

AGENDA

Lunenburg County Multi-Purpose Centre Corporation

Thursday, February 17, 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. Approval of Minutes – January 20th 2022 and January 27th 2022**
- 5. Business Arising from Minutes & Unfinished Business**
- 6. Correspondence**
- 7. New Business**
 - 7.1 Introduction to General Manager Q&A
 - 7.2 Strategic Plan Review 2-10
- 8. Information/Updates**
 - 8.1 General Manager’s Monthly Report..... 11-12
 - 8.2 Aged Receivables 13-14
 - 8.3 Financial Statements 15-19
- 9. In Camera**
 - 9.1 Contract Negotiations under Section 22(2)(e) of the MGA – Lumberjacks Update
 - 9.2 Contract Negotiations under Section 22(2)(e) of the MGA – Facility Sponsorship Review
 - 9.3 Contract Negotiations under Section 22(2)(e) of the MGA – Purchase of Property
 - 9.4 Personnel Matter under Section 22(2)(c) of the MGA – GM Review
- 10. Next Meeting – Thursday, March 17, 2022 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 strong 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 first 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 direct 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) to develop a P.R. plan, control the message, be proactive.
- C) to create compelling content around what's going on at the facility
- D) to increase social media impressions
- E) to further engage the Chamber of Commerce and honor local business who pursue corporate wellness for their employees
- F) to have others tell our story for us (customers, performing artists, youth, etc.)
- G) to highlight member success stories monthly.
- H) to 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 which 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 review 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 rec guide.
- E) Work towards one recreational master plan for the region.

Measure 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) to strengthen in-house program offerings resulting in the attraction of more people to the facility.
- B) to 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) to identify upcoming entertainment routing opportunities that align with preferred facility/community scheduling.
- B) to 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) to invest in entertainment that appeals to a wide variety of demographics (youth, families, adults, seniors)
- D) to identify event hosting investment opportunities when the community/facility needs economic stimulus.

Measure 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) to recruit staff, volunteers to facilitate the development of group excursions that compliment LCLC programming (outdoor hike, snowshoe, run, etc.)
- B) to 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) to strengthen the LCLC partnerships with key physical and other medical professional to actively promote a diversity of recreational opportunities for advancing well-being and mental health.
- B) to explore specific partnership opportunities with the Nova Scotia Health Authority, such as onsite cardiac rehabilitation programming.
- C) to 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) to 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) to regularly engage our district councillors, stakeholder groups, health providers /boards and citizens to get a sense of what each community needs and values.
- B) to strengthen public opinion by regularly engaging citizens through consultation, open forums and issuing surveys.
- C) to build a relationship with each of our “community health boards / health providers” and offer in-kind support to tackle important community health initiatives.
- D) to 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) to host regular meetings of key stakeholders to explore advanced collaboration and a non-competitive approach to event attraction in the Maritimes.
- B) To develop a formal “co-hosting” partnership with Liverpool (Queens Place) and eliminate the community perception of competition.
- C) to host or attend national or international event conferences and trade shows.

- D) to 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) To identify federal and provincial grant programming and schedule meetings with government officials responsible for the emerging funding opportunities.
- C) to complete a market study on the feasibility, market size and potential of a fitness centre/gymnasium. Prove the business case!
- D) To 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 not just users.

Operational Objectives:

- A) to regularly conduct user surveys through an outside resource to allow for a non bias and insightful feedback.
- B) to 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) to 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) to 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) to actively implement and measure energy efficiencies, water conservation, chemical usage within aquatic operations.
- C) to insure 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:

- E) to regularly conduct user surveys through an outside resource to allow for a non bias and insightful feedback.
- F) to ensure that all key stakeholders of the LCLC feel engaged and comfortable to offer feedback and suggestions.
- G) collect and analyze stakeholder feedback to present with annual strategic plan updates (Annual General Meeting)
- H) to 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) to build upon our strong volunteer base from past events. We need it – it works.
- B): to honor the contributions of our volunteers each year by issuing an annual volunteer report to the newspaper.
- C) to honor our key volunteers by nomination for local, provincial and national awards.
- D) to 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) To 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) To 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) to host Junior A Hockey Games (24 to 30 games / year)
- D) to 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) to host concerts (3-5 per year)
- F) to host and develop commercial tradeshow (2-4 per year)
- G) to host swim meets (2-3 per year)
- H) to host misc. third party arena rentals (4-6 per year)
- I) to host graduations/ceremonies (2-3 per year)
- J) to host arts & cultural events (1-2 per year)
- K) to 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:

- E) to collaborate with nearby businesses to develop a shared greenspace.
- F) to review the potential of creating an indoor or outdoor green space/community garden
- G) To explore the creation of an outdoor meetings space.
- H) to 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) to solidify a working committee that regularly reviews and monitors the latest updates regarding the virus.
- B) To review local market research with regards to community interests, perceived risks for fitness programming, live entertainment, and community gatherings.
- C) To focus on what you CAN do, not what you CAN'T do!
- D) To 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) to provide training programs for individual personal growth of the staff, board and volunteers.
- B) to commit to strong succession planning across all departments/senior staff roles.
- C) to 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) To issue an RFP and procure contracted support for performance based major event attraction support services.
- B) to secure and assign major event specialists that will support existing staff, provide training, and ensure a consistent hosting experience for all involved
- C) to develop, recruit and train a reliable roster of conversion staff.
- D) to acquire the necessary tools and training.
- E) to leverage the setup of other events whenever possible.
- F) to align the LCLC event hosting strategy with Events Nova Scotia
- G) to 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) to align our daily food service offerings with the NS Nutrient Criteria Guidelines on a day to day basis. (is healthy food a priority?)
- C) to 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
- ✓ Insure 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.



GM Report

January and Early February restrictions have seen decreased traffic to the facility, The Library has been distributing Test Kits which are currently the highest concentration of people arriving at the facility. With restriction limiting hockey games the adult hockey and some of the youth hockey bookings were canceled including CanSkate. With the announcement on Feb 9th team will return to regular play with the exception of tournament play, spectators will be allowed in the arena but food and beverage is not allowed. Swim teams have also returned to their practice times.

Unfortunately, weather has been a major disruption for our operation over the past few weekends, the first major storm caused an interruption in power that resulted in several of the air handlers going off line and we required Maders to make an emergency call over the weekend to get the systems back online. The second storm also caused interruption to the power and resulted in the failure of one of the motors in a rooftop air handler, we had to have that motor pulled out and rebuilt. During these weather events the LCLC has served as a warming station for residents to charge devices, get warm and have a shower. The ice buildup and subsequent thaw has exposed some leaks in the roof, Our current roofing contractor has not been able to solve the problems but MCW had a recommendation of a company that will be able to resolve the issues one we get the remainder of the ice melted off.

Since the inception of Connect2Rec in September we have received 1956 online registrations and processed 6165 in person program registrations. We had a meeting of the C2R stakeholders in Feb. and continue to work towards improving the processes.

Winter Session Program (January 4th to Feb 10)

Program	In Peron Registration	Online Registration	Total
Day Camp	33	34	67
Aqua Fitness	591	50	641
Elderfit	443	173	616
Active Living	501	172	673
Swim Lessons	173	165	338

Membership Numbers

Member Type	Members
Adult	87
Adult Swim	17
Couple	50
Family	359
Family Swim only	26
Seniors	188
Seniors swim only	79
Student	11
Youth	2
Total	819

On the Events front the uncertainty around restrictions is still making it hard to get commitment from events promoters. One piece of good news is that we will host the Cheerleading Provincials May 14 &15. Home and Waterfront show for April has canceled, RV and Boat show at Halifax Exhibition Park has been canceled largely because the vendors don't have inventory. Concert tour in May has been postponed to Christmas. I am working on Boxing, Triathlon, and running events as well as Lacrosse camps. We had a Valentines Day Market planned but the restrictions are prohibiting "events" There was good interest from vendors so I'm hopeful that we can run it in March, with an eye to a regular calendar around Mothers Day, Thanksgiving, Christmas and Valentines Day.

The Events and Marketing position posting closes on Friday and I'm hopeful that I will be able to fill that position quickly.

Red Cross is discontinuing their swim lesson program this year, all lessons will be switching over to the Lifesaving Society curriculum for the fall programs.

**LCMPCC Operating
Financial Package
For the period ending Nov. 30, 2021**

LCMPCC Operating Variance Report For the period ending Nov. 30, 2021

	Actual	Budget	Variance
Gross Revenues			
Municipal Operating Grants *	65,834	65,833	1
Arena	30,221	33,453	(3,232)
Aquatic Centre	6,863	10,918	(4,055)
Active Living / Room Rentals	4,194	6,575	(2,381)
Memberships	9,329	11,590	(2,261)
Library Rent	7,763	7,859	(96)
Concessions Rent	-	-	-
ATM and Vending	932	1,297	(365)
Advertising / Sponsorships	-	-	-
Miscellaneous	1,875	2,063	(188)
Total Revenue	<u>127,011</u>	<u>139,587</u>	<u>(12,576)</u>
Expenses			
Advertising and Promotion	40	1,000	960
Professional Fees	900	1,767	867
Interest and other fees	4,152	696	(3,456)
Concessions Expense	-	29	29
Facility Repairs & Maintenance	19,512	18,429	(1,083)
Housekeeping	2,648	1,202	(1,446)
IT Licensing / Fees / Support	(17,830)	2,190	20,020
Miscellaneous	16	-	(16)
Office	733	1,077	343
Pool Chemicals / Supplies	1,975	1,780	(195)
Programming	438	945	507
Staff Training / Courses	1,850	500	(1,350)
Communications	740	954	214
Travel	-	150	150
Uniforms	261	83	(178)
Utilities	33,934	30,020	(3,914)
Vending Expense	1,131	879	(252)
Wages and Benefits	97,411	86,549	(10,862)
Total Expenses	<u>147,911</u>	<u>148,250</u>	<u>339</u>
Surplus (Deficit) B4 Café & Events	<u>(20,900)</u>	<u>(8,663)</u>	<u>(12,237)</u>
Centre Ice Café Operations	(1,136)	1,200	(2,336)
Surplus (Deficit) B4 Special Events	<u>(22,036)</u>	<u>(7,463)</u>	<u>(14,574)</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>(22,036)</u>	<u>(7,463)</u>	<u>(14,574)</u>
Transfer to Reserve	-	-	-
Special Events Subsidized Expenses	-	-	-
Capital Projects - Net	8,700	-	(8,700)
MFC Debenture Interest	(52,305)	(60,769)	(8,464)
TOB Transfer from Special Purposes T	52,305	60,769	8,464
Total Non-Operating Expenses	<u>8,700</u>	<u>-</u>	<u>(8,700)</u>
Net Surplus (Deficit)	<u>(30,736)</u>	<u>(7,463)</u>	<u>(23,274)</u>

**LCMPCC Operating
Income Statement
For the period ending Nov. 30, 2021**

	Current Month					Year to Date				
	Actual	Budget	% of Budget	Prior Yr	% of Prior Yr	Actual	Budget	% of Budget	Prior Yr	% of Prior Yr
Gross Revenues										
Municipal Operating Grants *	65,834	65,833	100%	36,883	178%	658,124	658,128	100%	640,468	103%
Arena	30,221	33,453	90%	39,453	77%	125,257	174,173	72%	84,870	148%
Aquatic Centre	6,863	10,918	63%	7,319	94%	56,941	130,558	44%	42,102	135%
Active Living / Room Rentals	4,194	6,575	64%	3,603	116%	76,977	98,285	78%	20,215	381%
Memberships	9,329	11,590	80%	5,507	169%	53,183	70,051	76%	55,515	96%
Library Rent	7,763	7,859	99%	7,728	100%	62,976	62,872	100%	62,939	100%
Concessions Rent	-	-	0%	-	0%	-	-	0%	-	0%
ATM and Vending	45?? 932	1,297	72%	59	1587%	3,951	7,996	49%	219	1803%
Advertising / Sponsorships	4045 -	-	0%	-	0%	1,179	4,357	27%	-	0%
Miscellaneous	1,875	2,063	91%	(379)	595%	2,389	8,829	27%	1,436	166%
Total Revenue	127,011	139,587	91%	100,172	127%	1,040,977	1,215,248	86%	907,763	115%
Expenses										
Advertising and Promotion	40	1,000	4%	1,572	3%	2,778	12,204	23%	3,427	81%
Professional Fees	900	1,767	51%	1,833	49%	10,942	14,337	76%	22,363	49%
Interest and other fees	5410 4,152	696	597%	645	644%	14,957	8,909	168%	4,324	346%
Concessions Expense	-	29	0%	241	0%	821	6,275	13%	241	341%
Facility Repairs & Maintenance	19,512	18,429	106%	22,354	87%	212,636	123,038	173%	150,404	141%
Housekeeping	5,420 2,648	1,202	220%	1,322	200%	9,715	10,584	92%	7,657	127%
IT Licensing / Fees / Support	5,430 (17,830)	2,190	-914%	3,061	-683%	17,430	21,205	82%	23,069	76%
Miscellaneous	55?? 16	-	0%	0	53300%	2,788	169	1647%	1,067	261%
Office	733	1,077	68%	662	111%	8,465	5,291	160%	4,862	174%
Pool Chemicals / Supplies	1,975	1,780	111%	2,504	79%	15,941	13,291	120%	11,370	140%
Programming	438	945	46%	1,194	37%	5,896	6,841	86%	4,192	141%
Staff Training / Courses	1,850	500	370%	-	0%	5,250	1,149	457%	3,132	168%
Communications	740	954	78%	702	105%	6,511	5,490	119%	5,343	122%
Travel	-	150	0%	-	0%	-	980	0%	727	0%
Uniforms	261	83	313%	-	0%	4,641	4,995	93%	-	0%
Utilities	33,934	30,020	113%	40,087	85%	282,155	261,380	108%	206,843	136%
Vending Expense	1,131	879	129%	852	133%	3,318	5,099	65%	1,671	199%
Wages and Benefits	97,411	86,549	113%	76,167	128%	670,146	663,963	101%	436,203	154%
Total Expenses	147,911	148,250	100%	153,194	97%	1,274,390	1,165,202	109%	886,894	144%
Surplus (Deficit) B4 Café & Events	(20,900)	(8,663)	241%	(53,022)	39%	(233,413)	50,046	-566%	20,869	-1218%
Centre Ice Café Operations	(1,136)	1,200	-195%	-	0%	(14,203)	3,600	-495%	-	0%
Surplus (Deficit) B4 Special Events	(22,036)	(7,463)	295%	(53,022)	42%	(247,616)	53,646	-562%	20,869	-1287%
Special Events Revenue	-	-	0%	-	0%	-	-	0%	-	0%
Special Events Expenses	-	-	0%	-	0%	-	-	0%	10	0%
Surplus (Deficit) Special Events	0	0	0%	0	0%	0	0	0%	-10	0%
Net Operating Surplus (Deficit)	(22,036)	(7,463)	295%	(53,022)	100%	(247,616)	53,646	-562%	20,859	-100%
Transfer to Reserve	-	-	0%	-	0%	-	-	0%	-	0%
Special Events Subsidized Expenses	-	-	0%	-	0%	4,262	50,000	9%	-	0%
Capital Projects - Net	8,700	-	0%	(75,979)	0%	(626,354)	-	0%	(428,465)	0%
MFC Debenture Interest	52,305	60,769	86%	56,748	0%	104,609	121,538	86%	113,497	0%
TOB Transfer from Special Purposes Tax	(52,305)	(60,769)	86%	(56,748)	100%	(104,609)	(121,538)	86%	(56,748)	100%
Total Non-Operating Expenses	8,700	-	0%	(75,979)	0%	(622,092)	50,000	-1344%	(371,717)	0%
Net Surplus (Deficit)	(30,736)	(7,463)	412%	22,957	0%	374,476	3,646	10270%	392,576	0%

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

Run: 11-Feb-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	65,834 30,221	60,833 31,038	60,833 36,522	60,833 38,329	56,883 39,337	897,506 270,483	897,510 319,399	100% 85%	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	6,863	23,754	19,286	10,753	30,235	140,969	214,586	66%	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	4,194	10,537	6,839	8,624	13,464	116,441	137,748	85%	39,147	87,000	90,439
Memberships	14,119	6,057	(432)	5,319	7,769	7,745	3,278	9,329	10,655	16,490	13,382	16,315	110,025	126,893	87%	76,908	153,000	150,696
Library Rent	8,633	7,763	7,763	7,763	7,763	7,763	7,763	7,763	7,859	7,859	7,859	7,859	94,412	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	932	1,090	1,002	1,833	2,731	10,608	14,652	72%	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	14	1,875	-	561	596	527	16,073	10,514	153%	6,120	32,000	47,310
Total Revenue	169,381	94,789	149,685	123,194	112,905	160,226	115,786	127,011	145,766	149,439	142,547	169,751	1,660,480	1,822,751	91%	1,349,907	1,785,520	1,858,439
Expenses																		
Advertising and Promotion	327	980	408	363	560	100	-	40	3,951	1,594	1,073	3,967	13,363	22,789	59%	4,953	15,000	7,178
Professional Fees	1,469	1,276	1,294	1,651	900	1,434	2,019	900	1,767	1,767	1,767	2,790	19,032	22,427	85%	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	4,152	1,259	1,687	1,192	2,364	21,329	15,411	138%	9,336	18,000	18,439
Concessions Expense	-	-	445	-	-	-	376	-	-	231	167	955	2,174	7,628	28%	241	1,500	3,022
Facility Maintenance and Repairs	18,188	15,881	33,614	34,064	26,997	44,173	20,207	19,512	18,999	16,666	17,482	17,587	283,370	193,772	146%	236,871	182,000	194,356
Housekeeping	1,874	(1,536)	1,809	(253)	2,460	1,900	815	2,648	1,394	1,392	1,650	543	14,694	15,563	94%	15,858	20,000	20,137
IT Licensing, Fees and Support	7,160	1,960	3,611	6,563	4,809	11,553	5,733	(17,830)	2,710	4,346	5,073	4,416	40,104	37,751	106%	26,405	40,400	27,147
Miscellaneous	159	10	39	1,260	714	405	185	16	188	(21)	-	-	2,956	337	877%	2,829	2,000	9,418
Office	722	447	864	1,423	929	1,846	1,501	733	1,358	512	520	1,045	11,900	8,726	136%	8,697	10,600	10,278
Pool Chemicals and Supplies	1,659	1,425	1,601	1,916	2,883	1,344	3,138	1,975	1,946	1,937	1,771	1,746	23,341	20,690	113%	19,573	22,000	28,403
Programming	1,146	4	626	972	2,147	66	496	438	2,315	1,734	-	5,015	14,960	15,905	94%	10,866	16,500	10,372
Staff Training and Courses	32	984	-	385	-	1,999	-	1,850	500	500	500	500	7,250	3,149	230%	4,132	6,000	0
Telecommunications	1,352	739	727	724	742	742	745	740	488	482	525	524	8,530	7,510	114%	8,143	10,000	8,180
Travel - Management Conferences	-	-	-	-	-	-	-	-	150	150	150	150	600	1,580	38%	727	1,800	0
Uniforms	-	-	217	-	2,577	100	1,486	261	83	83	83	1,583	6,474	6,829	95%	508	2,900	1,789
Utilities	33,334	36,161	21,950	36,432	36,508	40,801	43,035	33,934	30,154	36,102	36,907	30,154	415,472	394,696	105%	353,433	410,000	401,465
Vending Expense	312	-	-	-	612	385	877	1,131	-	577	931	1,346	6,173	7,953	78%	2,882	8,000	7,694
Wages and Benefits	73,119	19,878	80,523	116,030	89,609	95,450	104,126	97,411	82,491	82,346	77,447	92,190	1,010,618	998,435	101%	754,583	905,695	987,710
Total Expenses	141,325	78,597	149,491	202,785	173,653	204,835	187,792	147,911	149,753	152,084	147,237	166,875	1,902,339	1,781,151	107%	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)	(72,006)	(20,900)	(3,987)	(2,645)	(4,691)	2,876	(241,859)	41,600	-681%	(142,587)	(26,875)	105,801
Centre Ice Café Operations	(2,561)	(232)	(152)	(3,936)	(1,168)	(2,906)	(2,112)	(1,136)	1,200	1,200	1,200	1,200	(9,403)	8,400	-212%	(16,592)	-	-
Surplus (Deficit) B4 Special Events	25,495	15,960	41	(83,528)	(61,916)	(47,515)	(74,117)	(22,036)	(2,787)	(1,445)	(3,491)	4,076	(251,262)	50,000	-603%	(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)	(74,117)	(22,036)	(2,787)	(1,445)	(3,491)	4,076	(251,262)	50,000	-603%	(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)	8,700	-	-	-	-	(626,354)	-	0%	(678,600)	-	42,813
MFC Debenture Interest	-	52,305	-	-	-	-	-	52,305	-	-	-	-	104,609	121,538	86%	113,497	121,538	128,670
TOB Transfer from Special Purposes T	-	(52,305)	-	-	-	-	-	(52,305)	-	-	-	-	(104,609)	(121,538)	86%	(56,748)	(121,538)	(128,670)
Total Non-Operating Expenses	(104,450)	(84,750)	(79,850)	(70,360)	(102,980)	(87,452)	(100,950)	8,700	-	-	-	-	(622,009)	50,000	-1344%	(621,852)	-	42,813
Net Surplus (Deficit)	129,945	100,710	79,891	(13,167)	41,064	39,937	26,833	(30,736)	(2,787)	(1,445)	(3,491)	4,076	370,830	0	0%	462,664	-	89,701
Net Surplus (Deficit) - YTD	129,945	230,655	310,546	297,379	338,443	378,380	405,213	374,477	371,690	370,245	366,754	370,830						

* 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 Nov. 30, 2021**

	<u>Nov 21</u>	<u>Oct 21</u>
Assets		
Current Assets		
Cash	1,453,766	1,561,389
Accounts Receivable	93,983	58,856
Prepaid Expenses	85,664	10,498
Concessions Inventory	7,007	5,775
Total Current Assets	<u>1,640,421</u>	<u>1,636,518</u>
Capital Assets	-	-
Total Assets	<u>1,640,421</u>	<u>1,636,518</u>
Liabilities		
Current Liabilities		
Accounts Payable	237,682	206,299
Due to / from Capital Reserve	791,000	791,000
Deferred Revenue-Memberships/Passes	87,261	84,005
Deferred Revenue-Grants	150,000	150,000
Total Liabilities	1,265,943	1,231,305
Equity		
Retained Earnings	1	1
Current Year Earnings	374,476	405,212
Total Equity	374,477	405,213
Total Liability and Equity	<u>1,640,421</u>	<u>1,636,518</u>
	-	-