

AGENDA

Lunenburg County Multi-Purpose Centre Corporation

Thursday, January 20th, 2022 6:00 p.m.

Held Virtually via Microsoft Teams

- 1. Call to Order**
- 2. Information Sharing (Questions by Board Members and attending members of the public)**
- 3. Approval of Agenda**
- 4. Presentation – Energy Project Update & Dehumidification Project Design/Tendering - MCW**
- 5. Approval of Minutes – December 16th, 2021**
- 6. In Camera**
 - 6.1 Personnel Matter under Section 22(2)(c) of the MGA – Budget - Organizational Structure & Wages
 - 6.2 Contract Negotiations under Section 22(2)(e) of the MGA – Lumberjacks Update
 - 6.3 Contract Negotiations under Section 22(2)(e) of the MGA – Naming Rights Contracts Review
 - 6.4 Contract Negotiations under Section 22(2)(e) of the MGA – Food Services
 - 6.5 Personnel Matter under Section 22(2)(c) of the MGA – GM Review
- 7. Business Arising from Minutes & Unfinished Business**
- 8. Correspondence**
- 9. New Business**
 - 9.1 Capital & Operating Budget proposalTo Follow
 - 9.2 Agenda Planning 2
 - 9.3 Anti-Racism Task Force – Letter of Introduction 3-4
 - 9.4 Events & Marketing Job Description 5-6
- 10. Information/Updates**
 - 10.1 General Manager’s Monthly Report..... 7-8
 - 10.2 Aged Receivables 9
 - 10.3 Financial Statements 10-13
- 11. Next Meeting – Thursday, February 17, 2022 at 6:00 p.m.**
- 12. Adjournment**

LCMPCC Agenda
 November 26, 2020
 Item No. 9.3
 Authorization: T. MacEwan

APPENDIX VI
Agenda Planning Calendar

New Appendix
 Board Approval: April 20, 1017
 Review by: April 20, 2019

	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
1. Meeting Schedule												
General Board Meeting	X	X	X	X	X	X	X	X	X	X	X	X
Budget and Finance Committee Meeting	X	X	X	X	X	X	X	X	X	X	X	X
Governance Committee Meeting (every two months this Cmmt.will report to the Board)	X		X		X		X		X		X	
Fundraising Committee Meeting (every two months this Cmmt.will report to the Board)		X		X		X		X		X		X
2. Strategic Planning												
Review Strategic Plan			X						X			
Quarterly strategic planning updates from General Manager		X			X			X			X	
4. Budget Formation and Business Plan												
Receive Draft Capital Budget									X			
Approve Capital Budget										X		
Submit Capital Budget to Municipal Units										X		
Receive Draft Management Plan and Operating Budget											X	
Approve Management Plan and Operating Budget												X
Submit Management Plan and Operating Budget to Municipal Units												X
4. General Manager												
Establish General Manager goals resulting from annual goals and objectives	X											
Assign Committee to conduct annual performance review								X				
Evaluation meeting with General Manager	X											
Evaluation results to the Board		X										
5. Financial Statements and Reports												
Review audited statements				X								
Submit Statements to Municipal Councils				X								
6. Corporate Governance												
Complete Annual Board Self-Evaluation	X											

Anti-Racism Task Force

60 Pleasant Street
Bridgewater, NS
B4V 3X9



September 15, 2021

Mayor Mitchell and Town Council

We would like to thank Council for creating the Anti-racism Taskforce as a Committee of Council and for endorsing the strategic priorities/work plan of the Committee in early spring of 2021. While Council has met some of the Committee members we would like to take this opportunity to introduce ourselves, talk a little about what we are hoping to achieve, and discuss ways to move forward together. You may have seen us featured in September's issue of *The Bridge*; the write-up is a good overview of our individual backgrounds. We are a group of make lasting change.

Firstly, we would like to acknowledge that we are conducting this volunteer work on the unceded land of the Mi'kmaq people, and it is our responsibility to safeguard the land and ensure its viability for future generations.

Secondly, the Task Force recognizes and wants everyone living, working and playing in Bridgewater to understand that our governmental and cultural systems have historically been designed and controlled by white people with no regard to the realities of our BIPOC population. This has resulted in disadvantage to and discrimination against the BIPOC community, which is the crux of racism. It is time that we all contribute to changing this paradigm to ensure that BIPOC people enjoy the same rights and privileges as our white population.

Anti-racism work is a huge undertaking. There are many facets to understand, countless issues that need championing, and current systems that need to be reimagined. Just thinking about the work can be overwhelming and starting it can seem even more daunting. The core principle of anti-racism is recognizing that there is no neutrality: you either chose to be anti-racist, or you continue to uphold racism and racist structures. We are writing to request that you join us in this work by helping to modernize the system and ensure that there is equity for all.

What many of us have learnt is that there is no structural change without personal change, and this cannot be truer when it comes to anti-racism work. As a Council member, you will likely come across policies and procedures of the Town of Bridgewater that disadvantage BIPOC people and are therefore racist. We would like to support you in tackling these issues as part of your work. Although we are the Anti-racism Taskforce, we cannot possibly tackle all the changes that need our attention. As volunteers this work has its toll, and if our allies do not take initiative alongside us, the work suffers.

We are hoping that Council will consider prioritizing the review of policies by Committees and staff and direct that this be done with an eye to anti-racism, paying special attention to the way policies are enacted or enforced and its impacts on BIPOC and marginalized communities. We are also hoping that you will work towards making your space and your committee part of braver spaces: spaces that welcome and support all members of our community in Bridgewater and the surrounding areas, and

spaces that encourage learning, sharing, and participation in non-judgmental environments. Here are some of our recommendations:

- Provide **anti-racism** training to Council members, Town Staff and committee / board members
Introduce anti-racist practices in the appointment of members Committees and Boards.
- Consider who will be benefiting and who will lose out when deciding on policies
- Practice awareness and sensitivity to the most vulnerable members of our society
- Having equity as a standing agenda item at every meeting.

We know that the work you are doing is also very important. This town could not function without the participation of community volunteers with passion, like yourselves. We know that you will join us in helping to make the Town of Bridgewater a welcoming, happy and inclusive space to live. After all it is why you have chosen to be involved as you are. We would be happy to discuss any of this with you, we realize that you will likely have some questions. Please reach us at noracism@bridgewater.ca.

Sincerely,

Anti-Racism Task Force



Title: Events and Communication Manager

Lunenburg County Multi-Purpose Centre Corporation

Reports to: General Manager

Status: Permanent Seasonal Summer Term (1yr)
 Full-time Part-time Casual

Vison

The Lunenburg County Lifestyle Centre is the hub for recreational and community engagement on the South Shore. We strive to deliver memorable Events that foster pride in our residents and attract visitors.

We Pride ourselves on Promoting healthy lifestyle and active living to community members; supporting arts, cultural, social initiatives and community outreach programs. We promote community building and inclusiveness; as well as driving economic enhancement and business opportunities in our region.

Job Summary

The primary focus of the Events and Communications Manager role centres around attracting and delivering high quality events tailored to our community. Marketing the facility and increasing engagement with the LCLC brand and our offering is the other focus of the role.

Reporting directly to the General Manager, this position will work with all facility staff and stakeholders to meet the strategic objectives of the facility.

General Duties and Responsibilities

The following is a general outline of the duties and responsibilities of the Events and Communication Manager. The list is not intended to be exhaustive and other duties may be assigned as the facility needs dictate.

- Manages all aspects of event development and/or attraction, pre-planning, event marketing, on site coordination etc.
- Develops and maintains an annual event calendar and hosting strategy.
- Fosters collaborative relationships with organizations, promoters, managers, exhibitors, artists.
- Develops effective and collaborative relationships with sponsors and local stakeholders.
- Contributes new ideas to increase our clients engagement with the facility.
- Contributes new ideas to increase engagement a LCLC's brand through all platforms.
- Strategic, proactive media outreach; Identifying opportunities to push the LCLC brand, takes initiative to act upon these opportunities to achieve results.
- Website content management
- Ticketing content management
- Graphic coordination and creation as well as photography content creation.
- Collects and reports on key performance metrics that relate to Events.
- Work closely with the GM to plan and execute promotional PR and marketing campaigns
- Work cross-functionally with department managers and stakeholders on editorial pieces, social media promotions, external relations, and business development
- Monitor public feedback mechanisms

Experience and Drive:

- Experience in managing major events attraction and delivery
- You are excited by our mission to bring events to the LCLC
- Experience in managing communications and marketing
- You are a creative person who enjoys the challenges .
- You have an analytical side and understand how key metrics can be used to garner necessary insights
- You have strong attention to detail and you're precise when proofreading for grammar, spelling, and punctuation
- You're a strategic thinker and love creative problem solving
- You have excellent organizational and project management skills and you've had proven experience
- You're an ambitious go-getter, excited to learn and grow with the organization
- Excellent communications skills – both written and verbal
- Ability to prioritize multiple projects simultaneously, and work to deadline
- Strong computer and technical skills
- Flexibility and adaptability
- Ability to work well on a team and relate to others across multiple business functions



GM Report

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.

Our Communications and Marketing staff is moving on from her position, going forward the focus of this role is going to shift towards more events delivery, but a lot of the work we have done over the past 6 months to build up the website, create a stock of images and advertisements for social media posts will continue to support the development of the LCLC brand.

Strategy: Broaden the LCLC capacity to host a wide diversity of events by strengthening our collaboration with key partners and stakeholders. Prioritize variety of sport & entertainment activity within the facility.

The current wave of restrictions has led the Canadian Tenors to postpone their show with us, we are looking for a date in May. Similarly the promoter for the Homes show in April has canceled, that group was unable to get commitments from exhibitors to attend and felt the lead time had become too tight.

We are hosting a Valentines Day Craft Market and will continue to put plans together for events in March and April with the hopes that restrictions ease and the public are more willing to return.

I have reached out to South Shore Minor Hockey to request that we form a board to oversee the Wentzel Tournament and the response was very positive. This will ensure that the facility and Municipalities interests are represented in ensuring that the tournament gets back to form in 2023.

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

The Rec department staff and LCLC staff are beginning monthly meetings to ensure more collaboration between the three.

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

We have double our program offering over the course of the year and are hopeful that we can add some additional equipment to further increase use of the Active Living Space.

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

December Restrictions-

In December a new round of public health restrictions were introduced, limiting group sizes to 10 and restricting any games. minor hockey responded quickly in canceling all hockey activity until January 12th and all of our ice bookings canceled with the exception of figure skating. We ran a \$75/hr. promotion and were able to entice some bookings. Minor Hokey has resumed practices as of Jan 10th meaning that we

are back up to around % ice bookings

Lumberjacks/MHL have delayed their season till February. The team has appointed a new GM and a new Head Coach.

Aquatics

The start of swim lessons was delayed from the 4th to the 15th to more closely align with the modified return to school schedule. At this point the attendance for swim lessons is still strong. Over the holiday break for the high school students Dan ran a certification course of 11 new lifeguards

Daycamps

We ran Daycamps over the school break however they were not well attended.

**LCMPCC Operating
Financial Package
For the period ending Oct. 31, 2021**

LCMPCC Operating Variance Report For the period ending Oct. 31, 2021

	Actual	Budget	Variance
Gross Revenues			
Municipal Operating Grants *	70,834	70,833	1
Arena	23,716	31,579	(7,863)
Aquatic Centre	4,595	10,030	(5,435)
Active Living / Room Rentals	4,574	5,685	(1,111)
Memberships	3,278	11,245	(7,967)
Library Rent	7,763	7,859	(96)
Concessions Rent	-	-	-
ATM and Vending	1,011	745	266
Advertising / Sponsorships	-	864	(864)
Miscellaneous	(12,486)	34	(12,520)
Total Revenue	<u>103,286</u>	<u>138,874</u>	<u>(35,588)</u>
Expenses			
Advertising and Promotion	-	1,021	1,021
Professional Fees	2,019	1,596	(423)
Interest and other fees	3,052	638	(2,414)
Concessions Expense	376	842	466
Facility Repairs & Maintenance	20,990	12,517	(8,473)
Housekeeping	815	1,003	188
IT Licensing / Fees / Support	(646)	1,961	2,607
Miscellaneous	185	22	(163)
Office	1,501	752	(749)
Pool Chemicals / Supplies	3,138	1,697	(1,441)
Programming	496	85	(411)
Staff Training / Courses	-	23	23
Communications	745	654	(92)
Travel	-	830	830
Uniforms	1,486	591	(895)
Utilities	43,035	35,207	(7,828)
Vending Expense	877	673	(204)
Wages and Benefits	97,876	80,198	(17,678)
Total Expenses	<u>175,946</u>	<u>140,310</u>	<u>(35,636)</u>
Surplus (Deficit) B4 Café & Events	<u>(72,660)</u>	<u>(1,436)</u>	<u>(71,224)</u>
Centre Ice Café Operations	(2,266)	1,200	(3,466)
Surplus (Deficit) B4 Special Events	<u>(74,926)</u>	<u>(236)</u>	<u>(74,690)</u>
Special Events Revenue	-	-	-
Special Events Expenses	-	-	-
Surplus (Deficit) Special Events	<u>0</u>	<u>0</u>	<u>0</u>
Net Operating Surplus (Deficit)	<u>(74,926)</u>	<u>(236)</u>	<u>(74,690)</u>
Transfer to Reserve	-	-	-
Special Events Subsidized Expenses	-	-	-
Capital Projects - Net	(100,950)	-	100,950
MFC Debenture Interest	-	-	-
TOB Transfer from Special Purposes Tax	-	-	-
Total Non-Operating Expenses	<u>(100,950)</u>	<u>-</u>	<u>100,950</u>
Net Surplus (Deficit)	<u>26,024</u>	<u>(236)</u>	<u>26,260</u>

**LCMPCC Operating
Income Statement - Projected Forecast
For year ending March 31, 2022**

Run: 14-Jan-22
Prepared By: Lunenburg County Lifestyle Center

	Actual/Budget											Total	Original Budget	% of Org Budget	Actual 2020/2021	Actual 2019 / 2020	Actual 2018 / 2019	
	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb							Mar
Gross Revenues																		
Municipal Operating Grants * Arena	109,330 23,754	110,824 -	89,334 770	70,000 10,103	71,134 16,984	70,834 19,709	70,834 23,716	65,833 33,453	60,833 31,038	60,833 36,522	60,833 38,329	56,883 39,337	897,505 273,714	897,510 319,399	100% 86%	768,823 225,980	840,000 320,000	880,000 303,641
Aquatic Centre	9,352	(30,036)	9,230	12,105	6,201	38,630	4,595	10,918	23,754	19,286	10,753	30,235	145,024	214,586	68%	134,418	212,185	232,009
Active Living, Room, and Equipment R	2,610	25	42,335	17,829	2,527	2,883	4,574	6,575	10,537	6,839	8,624	13,464	118,822	137,748	86%	39,147	87,000	90,439
Memberships	14,119	6,057	(432)	5,319	7,769	7,745	3,278	11,590	10,655	16,490	13,382	16,315	112,286	126,893	88%	76,908	153,000	150,696
Library Rent	8,633	7,763	7,763	7,763	7,763	7,763	7,763	7,859	7,859	7,859	7,859	7,859	94,508	94,308	100%	93,416	89,135	90,187
Concessions Rent	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0%	-	13,200	13,200
ATM and Vending	684	75	685	74	429	60	1,011	1,297	1,090	1,002	1,833	2,731	10,972	14,652	75%	4,194	15,000	15,444
Advertising and Sponsorship	900	81	-	-	96	102	-	-	-	47	338	2,400	3,964	7,142	56%	900	24,000	35,513
Miscellaneous	-	-	-	-	-	12,500	(12,486)	2,063	-	561	596	527	3,761	10,514	36%	6,120	32,000	47,310
Total Revenue	169,381	94,789	149,685	123,194	112,905	160,226	103,286	139,587	145,766	149,439	142,547	169,751	1,660,557	1,822,751	91%	1,349,907	1,785,520	1,858,439
Expenses																		
Advertising and Promotion	327	980	408	363	560	100	-	1,000	3,951	1,594	1,073	3,967	14,323	22,789	63%	4,953	15,000	7,178
Professional Fees	1,469	1,276	1,294	1,651	900	1,434	2,019	1,767	1,767	1,767	1,767	2,790	19,898	22,427	89%	32,456	140,000	17,050
Bank, Interest, Credit Card and Other F	473	389	1,762	1,257	1,205	2,537	3,052	696	1,259	1,687	1,192	2,364	17,873	15,411	116%	9,336	18,000	18,439
Concessions Expense	-	-	445	-	-	-	376	29	-	231	167	955	2,202	7,628	29%	241	1,500	3,022
Facility Maintenance and Repairs	18,188	15,881	33,614	34,064	26,997	44,173	20,990	18,429	18,999	16,666	17,482	17,587	283,069	193,772	146%	236,871	182,000	194,356
Housekeeping	1,874	(1,536)	1,809	(253)	2,460	1,900	815	1,202	1,394	1,392	1,650	543	13,248	15,563	85%	15,858	20,000	20,137
IT Licensing, Fees and Support	7,160	1,960	3,611	6,563	4,809	11,553	(646)	2,190	2,710	4,346	5,073	4,416	53,746	37,751	142%	26,405	40,400	27,147
Miscellaneous	159	10	39	1,260	714	405	185	-	188	(21)	-	-	2,940	337	872%	2,829	2,000	9,418
Office	722	447	864	1,423	929	1,846	1,501	1,077	1,358	512	520	1,045	12,243	8,726	140%	8,697	10,600	10,278
Pool Chemicals and Supplies	1,659	1,425	1,601	1,916	2,883	1,344	3,138	1,780	1,946	1,937	1,771	1,746	23,146	20,690	112%	19,573	22,000	28,403
Programming	1,146	4	626	972	2,147	66	496	945	2,315	1,734	-	5,015	15,467	15,905	97%	10,866	16,500	10,372
Staff Training and Courses	32	984	-	385	-	1,999	-	500	500	500	500	500	5,900	3,149	187%	4,132	6,000	0
Telecommunications	1,352	739	727	724	742	742	745	954	488	482	525	524	8,745	7,510	116%	8,143	10,000	8,180
Travel - Management Conferences	-	-	-	-	-	-	-	150	150	150	150	150	750	1,580	47%	727	1,800	0
Uniforms	-	-	217	-	2,577	100	1,486	83	83	83	83	1,583	6,297	6,829	92%	508	2,900	1,789
Utilities	33,334	36,161	21,950	36,432	36,508	40,801	43,035	30,020	30,154	36,102	36,907	30,154	411,558	394,696	104%	353,433	410,000	401,465
Vending Expense	312	-	-	-	612	385	877	879	-	577	931	1,346	5,920	7,953	74%	2,882	8,000	7,694
Wages and Benefits	73,119	19,878	80,523	116,030	89,609	95,450	97,876	86,549	82,491	82,346	77,447	92,190	993,506	998,435	100%	754,583	905,695	987,710
Total Expenses	141,325	78,597	149,491	202,785	173,653	204,835	175,946	148,250	149,753	152,084	147,237	166,875	1,890,832	1,781,151	106%	1,492,493	1,812,395	1,752,638
Surplus (Deficit) B4 Café & Events	28,056	16,192	193	(79,591)	(60,748)	(44,609)	(72,660)	(8,663)	(3,987)	(2,645)	(4,691)	2,876	(230,276)	41,600	-654%	(142,587)	(26,875)	105,801
Centre Ice Café Operations	(2,561)	(232)	(152)	(3,936)	(1,168)	(2,906)	(2,266)	1,200	1,200	1,200	1,200	1,200	(7,221)	8,400	-186%	(16,592)	-	-
Surplus (Deficit) B4 Special Events	25,495	15,960	41	(83,528)	(61,916)	(47,515)	(74,926)	(7,463)	(2,787)	(1,445)	(3,491)	4,076	(237,497)	50,000	-575%	(159,178)	(26,875)	105,801
Special Events Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0%	-	86,875	79,573
Special Events Expenses	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0%	10	60,000	52,860
Surplus (Deficit) Special Events	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	-10	26,875	26,713
Net Operating Surplus (Deficit)	25,495	15,960	41	(83,528)	(61,916)	(47,515)	(74,926)	(7,463)	(2,787)	(1,445)	(3,491)	4,076	(237,497)	50,000	-575%	(159,188)	-	132,514
Transfer to Reserve	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0%	-	-	-
Special Events Subsidized Expenses	-	-	-	4,262	-	-	-	-	-	-	-	-	4,262	50,000	9%	-	-	-
Capital Projects - Net	(104,450)	(84,750)	(79,850)	(74,622)	(102,980)	(87,452)	(100,950)	-	-	-	-	-	(635,054)	-	0%	(678,600)	-	42,813
MFC Debenture Interest	-	52,305	-	-	-	-	-	60,769	-	-	-	-	113,074	121,538	93%	113,497	121,538	128,670
TOB Transfer from Special Purposes T	-	(52,305)	-	-	-	-	-	(60,769)	-	-	-	-	(113,074)	(121,538)	93%	(56,748)	(121,538)	(128,670)
Total Non-Operating Expenses	(104,450)	(84,750)	(79,850)	(70,360)	(102,980)	(87,452)	(100,950)	-	-	-	-	-	(630,792)	50,000	-1362%	(621,852)	-	42,813
Net Surplus (Deficit)	129,945	100,710	79,891	(13,167)	41,064	39,937	26,024	(7,463)	(2,787)	(1,445)	(3,491)	4,076	393,296	0	0%	462,664	-	89,701
Net Surplus (Deficit) - YTD	129,945	230,655	310,546	297,379	338,443	378,380	404,405	396,942	394,155	392,710	389,220	393,296						

* Municipal Operating Grants - Operating Grants for 2021/22 include \$50,000 of discretionary funds to subsidize board approved Special Events on an as needed basis

**LCMPCC Operating
Balance Sheet
As at Oct. 31, 2021**

	<u>Octt 21</u>	<u>Sept 21</u>
Assets		
Current Assets		
Cash	1,561,364	1,509,373
Accounts Receivable	58,856	137,145
Prepaid Expenses	10,498	17,596
Concessions Inventory	5,775	4,409
Total Current Assets	<u>1,636,493</u>	<u>1,668,523</u>
Capital Assets	-	-
Total Assets	<u>1,636,493</u>	<u>1,668,523</u>
Liabilities		
Current Liabilities		
Accounts Payable	207,082	265,901
Due to / from Capital Reserve	791,000	791,000
Deferred Revenue-Memberships/Passes	84,005	83,241
Deferred Revenue-Grants	150,000	150,000
Total Liabilities	<u>1,232,088</u>	<u>1,290,142</u>
Equity		
Retained Earnings	1	1
Current Year Earnings	404,404	378,380
Total Equity	<u>404,405</u>	<u>378,381</u>
Total Liability and Equity	<u>1,636,493</u>	<u>1,668,523</u>
	-	-