LCLC to the community, in turn measure and communicate the economic spin-off of the LCLC to the local region.

Operational Objectives:

- A) Hire a Communications and Marketing staff to support this strategy.
- B) Develop a P.R. plan, control the message, be proactive.
- C) Create compelling content around what's going on at the facility.
- D) Increase social media impressions.
- E) Further engage the Chamber of Commerce and honour local business who pursue corporate wellness for their employees.
- F) Have others tell our story for us (customers, performing artists, youth, etc.)
- G) Highlight member success stories monthly.
- H) Be nominated for community awards.

Measures of Success – Throughout 2021/22 the Communication and Marketing staff will be well supported and directed to maximize impact. Results will include a board approved Marketing Plan outlining clear deliverables, monthly member success, “good news stories”. Seeking out feedback, measuring and reporting on user satisfaction.

Strategy: Broaden the LCLC capacity to host a wide diversity of events by strengthening our collaboration with key partners and stakeholders.

Operational Objectives

- A) To establish clear operational governance for major event hosting. Identify financial responsibilities, investment thresholds and secure adequate personnel resources to support the attraction and delivery of major events.
- B) Allocate a major event reserve fund that is dedicated to the pursuit of major events.
- C) Continue to collaborate with “Events Lunenburg” to enhance marketing efforts.
- D) Documenting and reviewing best practices for event success. In this, ensure to market and communicate economic impact to community of LCLC's major events and concerts to the community.

Measures of Success – In 2021/22 create information packages to distribute to event promoters. Establish event investment thresholds and levels of risk tolerance. Establish the categories of diverse events and work to seek out events to meet those needs.

Strategy: Collaborate with municipal partners to ensure that the LCLC becomes the hub for recreation promotion in the region.

Operational Objectives:

- A) Work with the municipal recreation departments to remove duplication around registration and

program offerings.

- B) Close gaps in the current program offerings by leveraging our collective resources.
- C) Support online, over the phone and in person registration for all programs being offered in the region.
- D) Look for a more cost-effective alternative to the recreation guide.
- E) Work towards one recreational master plan for the region.

Measures of Success – In 2021/22 the LCLC will be a hub for recreation information and registration for the region. We will host a unified software solution that allows residents to move seamlessly between information and registration for program offering of all 3 partners.

Strategy: Add depth and variety to our program offerings with a focus on meeting user demand.

Operational Objectives:

- A) Strengthen in-house program offerings resulting in the attraction of more people to the facility.
- B) Provide a greater level of diverse recreational opportunities for citizens to allow the LCLC to meet the needs of a greater diversity of community stakeholders.
- C) Coordinate instructor training to develop a pool of qualified instructors.
- D) Offer programs during times that make the most sense for the participants.
- E) Development of partnerships to continue to add value to the LCLC membership.

Measure of success – In 2021/22 the LCLC will coordinate instructor training, solicit public feedback on program demand. We will see an increase in positive feedback around depth and variety of our programming. LCLC will double the number of programming hours.

Strategy: Prioritize variety of sport & entertainment activity within the facility

Operational Objectives:

- A) Identify upcoming entertainment routing opportunities that align with preferred facility/community scheduling.
- B) Invest in a multitude of live entertainment to ensure that ticket buyers are spread across a multitude of sectors (sports, arts, culture, commercial/trades, consumer shows, etc)
- C) Invest in entertainment that appeals to a wide variety of demographics (youth, families, adults, seniors)
- D) Identify event hosting investment opportunities when the community/facility needs economic stimulus.

Measures of Success – In 2021/22 the LCLC will focus on opportunities to hosts events and when possible appealing to a wide variety of live entertainment.

Strategy: Strengthen ways for the membership to recreate through outdoor opportunities in and around the LCLC.

Operational Objectives:

- A) Recruit staff, volunteers to facilitate the development of group excursions that compliment LCLC

programming (outdoor hike, snowshoe, run, etc.)

- B) Develop group fitness programming that is offered outdoors.
- C) Create more access to gear and resources that would facilitate outdoor recreation.

Measures of Success – In 2021/22 the LCLC will create access to gear such as bikes, skateboards and sports equipment. Offer group fitness programming outdoors, including running/ walking groups.

Mid Term Priorities

Strategy: Develop a partnership with the Nova Scotia Health Authority and / or health care providers to assist in targeting key issues of health and well-being within the community.

Operational Objectives:

- A) Strengthen the LCLC partnerships with key physical and other medical professionals to actively promote a diversity of recreational opportunities for advancing well-being and mental health.
- B) Explore specific partnership opportunities with the Nova Scotia Health Authority, such as onsite cardiac rehabilitation programming.
- C) Broaden our partnership with the NSHA by inviting and securing a healthcare stakeholder to join the board as an “ex officio” member or committee member.
- D) Position the LCLC as the preferred location to offer medical educational workshops, public testing, and awareness campaigns.

Strategy: Unify the local communities and bring a collective sense of pride of what the LCLC offers the region.

Operational Objectives

- A) Regularly engage our district councillors, stakeholder groups, health providers /boards and citizens to get a sense of what each community needs and values.
- B) Strengthen public opinion by regularly engaging citizens through consultation, open forums and issuing surveys.
- C) Build a relationship with each of our “community health boards / healthproviders” and offer in-kind support to tackle important community health initiatives.
- D) Change the language of our funders and Board. The term “Operational deficit” is no longer used in reference to the facility. The language is replaced with “Operational Investment” and the Return on Investment is measured and communicated back to the community.

Strategy: to collaborate with all Maritime provinces, cities and venues to participate in the successful attraction and hosting of major events.

Operational Objectives:

- A) Host regular meetings of key stakeholders to explore advanced collaboration and a non-competitive approach to event attraction in the Maritimes.
- B) Develop a formal “co-hosting” partnership with Liverpool (Queens Place) and eliminate the community perception of competition.

- C) Host or attend national or international event conferences and trade shows.
- D) Explore a collaborative approach to securing the _____ World Junior A or World Under 17 Hockey Championships.

Strategy: Explore the addition of a gymnasium or fitness centre to the LCLC.

Operational Objectives:

- A) Confirm co-leads from the board to champion the discussion of the fitness centre/gymnasium.
- B) Identify federal and provincial grant programming and schedule meetings with government officials responsible for the emerging funding opportunities.
- C) Complete a market study on the feasibility, market size and potential of a fitness centre/gymnasium. Prove the business case!
- D) Broaden the recreation programming to include activities within a fitness gymnasium.

Strategy: Set-up consistent and systemized approaches for securing feedback from a diverse set of stakeholders, reaching residents of the region and not just users.

Operational Objectives:

- A) Regularly conduct user surveys through an outside resource to allow for a non bias and insightful feedback.
- B) Ensure that all key stakeholders of the LCLC feel engaged and comfortable to offer feedback and suggestions.
- C) Collect and analyze stakeholder feedback to present with annual strategic plan updates (Annual General Meeting)
- D) Research and diversify how the LCLC makes people feel welcomed.

Long Term Priorities

Strategy: Invest in strengthening the effectiveness and efficiency of daily operations.

Operational Objectives:

- A) Assign accountability measures to ensure all employees complete their responsibilities through a measurable and systematic approach. (work order tracking, task lists, time management, etc).
- B) Actively implement and measure energy efficiencies, water conservation, chemical usage within aquatic operations.
- C) Ensure that thorough performance management procedures are in place for all personnel.
- D) Conduct weekly team meetings to ensure thorough principles are assigned to project management.
- E) Ensure all operational log books are completed for the mechanical operations of the facility.

Strategy: Set-up consistent and systemized approaches for securing feedback from a diverse set of stakeholders, reaching residents of the region; not just users.

Operational Objectives:

- A) Regularly conduct user surveys through an outside resource to allow for a non bias and insightful feedback.
- B) Ensure that all key stakeholders of the LCLC feel engaged and comfortable to offer feedback and suggestions.
- C) Collect and analyze stakeholder feedback to present with annual strategic plan updates (Annual General Meeting)
- D) Research and diversify how the LCLC makes people feel welcomed.

Strategy: Strengthen the volunteerism at the LCLC to allow more people to engage and contribute to creating successful events and experiences for our clients.

Operational Objectives:

- A) Build upon our strong volunteer base from past events. We need it – it works.
- B) Honour the contributions of our volunteers each year by issuing an annual volunteer report to the newspaper.
- C) Honour our key volunteers by nomination for local, provincial and national awards.
- D) Develop and include volunteers within the day-to-day operations of the facility.

Strategy: Host 50-60 Event Days (inclusive of Jr. A) per year through a combination of 3rd party rentals and self produced/promoted.

Operational Objectives:

- A) Attract and invest in major event hosting in the off-peak tourist season to extend people attraction and economic impact for the region (Oct to May)
- B) Attract and invest in major event hosting during peak of tourism season to leverage the greater population that visit the area in the summer (June to Sept)
- C) Host Junior A Hockey Games (24 to 30 games / year)
- D) Bid and host major sporting events such as Grand Slam of Curling, National Figure Skating, World Junior A Hockey, etc. (1-2 per year)
- E) Host concerts (3-5 per year)
- F) Host and develop commercial tradeshow (2-4 per year)
- G) Host swim meets (2-3 per year)
- H) Host miscellaneous third party arena rentals (4-6 per year)
- I) Host graduations/ceremonies (2-3 per year)
- J) Host arts & cultural events (1-2 per year)
- K) Host and possibly create fairs & festivals to be hosted during scheduling gaps (1-2)

Strategy: Explore the integration of programming through the inspiration of green space.

Operational Objectives:

- A) Collaborate with nearby businesses to develop a shared greenspace.
- B) Review the potential of creating an indoor or outdoor green space/community garden.
- C) Explore the creation of an outdoor meetings space.
- D) Explore putting in a natural playground programming space.

Strategy: Ensure that we are doing all that we can under current restrictions and that we are prepared to move forward quickly when covid restriction ease.

Operational Objectives:

- A) Solidify a working committee that regularly reviews and monitors the latest updates regarding the virus.
- B) Review local market research with regards to community interests, perceived risks for fitness programming, live entertainment, and community gatherings.
- C) Focus on what you CAN do, not what you CAN'T do!
- D) Support the live entertainment industry recovery efforts of Event Atlantic, Nova Scotia Music Association, Atlantic Presenters Association, etc.

Strategy: Building a strong culture that breeds success while nurturing and investing in strong people.

Operational Objectives:

- A) Provide training programs for individual personal growth of the staff, board and volunteers.
- B) Commit to strong succession planning across all departments/senior staff roles.
- C) Invest in professional development for management and staff.

Strategy: Strengthen the major event delivery process to achieve a prompt venue turnover and best practice in hosting standards.

Operational Objectives:

- A) Issue an RFP and procure contracted support for performance based major event attraction support services.
- B) Secure and assign major event specialists that will support existing staff, provide training, and ensure a consistent hosting experience for all involved.
- C) Develop, recruit and train a reliable roster of conversion staff.
- D) Acquire the necessary tools and training.
- E) Leverage the setup of other events whenever possible.
- F) Align the LCLC event hosting strategy with Events Nova Scotia
- G) Determine major event co-hosting opportunities and define partnerships with like-minded communities and venues (Truro, Liverpool, etc)

Strategy: Strengthen food service and event concession offerings.

Operational Objectives

- A) to acquire the necessary tools and equipment for more efficient delivery food services that suit our clientele during event days.
- B) Align our daily food service offerings with the NS Nutrient Criteria Guidelines on a day to day basis. (is healthy food a priority?)
- C) Constantly review the best methods, type of food, type of service that meets customer's needs and is most economically cost effective.
- D) Invest in staff expertise and brand awareness.

Conclusion:

In summary, it is understood that the following operational goals will be provided the necessary financial and personnel resources within the Fiscal Year 2021-22. This will ensure timely deliverables for the following operational objectives.

In 2021-22 the LCLC will:

- ✓ Hire a Communications and Marketing staff to support our strategy.
- ✓ Develop a P.R. plan, control the message, and be proactive.
- ✓ Have others tell our story for us (customers, performing artists, youth, etc.).
- ✓ Establish clear operational governance for major event hosting. Identify financial responsibilities, investment thresholds and secure adequate personnel resources to support the attraction and delivery of major events.
- ✓ Allocate a major event reserve fund that is dedicated to the pursuit of major events.
- ✓ Work with the municipal recreation departments to remove duplication around registration and program offerings. Collaborate and become the Hub for recreation.
- ✓ Strengthen in-house program offerings resulting in the attraction of more people to the facility.
- ✓ Provide a greater level of diverse recreational opportunities for citizens to allow the LCLC to meet the needs of a greater diversity of community stakeholders.
- ✓ Invest in a multitude of live entertainment to ensure that ticket buyers are spread across a multitude of sectors (sports, arts, culture, commercial/trades, consumer shows, etc).
- ✓ Recruit staff and volunteers to facilitate the development of group excursions that compliment LCLC programming (outdoor hike, snowshoe, run, etc.).
- ✓ Create more access to gear and resources that would facilitate outdoor recreation.
- ✓ Change the language of our funders and Board. The term “Operational deficit” is no longer used in reference to the facility. The language is replaced with “Operational Investment” and the Return on Investment is measured and communicated back to the community.
- ✓ Explore a collaborative approach to securing specific event properties, such as, the World Junior A or World Under 17 Hockey Championships.
- ✓ Ensure that thorough performance management procedures are in place for all personnel.

This Strategic Plan represents the “road map” to operational success and provides a baseline for performance management. However, it is also understood that due to the ever changing demands of the community, industry, and Covid-19 recovery efforts, priorities may change over time. The 2023 Strategic Plan is understood to be a fluid document that must be reviewed and updated on a regular basis by the Board.



Memorandum

To: Lunenburg County Multi-purpose Centre Corporation Board

CC: Sandra Challis, Recording Secretary

From: Tom MacEwan, Chief Administrative Officer

Date: March 9, 2021

Re: 2021-046 2021/2022 LCLC Operating Budget

Please be advised that, Municipal Council, in session on Tuesday, March 9, 2021, approved the LCLC's Operating Budget for 2021/2022 in the amount of \$897,510.00, with each Council contributing \$448,775.00, as recommended by the LCMPPCB.

A handwritten signature in blue ink, consisting of a stylized 'T' and 'M' that loops together.

Tom MacEwan
Chief Administrative Officer

/trb

GM Report – March

Bikes at the LCLC – The Town has purchased 3 fat bikes that will be lent out from the LCLC, one of them will be on display in the Galleria to promote. YMCA has bought 4 bikes as well with their Uplift grant money. The United way is keep to provide more of their second hand bikes. Our last hurdle is the storage we have an arrangement in the works with NS Building supplies to supply and erect a 12x16 shed and currently looking for some partners to fund that.

Regional Recreation – We had a meeting of the recreation staff from MODL and TOB to introduce, at a high level, some of the current challenges for users and the opportunities that change presents. We are currently looking at whether there are alternative software options that we should be considering to facilitate the smoothest user experience.

Inflatables – We took delivery of our new pool inflatables and got them in action for march break.

March Break Camps – Camps are full, we are running 3 groups 40 campers each day.

Arena use - Demand remains high for ice for the foreseeable future, March Break is fully booked with Lumberjack development camps, hockey and skate club. MHL has extend their season, minor hockey will continue on past their usual end date.

Live Barn – Our Live Barn feed is up and running! Subscription service where people from anywhere can tune in to watch games and practices at the LCLC.

Aquatics use – New session of swim lessons starts on April 6th courses filled up very quickly.

ICIP Grant (Energy Project) – Our application is slated to move from the provincial level of review to the federal level, for that next step we are required to have a Green House Gas Mitigation Assessment done, MCW has been contracted to do that assessment with a delivery date of April 1st, Review at the Federal level will take 6-8 weeks.

Building maintenance – Deficiencies from a fire inspection performed in 2018 have been resolved. We had a scheduled inspection by our insurance provider and they are happy with our operation, only deficiency is some of the logging and recording that has not been done but templates have been provided.

Operating budget has been approved by both councils.