



## **AGENDA**

Lunenburg County Multi-Purpose Centre Corporation

January 23, 2025, 5:30 pm

Multi-Purpose Room, LCLC

- 1. Call to Order**
- 2. Information Sharing (Questions by board members and attending members of the public)**
  - 2.1 Fancy Pants Introduction
- 3. Approval of Agenda**
- 4. Approval of Minutes**
  - 4.1 October Special Financial Meeting Minutes
  - 4.2 March Special Meeting Minutes
  - 4.3 November Minutes
- 5. Business Arising from Minutes & Unfinished Business**
  - 5.1 Signing Authority
  - 5.2 Board Mission, Vision & Values
  - 5.3 Strategic Planning
- 6. Correspondence**
- 7. New Business**
  - 7.1
- 8. Information/Updates**
  - 8.1 General Manager's Monthly Report
  - 8.2 Aged Receivable
  - 8.3 Financial Statements
- 9. Next Meeting – Thursday, February 20, 2025 5:30 p.m.**
- 10. Adjournment**

# Minutes of the Budget Board Meeting of the Lunenburg County Multi-Purpose Centre Corporation (LCMPCC)

Held in the meeting room, LCLC  
Friday, March 8, 2024 at 12 p.m.

## Attendance

### Municipality of the District of Lunenburg

Mayor Carolyn Bolivar-Getson  
Councillor Sandra Statton  
Councillor Cathy Moore  
Tom MacEwan, CAO (virtual)  
Trudy (virtual)

### Town of Bridgewater

Mayor David Mitchell  
Councillor Stacey Colwell  
Councillor Andrew Tanner

### LCLC

Janette Hubka, General Manager

### Staff Present

Mark Flint, TOB Deputy CAO  
Tammy Crowder, TOB CAO  
Rosemary Erb, TOB CDD-Recreation Admin - acting as recording secretary

1. **Call to Order** – Meeting called to order by Chair Mayor Mitchell at 12:08.
2. **Agenda** - Motion to approve agenda by Councillor Moore, seconded by Councillor Tanner. Carried
3. **Budget Discussion – Operating Budget:** There has been a change in the Utilities amount recorded in the budget. This is to correct an error in the last draft, so everyone was made aware of that.

Revenue: Arena revenue has been adjusted also. Aquatic increase has been adjusted and programming revenue has been adjusted. Rate increase for the summer, December & March. There will be 2 sessions of March break camps for a first time. Room & rental increase budget for July. Membership had a big jump. Janette went through the adjustments that have been made since the initial proposed budget. IT licensing, fees & support – Janette was able to determine they were not required. Uniforms were able to be reduced. Concessions expense was re-evaluated to determine where the margins should be sitting in order to bring the pricing to what it needs to be. Debenture interest was added.

Discussion held on how feasible the Special Events really are and if they can make money. Janette went through decisions made to ensure that the events cover themselves at the very least and hopefully actually be profitable.

Mayor Bolivar-Getson raised concerns regarding the change in the budget for Utilities. The Mayor wants to make sure that it remains accurate and if there are changes to it in the future, that they are recorded in detail in order. Councillor Statton asked where the revenue portion of utilities that the Library & the TOB are recorded. They are recorded in the Library Rental Agreement. Mayor Mitchell went through the details & formula on how the fees are determined. Discussion held and Tammy Crowder advised that there is a scheduled 3% increase in the lease annually. Councillor MacEwan had a question regarding the negative amount in Events. It was determined that this is due to the Community Days that we've had where they were not sponsored or paid for by anyone else.

**Capital Budget:** Councillor Moore asked a question regarding the EV car chargers and whether or not we have applied for the grant yet. Janette advised that the grant application just opened on March 1 and they're in the process of applying. Discussion held on if there are other possible grants available that we should be looking into that & getting them rolling. The budgeted grant is at \$45,000 and if we do not get that amount, we will have to discuss the capital given from MODL & TOB at that time (whether to increase it or not). Janette went through the change in the roof investigation amount and the grant that may be available. Because this is something that will happen regardless of if we get the grant or not, the budget for each municipality was changed to reflect the amount without the grant (from \$7500 each to \$12500). Aquatic tiles will need to be repaired/replaced this year for sure. However, if we do not get the grant for this, Janette advised that we could do a smaller portion of the repair at this time. Janette went through the needs that are included in the numbers for office/meeting/furniture. Discussion held on what is needed at the LCLC and possible alternative ways/places to purchase this furniture; trying to find savings elsewhere so that we can purchase more galleria furniture. Janette suggested that we don't really need to do the investigation into the galleria tile issues, we really just need to do the spot repairs as required. Discussion held on the final details of the whole capital budget & what is actually being voted on. It was confirmed that what would be approved is the columns of MODL & TOB capital as set out and not the total with the grant \$ added in. Further discussion was had on having better reporting on capital expenditure at least quarterly so that the municipalities know that the money allocated for certain items has in fact been spent on those items; or if there need to be any adjustments, that discussions are held prior to the adjustments/different spending happens. After going through all detailed projects, we went back to the gallerias need for additional furniture and the possibility of gaining the extra funds from nixing the tile investigation. Mayor Mitchell went through & summarized the details of the budget for each municipality. Janette went through and highlighted what project is grant dependent wholly and what are grant dependent partially.

Motion to recommend to both councils the total operating budget of

\$2,823,020.00 with a municipal contribution of \$725,700.00 and total capital budget of \$361,768.00 with a municipal contribution of \$134,061.00 per unit, made by Councillor Tanner, seconded by Councillor Statton. Carried

4. **Adjournment** – Motion to adjourn at 1:32 made by Councillor Moore, seconded by Councillor Colwell. Adjourned

# Minutes of the Special Financial Board Meeting of the Lunenburg County Multi-Purpose Centre Corporation (LCMPCC)

Held virtually

Wednesday October 16, 2024 at 08:30 a.m.

## In Attendance

### Municipality of the District of Lunenburg

Mayor Carolyn Bolivar-Getson  
Councillor Cathy Moore  
Councillor Sandra Statton  
Tom MacEwan, CAO

### Town of Bridgewater

Mayor David Mitchell  
Councillor Andrew Tanner  
Councillor Stacey Colwell

### LCLC

Janette Hubka, General Manager

### Staff Present

Tammy Crowder, TOB CAO  
Mark Flint, TOB Deputy CAO  
Rosemary Erb, TOB CDD-Recreation Admin acting as recording secretary

### Guests

Kim Hopkins, TOB Director of Finance  
Elana Wentzell, MODL Director of Finance  
John Feeney, MJSB Director of Corporate Services Administration  
Lesley McFarlane, MODL COO

1. **Call to Order** – Meeting called to order by Chair Mitchell at 08:32

2. **Approval of Agenda** –

Motion to approve the agenda made by Cathy Moore, seconded by Andrew Tanner. Carried.

3. **New Business**

3.1 Update from Finance Directors on HST issue: Kim Hopkins spoke regarding the initial investigation of the HST issue and went through some of the details leading to the error. Kim Hopkins had determined that because of Kelsey Hicks background, which includes audits, and her availability (working at TOB), she would be a logical choice to go through the paperwork & assess the situation. It was determined that one issue was the change in software & how the new software performed as compared to the old; and after assessing everything else, it was really put down to a reconciliation error. The interest has now been adjusted from projected amount of \$20,000 to the actual amount of \$7,500 on the new financial documents circulated.

At this time, Mayor Bolivar Getson made a motion to go in camera to continue this discussion, seconded by Cathy Moore. Carried

Motion to come out of camera made by Andrew Tanner, seconded by Stacey Colwell. Carried

3.2 Approve the audited financial statements.

Motion to approve the audited financial statements made by Stacey Colwell, seconded by Sandra Statton. Carried.

**4. In Camera**

Motion to go in camera made by Stacey Colwell, seconded by Sandra Statton. Carried

Motion to resume open session made by Andrew Tanner, seconded by Cathy Moore. Carried

Motion that the LCMPPC Board accept the proposal presented by the Municipal Joint Services Board staff to provide financial Services to the LCLC and request that the MJSB Board provide these services as commencing November 1, 2024; and further that the MJSB Board be asked to provide a supplemental proposal outlining the costs to provide complete financial services to the Board, which includes those matters out of scope in the proposal presented to the Board on October 16, 2024 made by Andrew Tanner, seconded by Cathy Moore. Carried

Motion that the Board approve, using alternative procurement pursuant to section 18(1)(a) of the LCLC Purchasing and Tendering Policy, an award of the Miles East Productions proposal for the Event Management for 2025 Nova Scotia 55+ Games: Bridgewater , in the amount of \$37,950 inclusive of HST made by Cathy Moore, seconded by Stacey Colwell. Carried

Motion that the Board approve the Performance Targets as established for the General Manager, and as discussed in-camera made by Sandra Statton, seconded by Stacey Colwell. Carried

**5. Adjournment**

Motion to adjourn made by Cathy Moore, seconded by Stacey Colwell. Adjourned

# **Minutes of the Board Meeting of the Lunenburg County Multi-Purpose Centre Corporation (LCMPCC)**

Held in the Multi-Purpose Room, LCLC  
Thursday November 21, 2024 at 8:00 a.m.

## In Attendance

### Municipality of the District of Lunenburg

Mayor Elspeth McLean-Wile  
Deputy Mayor Chasidy Veinotte  
Councillor Pam Hubley  
Councillor Kacy Delong

### Town of Bridgewater

Mayor David Mitchell  
Councillor Stacey Colwell

### LCLC

Marta Selassie, Interim General Manager

### Staff Present

Tammy Crowder, TOB CAO  
Mark Flint, TOB Deputy CAO  
Tom MacEwan, MODL CAO  
Trudy Payne, MODL Director of Recreation  
Patrick Hirtle, TOB Communications Coordinator  
Rosemary Erb, TOB CDD-Recreation Admin acting as recording secretary

## **1. Call to Order:** Meeting called to order by acting Chair Crowder at 08:00.

- 1.1 Prior to commencing with the regular meeting activities, the business of electing a new Chair and Vice-Chair was addressed. Acting Chair Crowder called for nominations for the new Chair of the LCMPCC.

Motion to nominate Councillor Hubley as Chair made by Mayor Mitchell and seconded by Mayor McLean-Wile. No further nominations received. Councillor Hubley is the new Chair of the LCMPCC Board by acclamation.

Councillor Hubley called for nominations for the position of Vice-Chair.

Motion to nominate Councillor Colwell as Vice-Chair made by Mayor Mitchell and seconded by Mayor McLean-Wile. No further nominations received. Councillor Colwell is the new Vice-Chair of the LCMPCC Board by acclamation.

## **2. Information Sharing** (Questions by board members and attending members of the

public): None

**3. Approval of Agenda:**

There was a revision to the agenda sent out whereby the draft financial statements (8.3) were removed.

Motion to approve the revised agenda as distributed was made by Mayor Mitchell, seconded by Mayor McLean-Wiles. Motion carried.

**4. Approval of Minutes: September 19, 2024**

Motion to approve the minutes of the September 19, 2024 meeting made by Councillor Colwell, seconded by Mayor Mitchell. Motion Carried.

**5. Business Arising from Minutes & Unfinished Business:**

5.1 Below Grade Rooms: Mark Flint gave an update this. Mark has received very little in the way of updates from any firms previously contacted regarding the issue of the leaks in the below grade rooms. He advised we will need to have someone else in to investigate, do a study and proposal and then perhaps go to tender. Mark feels this process will take at least 12 months and may cost between \$200-250,000.00

5.2 NS 55+ Games (September 23-27, 2025) – Interim Committee Presentation: Trudy Payne & Patrick Hirtle gave an update on the Interim Committee itself and the work the committee has been doing so far. The committee has been meeting weekly since September.

- They have engaged an event planning firm from Yarmouth, Mile East Productions.
- 90% of the facilities have been secured so far.
- Information sessions will be taking place on Dec 4<sup>th</sup> for the community & volunteer organizations.
- Andrew Tanner and Joanne Cooper have agreed to be co-chairs for the event team for this event.

Key Recommendations for the board to consider today:

That the LCMPPC Board authorize the Lunenburg County Lifestyle Centre (LCLC) General Manager to negotiate and enter into a Memorandum of Understanding (MOU) with Events Lunenburg County (ELC), to the effect that:

1. ELC shall facilitate procurement for matters related to the NS 55+ Games on behalf

of the LCLC within the scope of, and not to exceed without specific additional Board approval, the NS 55+ Games budget that has been approved by the LCLC Board; and

2. ELC shall support the NS 55+ Games Working Committee in the successful planning and execution of the NS 55+ Games in September 2025.

Motion made by Deputy Mayor Veinotte to authorize the Lunenburg County Lifestyle Centre (LCLC) General Manager to negotiate and enter into a Memorandum of Understanding (MOU) with Events Lunenburg County (ELC), and achieve the work as outlined in points 1 and 2 above. Motion seconded by Councillor Colwell. Motion carried.

It is also recommended that the Board formally request, in writing, that Town of Bridgewater and the Municipality of the District of Lunenburg

1. Allocate \$10,000 in the 2024-2025 fiscal year in support of the NS 55+ Games planning and execution; and
2. Further request an additional \$10,000 be considered to be allocated by each Council in the 2025-2026 budget during the budget deliberations.

Motion made by Mayor McLean-Wile that the Town of Bridgewater and the Municipality of the District of Lunenburg both allocate \$10,000 in the 2024-2025 fiscal year in support of the NS 55+ Games planning and execution; and further that both the Town of Bridgewater and the Municipality of the District of Lunenburg consider allocating a further \$10,000 each in the 2025-2026 budget during budget deliberations. Motion seconded by Mayor Mitchell. Motion carried.

5.3 MJSB Support & Internet: being provided as agreed

5.4 MJSB Financial Services Support: The accounting services have changed, but the old accountant is being kept on until the transition is completed smoothly. It will be an additional fee of approximately \$4-5,000 total.

## **6. Correspondence: None**

## **7. New Business:**

7.1 Signatories: Marta Selassie has some cheques to be signed and also has a letter to be completed and confirm the new signatories for the board.

Motion made by Deputy Mayor Veinotte to remove Janette Hubka and Andrew Tanner as signatories, and to add Pam Hubley and Stacey Coldwell as the new signing

authorities for the LCMPPC Board. Motion seconded by Mayor Mitchell. Motion carried.

7.2 Liquor License: to be updated with Board approval.

Motion made by Mayor Mitchell to update the liquor license by adding Josh Wamboldt, Travis Vaughn & Marta Selassie, and to remove Janette Hubka. Motion seconded by Deputy Mayor Veinotte. Motion carried.

7.3 Board Onboarding: The intention of this was just to ensure that everyone understands the flow of the Board routines. Marta Selassie will ensure that all questions are answered and give an overview to any board members who would like one.

7.4 Board Mission, Vision and Strategic Planning: Marta Selassie will look at the current Mission statement, Vision & Strategic Plan as she goes through things with the new board members. Discussion held on the best way to handle this, given the new board and the transition of the LCLC personnel. Target points will be given to Marta to focus on, with plans to go forward in the next budget, not this one. This will be brought up again in the January meeting.

7.5 User Code of Conduct: There is no formal code of conduct set up for **users** of the LCLC currently. Josh Wamboldt will review the info that was sent in the package and get back to the board at the next meeting.

7.6 CRA Authorization: The account needs to be updated to note the current board members.

Motion made by Mayor McLean-Wile to add John Feeney and Marta Salessie to the CRA Account, and to remove previous people on the list. Motion seconded by Mayor Mitchell. Motion carried.

**8. Information/Updates:**

8.1 General Managers Monthly Report (emailed earlier): Josh Wamboldt spoke to any questions that arose from the report that was submitted. Mark Flint gave an update on the status of the EV chargers and will delve deeper into another possibility for getting new chargers installed.

Councillor Colwell had some questions with regard to the success of events hosted by the LCLC, and possibly using outside companies/people to assist. Mayor McLean-Wile suggested that this also be discussed in strategic planning & priorities meetings.

8.2 Aged Receivables (emailed earlier): deferred

8.3 Draft Financial Statements (emailed earlier): deferred

9. Motion made by Deputy Mayor Veinotte to go in camera. Motion seconded by Councillor Colwell. Motion carried.

Motion made by Mayor Mitchell to rise and report. Motion seconded by Councillor Colwell. Motion carried.

Motion made by Mayor Mitchell that the LCMPPC Board compensate the former General Manager for Lieu-Time at an amount equivalent to 35 hours worked, as provided for in the Personnel Policy. Motion seconded by Councillor Colwell.

In Favour: Councillors Hubleby, Whynot, Delong, Colwell, Deputy Mayor Veinotte and Mayor Mitchell

Opposed: Mayor McLean-Wile

Motion carried.

10. **Next Meeting:**

11. **Adjournment:** Motion made by Mayor Mitchell to adjourn. Motion seconded by Councillor Colwell. Motion carried.

**Minutes of the Board Meeting of the  
Lunenburg County Multi-Purpose Centre Corporation (LCMPCC)**  
Held Virtually  
Friday November 15, 2024 at 8:30 a.m.

In Attendance

**Municipality of the District of Lunenburg**

Mayor Elspeth McLean-Wile  
Deputy Mayor Chasidy Veinotte  
Councillor Pam Hubley  
Councillor Kacy Delong

**Town of Bridgewater**

Mayor David Mitchell  
Councillor Stacey Colwell  
Councillor Eric Whynot

**Staff Present**

Tammy Crowder, TOB CAO  
Tom MacEwan, MODL CAO

1. **Call to Order:** Meeting called to order by Chair Mitchell
  
2. Motion made by Councillor Hubley to go in camera – personnel matter.  
Motion seconded by Deputy Mayor Veinotte. Motion carried.  
  
Motion made by Councillor Whynot to rise and report. Motion seconded by  
Councillor Hubley. Motion carried.
  
3. **Adjournment:** Motion made by Deputy Mayor Veinotte to adjourn. Motion  
seconded by Councillor Colwell. Motion carried.



## January 2025 General Manager Report

### Capital Projects

#### **EV Car Chargers:**

Currently on hold.

#### **Roof Investigation:**

Flynn, was engaged to investigate the ongoing roofing issues and provide potential solutions, as well as complete necessary repairs. They were on-site in November for initial repair work, during their assessment they identified additional deficiencies. Flynn will be returning this month to address and complete further repairs and ensure underlying issues are resolved.

#### **Galleria Tile Replacement:**

CBCL has been contracted investigate the water ingress on the lower level and the movement/tile cracking in the galleria. This work will include a geotechnical investigation; review of construction plans; identify potential water sources; and visual and CCTV inspection of drainage features.

Upon completion, CBCL will provide a findings report inclusive of recommendations and next steps.

The upset limit for this project is \$15,000, \$10,000 of which is budgeted for in the capital budget with the remaining if necessary coming from the operational budget.

#### **Aquatic Tile Repairs:**

No work has been completed on this project. Potential funding opportunity for tile replacement in 2025/26. Further work required on this.

#### **Office and Galleria Furniture:**

Office dividers were purchased and installed. Waiting on a quote for the purchase of additional tables and chairs for the galleria.

#### **Accessibility Enhancements:**

No update at this time.

#### **Storage Solutions:**

No update at this time

#### **Aquatics Infrastructure:**

There were four elements to this project the following have been completed: therapy pool UV replacement, plate frame heat exchange repairs and backup pool pump purchased. Waiting on contractor to repair lap pool hydronic solar heating system.

#### **Loss of Phase Protection:**

In progress.



## General Operations and Maintenance

It has been a busy and productive month and a bit. With the support of the MJSB, staff have been making significant progress in addressing the deferred revenue issues within the registration system. We have been working on identifying key gaps in our current workflows and actively developing and implementing improved procedures to streamline operations and enhance accuracy moving forward.

In addition to these efforts, we have placed a strong emphasis on facility maintenance and cleanliness. Our cleaning schedules have been reviewed, updated, and expanded to ensure a higher standard of upkeep throughout the facility. These changes aim to provide a cleaner, more welcoming environment for all users and staff.

In the coming weeks, we will be rolling out user engagement surveys to gather valuable feedback from our members and visitors. These surveys will help us better understand user experiences, identify areas for improvement, and shape future programs and services to meet the needs and expectations of our community.

We are also in the process of reviewing and updating our booking procedures. The goal is to streamline the process, improve response time, and ensure a more user-friendly experience. By refining these procedures, we hope to enhance overall satisfaction and better accommodate the needs of our community.

## Memberships

Membership numbers showed a slight decline in the fall but have rebounded in January. Compared to this time last year, we continue to see growth.

### Membership Numbers

Month	2023	2024
June	1530	1939
July	1579	1928
August	1527	1948
September	1646	1928
October	1656	1903
November	1700	1850
December	1176	1852
21-Jan-25	1881	1909



## Programming

Fall swimming lessons wrapped up in December. Eight lifeguards were certified, 2 new and 6 recertified.

Holiday camp participation was lower this year compared to previous years, likely due to statutory holidays falling midweek.

We are actively working to increase the variety of programs offered at the facility. The Active Living class schedule has been expanded, we recently hosted our first Sticks and Pucks program on the ice, and an additional Aquafit class has been added.

The aquatic schedule is being updated to include more fitness swim times, we have added time for private rentals and scheduled maintenance. We are also looking to add ice maintenance time into the arena schedule.

## Events

In November, the LCLC successfully hosted a range of exciting events, including:

- Lunenburg County Sports Heritage Gala – ~200 people
- Glen Murray High School Hockey Tournament – 8 teams
- South Shore Ice Storm, Para Hockey Tournament – 4 teams
- SSODA Benefit Gala – ~200 people
- Universal Cheer Showcase – teams from across Atlantic Canada, ~500 people

December brought a festive lineup, featuring:

- Hello Holidays – ~400 people
- SSMHA U7 / U9 Holiday Jamboree – 20 teams over 2 days

The Swift Kick concert did not meet expectations in terms of attendance or revenue. This experience has reinforced the need to pivot away from tribute shows and focus on smaller scale events that align with the wants of the community. Going forward the emphasis will be on balancing feasibility with the potential for a strong return on investment.

## Upcoming Events

We are gearing up for a busy schedule, with the following events in the coming months:

- The Mom Market Hosting “Winter Fest” Craft Fair – February 15<sup>th</sup>
- Gary L. Wentzell March Break Tournament – March 10<sup>th</sup> to 16<sup>th</sup>
- South Shore Expo – April 11<sup>th</sup> to 13<sup>th</sup>
- National Para Hockey Tournament – May 14<sup>th</sup> to 18<sup>th</sup>

We are in the initial planning phases for a few smaller events scheduled this spring and summer. These events will be less demanding on staff while generating revenue through the facility rental.



## Advertising & Sponsorship

The Marketing and Events Manger has conducted a comprehensive a thorough analysis of the facility's marketing plan, revealing countless opportunities for businesses to advertise at the LCLC. Sponsorship and advertising packages are being updated to accommodate all budget levels ensuring maximum profit and increased engagement with local businesses.

The naming rights to the arena and aquatics centre are up for renewal. A detailed plan to approach alternative investors if the current sponsors choose not to renew. Renewal offers will be distributed by the end of January, with timelines to allow for outreach new organizations interested in supporting our facility.

The damaged commemorative plaques on the arena seating have been replaced and are currently being installed. In the coming weeks, we will begin promoting this opportunity.

Additionally, a review of all existing advertising files is underway to confirm all companies have been invoiced, and payments received.

Lunenburg County Lifestyle Centre

# Monthly Reporting

October 2024



# Income Statement

	Monthly Actual 01 Oct 24 - 31 Oct 24	Monthly Budget 01 Oct 24 - 31 Oct 24	Variance	YTD Actual 01 Apr 24 - 31 Oct 24	YTD Budget 01 Apr 24 - 31 Oct 24	Variance	Full Year 2024/2025 Budget	Oct 2023 01 Apr 23 - 31 Oct 23
<b>Income</b>								
Public Revenue	\$120,950	\$120,950	-	\$916,480	\$909,954	\$6,526	\$1,484,704	\$871,233
Advertising & Sponsorship Revenue	\$7,500	\$5,500	\$2,000	\$20,264	\$42,450	(\$22,186)	\$45,000	\$16,960
Aquatic Revenue	\$53,239	\$13,645	\$39,594	\$169,477	\$162,875	\$6,602	\$270,000	\$183,104
Arena Revenue	\$37,285	\$47,377	(\$10,092)	\$172,633	\$151,538	\$21,095	\$388,650	\$147,851
Concession Revenue	\$13,032	\$5,000	\$8,032	\$45,853	\$18,500	\$27,353	\$66,500	\$18,743
Room Rentals Revenue	\$3,580	\$2,720	\$860	\$17,955	\$16,400	\$1,555	\$30,000	\$13,208
Memberships Revenue	\$11,629	\$24,106	(\$12,477)	\$79,001	\$143,342	(\$64,341)	\$245,000	\$105,632
Other income	\$17	\$2,000	(\$1,983)	\$189	\$28,650	(\$28,461)	\$32,360	\$601
Programming Revenue	\$875	\$2,080	(\$1,205)	\$69,192	\$74,160	(\$4,968)	\$98,300	\$63,896
Special Events Revenue	\$15,496	\$57,448	(\$41,952)	\$32,951	\$96,868	(\$63,917)	\$100,368	\$25,986
Outdoor Pool and Lakes	-	-	-	\$60,239	\$65,015	(\$4,776)	\$65,015	-
Tenant Rental Revenue	\$9,284	\$9,408	(\$125)	\$64,986	\$65,858	(\$872)	\$112,900	\$68,133
<b>Total Income</b>	<b>\$272,886</b>	<b>\$290,234</b>	<b>(\$17,348)</b>	<b>\$1,649,220</b>	<b>\$1,775,610</b>	<b>(\$126,391)</b>	<b>\$2,938,797</b>	<b>\$1,515,348</b>
<b>Expenses</b>								
Bank, Interest, Credit Card and Other Fees	\$2,491	\$1,695	\$796	\$8,622	\$12,465	(\$3,843)	\$19,590	\$11,620
Concession Expenses	\$10,097	\$4,732	\$5,365	\$28,574	\$14,799	\$13,775	\$45,732	\$14,592
Facility Maintenance and Repairs	\$16,122	\$20,419	(\$4,297)	\$136,632	\$158,733	(\$22,101)	\$287,428	\$149,169
Housekeeping Supplies	\$3,398	\$2,167	\$1,231	\$23,581	\$15,169	\$8,412	\$26,000	\$16,318
Insurance	\$8,600	\$9,426	(\$826)	\$66,822	\$68,482	(\$1,660)	\$127,932	\$55,139
IT Services, License, Equip & Supp	\$16,688	\$6,300	\$10,388	\$44,258	\$66,290	(\$22,032)	\$96,790	\$50,969
Marketing & Promotional	\$3,781	\$1,000	\$2,781	\$7,443	\$11,000	(\$3,557)	\$18,000	\$10,377
MFC debenture interest	-	-	-	\$36,752	-	\$36,752	-	\$42,256
Miscellaneous	\$817	\$120	\$697	\$3,355	\$3,290	\$65	\$8,840	\$446,855
Office	\$741	\$1,400	(\$659)	\$6,400	\$8,700	(\$2,300)	\$14,100	\$6,314
Outdoor Pools and Lakes Expense	-	-	-	\$60,239	\$65,015	(\$4,776)	\$65,015	-
Pool Chem & Test Supp - Aquatics	\$1,672	\$2,000	(\$328)	\$30,904	\$14,000	\$16,904	\$24,000	\$8,541
Professional Services & Fees	\$5,521	\$4,453	\$1,068	\$48,754	\$33,170	\$15,584	\$55,435	\$17,265
Programming	\$70	\$200	(\$130)	\$4,040	\$4,200	(\$160)	\$9,100	\$4,390
Special Events Expense	\$20,204	\$22,594	(\$2,390)	\$23,774	\$60,491	(\$36,717)	\$70,691	\$54,426
Staff Training and Courses	\$183	\$2,250	(\$2,067)	\$13,730	\$18,050	(\$4,320)	\$25,750	\$7,718
Telecommunications	\$662	\$671	(\$9)	\$4,056	\$4,697	(\$641)	\$8,052	\$5,331
Uniforms	-	\$250	(\$250)	\$904	\$4,950	(\$4,046)	\$7,650	\$5,798

	Monthly Actual <small>01 Oct 24 - 31 Oct 24</small>	Monthly Budget <small>01 Oct 24 - 31 Oct 24</small>	Variance	YTD Actual <small>01 Apr 24 - 31 Oct 24</small>	YTD Budget <small>01 Apr 24 - 31 Oct 24</small>	Variance	Full Year 2024/2025 <b>Budget</b>	Oct 2023 <small>01 Apr 23 - 31 Oct 23</small>
Utilities	\$51,446	\$42,859	\$8,587	\$334,490	\$307,012	\$27,478	\$541,523	\$303,188
Wages & Benefits Total	\$128,822	\$122,800	\$6,022	\$912,188	\$859,600	\$52,588	\$1,473,598	\$922,465
<b>Total Expenses</b>	<b>\$271,314</b>	<b>\$245,336</b>	<b>\$25,978</b>	<b>\$1,795,520</b>	<b>\$1,730,113</b>	<b>\$65,407</b>	<b>\$2,925,226</b>	<b>\$2,132,731</b>
<b>Profit/Loss</b>	<b>\$1,571</b>	<b>\$44,898</b>	<b>(\$43,327)</b>	<b>(\$146,300)</b>	<b>\$45,497</b>	<b>(\$191,797)</b>	<b>\$13,571</b>	<b>(\$617,383)</b>

# Balance Sheet

01 October 2024 - 31 October 2024 vs 01 September 2024 - 30 September 2024

	Oct 2024	Sep 2024	Variance	Variance (%)
<b>Assets</b>				
<b>Current Assets</b>				
Cash	\$62,654	\$222,990	(\$160,336)	(-72%) ▼
Accounts Receivable	\$441,351	\$394,400	\$46,951	(+12%) ▲
HST Receivable (Payable)	\$24,442	\$18,193	\$6,248	(+34%) ▲
Prepaid Expenses	\$18,325	\$33,642	(\$15,317)	(-46%) ▼
Concession Inventory	\$5,405	\$5,405	-	
<b>Total Current Assets</b>	<b>\$552,176</b>	<b>\$674,630</b>	<b>(\$122,454)</b>	<b>(-18%) ▼</b>
<b>Total Assets</b>	<b>\$552,176</b>	<b>\$674,630</b>	<b>(\$122,454)</b>	<b>(-18%) ▼</b>
<b>Liabilities and Equity</b>				
<b>Liabilities</b>				
<b>Current Liabilities</b>				
Accounts Payable	\$285,139	\$353,252	(\$68,113)	(-19%) ▼
Due to/from Capital Reserve	\$717,855	\$717,855	-	
Deferred Revenue	\$139,872	\$195,784	(\$55,912)	(-29%) ▼
<b>Total Current Liabilities</b>	<b>\$1,142,866</b>	<b>\$1,266,891</b>	<b>(\$124,025)</b>	<b>(-10%) ▼</b>
<b>Total Liabilities</b>	<b>\$1,142,866</b>	<b>\$1,266,891</b>	<b>(\$124,025)</b>	<b>(-10%) ▼</b>
<b>Equity</b>	<b>(\$590,690)</b>	<b>(\$592,261)</b>	<b>\$1,571</b>	<b>(+0%) ▲</b>
<b>Total Liabilities and Equity</b>	<b>\$552,176</b>	<b>\$674,630</b>	<b>(\$122,454)</b>	<b>(-18%) ▼</b>



Lunenburg County Lifestyle Centre

# Monthly Reporting

November 2024



# Income Statement

	Monthly Actual 01 Nov 24 - 30 Nov 24	Monthly Budget 01 Nov 24 - 30 Nov 24	Variance	YTD Actual 01 Apr 24 - 30 Nov 24	YTD Budget 01 Apr 24 - 30 Nov 24	Variance	Full Year 2024/2025 Budget	Nov 2023 01 Apr 23 - 30 Nov 23
<b>Income</b>								
Public Revenue	\$157,702	\$120,950	\$36,752	\$1,074,181	\$1,030,904	\$43,277	\$1,484,704	\$1,019,324
Advertising & Sponsorship Revenue	\$900	\$500	\$400	\$21,164	\$42,950	(\$21,786)	\$45,000	\$17,860
Aquatic Revenue	\$24,368	\$13,745	\$10,623	\$193,846	\$176,620	\$17,226	\$270,000	\$195,375
Arena Revenue	\$39,259	\$49,677	(\$10,418)	\$211,892	\$201,215	\$10,677	\$388,650	\$188,779
Concession Revenue	\$14,784	\$4,000	\$10,784	\$60,637	\$22,500	\$38,137	\$66,500	\$25,256
Room Rentals Revenue	\$4,050	\$2,720	\$1,330	\$22,005	\$19,120	\$2,885	\$30,000	\$16,101
Memberships Revenue	\$14,696	\$20,026	(\$5,330)	\$93,698	\$163,368	(\$69,670)	\$245,000	\$119,552
Other income	\$641	\$2,000	(\$1,359)	\$830	\$30,650	(\$29,820)	\$32,360	\$601
Programming Revenue	\$1,289	\$2,080	(\$791)	\$70,481	\$76,240	(\$5,759)	\$98,300	\$67,086
Special Events Revenue	\$3,395	\$1,000	\$2,395	\$36,346	\$97,868	(\$61,522)	\$100,368	\$43,209
Outdoor Pool and Lakes	-	-	-	\$60,239	\$65,015	(\$4,776)	\$65,015	-
Tenant Rental Revenue	\$9,284	\$9,408	(\$125)	\$74,270	\$75,267	(\$997)	\$112,900	\$77,401
<b>Total Income</b>	<b>\$270,369</b>	<b>\$226,106</b>	<b>\$44,262</b>	<b>\$1,919,588</b>	<b>\$2,001,717</b>	<b>(\$82,128)</b>	<b>\$2,938,797</b>	<b>\$1,770,544</b>
<b>Expenses</b>								
Bank, Interest, Credit Card and Other Fees	\$1,048	\$1,445	(\$397)	\$9,671	\$13,910	(\$4,239)	\$19,590	\$12,219
Concession Expenses	\$9,539	\$2,479	\$7,060	\$38,113	\$17,278	\$20,835	\$45,732	\$25,210
Facility Maintenance and Repairs	\$9,387	\$19,619	(\$10,232)	\$146,019	\$178,352	(\$32,333)	\$287,428	\$161,931
Housekeeping Supplies	\$2,298	\$2,167	\$131	\$25,879	\$17,336	\$8,543	\$26,000	\$19,261
Insurance	\$8,761	\$9,426	(\$665)	\$75,583	\$77,908	(\$2,325)	\$127,932	\$64,564
IT Services, License, Equip & Supp	\$1,803	\$6,300	(\$4,497)	\$46,062	\$72,590	(\$26,528)	\$96,790	\$55,368
Marketing & Promotional	\$297	\$1,000	(\$703)	\$7,740	\$12,000	(\$4,260)	\$18,000	\$11,217
MFC debenture interest	\$36,752	-	\$36,752	\$73,503	-	\$73,503	-	\$84,513
Miscellaneous	\$71	\$120	(\$49)	\$3,427	\$3,410	\$17	\$8,840	\$458,635
Office	\$678	\$1,000	(\$322)	\$7,078	\$9,700	(\$2,622)	\$14,100	\$7,495
Outdoor Pools and Lakes Expense	-	-	-	\$60,239	\$65,015	(\$4,776)	\$65,015	-
Pool Chem & Test Supp - Aquatics	\$687	\$2,000	(\$1,313)	\$31,591	\$16,000	\$15,591	\$24,000	\$10,700
Professional Services & Fees	\$4,886	\$4,453	\$433	\$53,641	\$37,623	\$16,018	\$55,435	\$20,716
Programming	-	\$500	(\$500)	\$4,040	\$4,700	(\$660)	\$9,100	\$5,545
Special Events Expense	\$8,333	-	\$8,333	\$32,107	\$60,491	(\$28,384)	\$70,691	\$75,878
Staff Training and Courses	\$403	\$2,500	(\$2,097)	\$14,133	\$20,550	(\$6,417)	\$25,750	\$8,538
Telecommunications	\$691	\$671	\$20	\$4,747	\$5,368	(\$621)	\$8,052	\$6,012
Uniforms	-	\$2,000	(\$2,000)	\$904	\$6,950	(\$6,046)	\$7,650	\$6,177

	Monthly Actual <small>01 Nov 24 - 30 Nov 24</small>	Monthly Budget <small>01 Nov 24 - 30 Nov 24</small>	Variance	YTD Actual <small>01 Apr 24 - 30 Nov 24</small>	YTD Budget <small>01 Apr 24 - 30 Nov 24</small>	Variance	Full Year 2024/2025 <b>Budget</b>	Nov 2023 <small>01 Apr 23 - 30 Nov 23</small>
Utilities	\$45,496	\$43,371	\$2,125	\$379,986	\$350,383	\$29,603	\$541,523	\$348,395
Wages & Benefits Total	\$131,633	\$122,800	\$8,833	\$1,043,821	\$982,400	\$61,421	\$1,473,598	\$1,051,013
<b>Total Expenses</b>	<b>\$262,764</b>	<b>\$221,851</b>	<b>\$40,913</b>	<b>\$2,058,284</b>	<b>\$1,951,964</b>	<b>\$106,320</b>	<b>\$2,925,226</b>	<b>\$2,433,387</b>
<b>Profit/Loss</b>	<b>\$7,604</b>	<b>\$4,255</b>	<b>\$3,349</b>	<b>(\$138,696)</b>	<b>\$49,753</b>	<b>(\$188,448)</b>	<b>\$13,571</b>	<b>(\$662,843)</b>

# Balance Sheet

01 November 2024 - 30 November 2024 vs 01 October 2024 - 31 October 2024

	Nov 2024	Oct 2024	Variance	Variance (%)
<b>Assets</b>				
<b>Current Assets</b>				
Cash	\$199,570	\$62,654	\$136,916	(+219%) ▲
Accounts Receivable	\$326,623	\$441,351	(\$114,728)	(-26%) ▼
HST Receivable (Payable)	\$10,467	\$24,442	(\$13,974)	(-57%) ▼
Prepaid Expenses	\$16,736	\$18,325	(\$1,589)	(-9%) ▼
Concession Inventory	\$5,397	\$5,405	(\$8)	(+0%) ▼
<b>Total Current Assets</b>	<b>\$558,793</b>	<b>\$552,176</b>	<b>\$6,617</b>	<b>(+1%) ▲</b>
<b>Total Assets</b>	<b>\$558,793</b>	<b>\$552,176</b>	<b>\$6,617</b>	<b>(+1%) ▲</b>
<b>Liabilities and Equity</b>				
<b>Liabilities</b>				
<b>Current Liabilities</b>				
Accounts Payable	\$299,552	\$285,139	\$14,413	(+5%) ▲
Due to/from Capital Reserve	\$717,855	\$717,855	-	
Deferred Revenue	\$124,472	\$139,872	(\$15,400)	(-11%) ▼
<b>Total Current Liabilities</b>	<b>\$1,141,879</b>	<b>\$1,142,866</b>	<b>(\$987)</b>	<b>(+0%) ▼</b>
<b>Total Liabilities</b>	<b>\$1,141,879</b>	<b>\$1,142,866</b>	<b>(\$987)</b>	<b>(+0%) ▼</b>
<b>Equity</b>	<b>(\$583,086)</b>	<b>(\$590,690)</b>	<b>\$7,604</b>	<b>(+1%) ▲</b>
<b>Total Liabilities and Equity</b>	<b>\$558,793</b>	<b>\$552,176</b>	<b>\$6,617</b>	<b>(+1%) ▲</b>



## 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!”*

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**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.

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## 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.

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## 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.

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**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.