



AGENDA

Lunenburg County Multi-Purpose Centre Corporation

January 29, 2026

Multi-Purpose Room, LCLC

- 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**
 - 4.1 December LCMPPC Minutes
- 5. Business Arising from Minutes & Unfinished Business**
 - 5.1 Strategic Plan
- 6. Correspondence**
 - 6.1
- 7. Financials**
 - 7.1 2026/2027 Operating Budget
 - 7.2 2026/2027 Capital Budget
- 8. New Business**
 - 8.1 Donation and Sponsorship Request Policy
 - 8.2 Concession Services Policy
- 9. Information/Updates**
 - 9.1
- 10. In Camera**
 - 10.1
- 11. Next Meeting – Thursday, February 19, 2026 5:30 p.m.**
- 12. Adjournment**

**Minutes of the Board Meeting of the
Lunenburg County Multi-Purpose Centre Corporation (LCMPCC)
Held in MODL Council Chamber
Thursday December 18, 2025 at 5:30 PM**

In Attendance

Municipality of the District of Lunenburg

Mayor Elspeth McLean-Wile
Deputy Mayor Chasidy Veinotte
Councillor Pam Hubley (Chair)

Town of Bridgewater

Councillor Stacey Colwell
Councillor Eric Whynot

LCLC

Marta Selassie, Interim General Manager
Staff

Staff Present

Mark Flint, TOB Acting CAO
Trudy Payne, MODL Director of Recreation
Julie Vissers, Recording Secretary

1. **Call to Order:** Meeting called to order by Chair Hubley at 5:33 PM.
2. **Information Sharing**
3. **Approval of Agenda:**
Motion: To approve the agenda as presented.
Moved by Deputy Mayor Veinotte, seconded by Mayor McLean-Wile.
Motion carried
4. **Approval of Minutes**
 - 4.1 **November LCMPPC Meeting**
The minutes of the November 27, 2025, meeting were accepted as distributed.
5. **Business Arising from Minutes & Unfinished Business**
 - 5.1 **Strategic Plan**
Proposed Strategic Plan for the period of 2026-2030

Mission Statement – to enhance the quality of life for all residents by providing a space for accessible and diverse sport, recreation and leisure opportunities.

Vision – The LCLC is the regional hub for sport, recreation and leisure.

More than 50 action items identified – who will do this work, need to be realistic.

Actions related to governance – waiting for the consultants report to come back will be beneficial. The report will provide recommendations and help inform direction.

Strategic priority document will help as a reporting mechanism going forward. It will help to inform the budget and workplan – what needs to be focused on, tying KPI's to a timeline.

Quarterly reporting on the strategic priorities makes sense.

Board voted on the priorities of each action item and are asking staff to do the same. To be brought back to the January Board meeting with comparison of priorities and recommendations. If close alignment between the board and staff, may be able to flush out the actions and prepare a draft. Indicated the gaps and where they exist. Will need to be reviewed ahead of the budget – there may be implications to keep in mind.

6. Correspondence

7. Financials

7.1 November Financial Statements

On track to stay within budget this year. Financials are consistent with the previous months update.

Sponsorships are still being worked on – smaller advertising is coming in, naming sponsor has not yet been identified. Marta will send out the different pricing for naming sponsorship – pool, arena separate or full naming partner for the facility.

Motion: To accept the financials ending November 30, 2025.

Moved by Councillor Whynot, seconded by Deputy Mayor Veinotte.

Motion carried

8. New Business

9. Information/Updates

9.1 General Manager's Monthly Report

Capital Projects – ongoing many have been completed or are in process.

Zamboni is still on order – expected in February or March.

Respectful Workplace Training – several staff have completed. Working on getting operational staff cross trained in different areas to ensure operations can continue.

New operators are now trained and working on their own.

Memberships – trending up year over year.

The Board recognized the GM for her efforts – work is being completed, budget is in good shape.

10. In Camera

11. Next meeting: January 22, 2026 at 5:30 PM

12. Adjournment: The meeting was adjourned by the Chair at 8:00 PM.

LCLC
STRATEGIC PLAN
2026-2030



M I S S I O N

To enhance the quality of life for all residents by providing a space for accessible and diverse sport, recreation and leisure opportunities.



V I S I O N

The LCLC is the regional hub for sport, recreation and leisure.



STRATEGIC PILLARS

A structured approach for guiding actions and priorities



Health & Wellness

Promote community wellness to strengthen belonging, support prevention, and boost vitality

01



Equity, Diversity, Inclusion & Accessibility

Ensuring all feel valued and included with equitable access to opportunities.

02



Organizational Excellence

Driving efficiency, accountability and high-quality services for the community.

03



Governance

Ensuring transparent and effective leadership through evidence-based decision making.

04



Partnerships

Building stronger connections to collaborate, grow and achieve shared goals.

05



Priority Outcomes



Improved Physical & Mental Wellness

- Providing programming and space to enable sport, recreation and cultural activities that enhances physical and mental well-being.

Preventative Healthcare

- Increasing activity levels to reduce requirement for healthcare interventions.

Increase Community Engagement & Sense of Belonging

- Helps to increase connectivity and sense of community facilitating multiple opportunities for interactions such as volunteering and sharing talents.



Priority Outcomes continued



Talent Recruitment & Retention

- Promote the facility as a pillar of healthy living and community connection to strengthen local recruitment and retention initiatives.

Contribution to Economic Vitality of the Region

- Increase workforce productivity and attract residents and businesses seeking a vibrant active and resilient community.



Health & Wellness Actions



Improved Physical Health

1. Offer diverse programming that meets the needs of the community.
2. Utilize and create space for the programming needed.
3. Partner with parent organizations to create programs within the community.

Preventative Healthcare

1. Focus on increasing the level of activity in residence by creating active living challenges etc. work with active living coordinators at MODL & TOB.
2. Create comfortable places for community to gather.
3. Tie into Active Living Coordinators in the municipalities and expand beyond current silos.

Increase Community Engagement & Sense of Belonging

1. Create user feedback loops.
2. Gaps analysis.
3. Respond to community concerns.

Talent Recruitment & Retention

1. Create partnerships with local organizations to showcase the facility in recruitment efforts.

Contribution to Economic Vitality of the Region

1. Market the facility as a rental venue.
2. Market as an attraction for wanting to live, work and play here.
3. Connect with economic development departments of the municipal partners.



HEAT MAPPING - HEALTH & WELLNESS ACTIONS



		Low	Med	High
1	Offer diverse programming that meets the needs of the community.	0	3	3
		0	0	6
2	Utilize and create space for the programming needed.	2	2	2
		0	3	3
3	Partner with parent organizations to create programs within the community.	3	1	2
		1	3	2
4	Focus on increasing the level of activity in residence by creating active living challenges etc. work with active living coordinators at MODL & TOB.	3	3	0
		3	3	0
5	Create comfortable places for community to gather.	0	2	4
		0	2	4
6	Tie into Active Living Coordinators in the municipalities and expand beyond current silos.	2	1	3
		2	3	1



HEAT MAPPING - HEALTH & WELLNESS ACTIONS



		Low	Med	High
7	Create user feedback loops.	1	2	3
		0	0	6
8	Gaps analysis.	3	1	2
		1	4	1
9	Respond to community concerns.	0	1	5
		0	1	5
10	Create partnerships with local organizations to showcase the facility in recruitment efforts.	2	3	1
		1	2	3
11	Market the facility as a rental venue.	3	1	2
		1	3	2
12	Market as an attraction for wanting to live, work and play here.	2	2	2
		1	1	4
13	Connect with economic development departments of the municipal partners.	3	2	1
		3	2	1

E.

Priority Outcomes



D.

Inclusion

- A space designed to be accessible and welcoming to people of all ages, abilities and backgrounds.

I.

Welcoming

- A place designed to create a sense of belonging and make everyone feel comfortable, respected and valued.

A.



E.

Priority Outcomes continued



D.

Accessible

- A place designed and constructed to be easily used and accessed by individuals with different abilities.

I.

Affordable

- Ensuring services are priced to be affordable to individuals and families of all income levels reducing costs as a barrier to participation.

A.



Equity, Diversity, Inclusion & Accessibility



Inclusion

 An icon showing a group of diverse people, including a person in a wheelchair, a person with a cane, and a child, standing together.

1. Accessibility audit findings and action plan brought to the board.
2. E.D.I.A. training for Board members, management and staff.
3. Develop a plan that looks at space and programming.
4. Create awareness about what exists today.

Welcoming

 An icon of two hands shaking, symbolizing agreement, partnership, and a welcoming environment.

1. Develop a plan that looks at space and programming.
2. Training for Board members, management & staff.

Accessible

 The international symbol of access, which is a stylized figure in a wheelchair.

1. Develop a plan that looks at space and programming.
2. Training for Board members, management & staff.

Talent Recruitment & Retention

 An icon showing two hands, one above and one below, holding a coin with a dollar sign, representing financial support, investment, and retention.

1. Look at the cost of delivering the service to make informed decisions.
2. Research availability of grants/external funding.
3. Compare ourselves to the market.



HEAT MAPPING - E.D.I.A. ACTIONS



		Low	Med	High
14	Accessibility audit findings and action plan brought to the board.	3	1	2
		1	4	1
15	E.D.I.A. training for Board members, management and staff.	2	2	2
		0	3	3
16	Develop a plan that looks at space and programming.	2	3	1
		1	2	3
17	Create awareness about what exists today.	4	1	1
		0	5	1
18	Develop a plan that looks at space and programming.	5	1	0
		1	3	2
19	Training for Board members, management & staff.	1	4	1
		0	6	0



HEAT MAPPING - E.D.I.A. ACTIONS



		Low	Med	High
20	Develop a plan that looks at space and programming.	4	2	0
		0	4	2
21	Training for Board members, management & staff.	2	4	0
		0	4	2
22	Look at the cost of delivering the service to make informed decisions.	0	1	5
		1	0	5
23	Research availability of grants/external funding.	2	0	4
		1	2	3
24	Compare ourselves to the market.	5	0	1
		2	1	3

Priority Outcomes



Responsible Administration

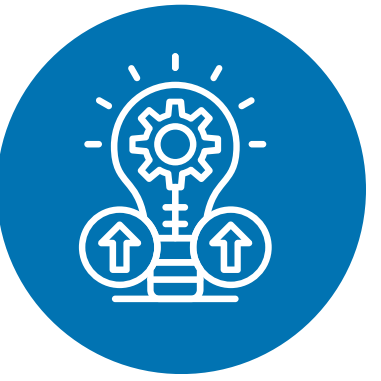
- Focusing on high quality training, programming and accountability to the Board and the users.

Service Excellence

- Foster strong client/customer relationships.



Priority Outcomes continued



Community

- Strengthen community connection through engagement.

Facility

- The facility is safe, functional and welcoming.



Organizational Excellence



Responsible Administration

1. Conduct a program review, inclusive of programming that is not LCLC initiated but utilizes the space.
2. Conduct an organizational review.
3. Conduct annual staff performance reviews, including individual development plans aligned with Board strategic priorities.

Service Excellence

1. Define and implement service level standards, including expectations for courtesy, de-escalation procedures, staff training and response times.

Community

1. Conduct communications needs assessment to understand community information preferences and engagement opportunities.
2. Develop a communication plan based on the assessment results.

Facility

1. Conduct a condition assessment of the facility.
2. Create an asset management policy and plan.



HEAT MAPPING - ORGANIZATIONAL EXCELLENCE

ACTIONS



		Low	Med	High
25	Conduct a program review, inclusive of programming that is not LCLC initiated but utilizes the space.	3	3	0
		2	1	3
26	Conduct an organizational review.	0	1	5
		0	2	3
27	Conduct annual staff performance reviews, including individual development plans aligned with Board strategic priorities.	0	0	6
		0	1	5
28	Define and implement service level standards, including expectations for courtesy, de-escalation procedures, staff training and response	0	1	5
		0	0	6
29	Conduct communications needs assessment to understand community information preferences and engagement opportunities.	3	0	3
		1	3	2
30	Develop a communication plan based on the assessment results.	2	3	1
		0	4	2
31	Conduct a condition assessment of the facility.	0	0	6
		0	0	6
32	Create an asset management policy and plan	0	1	5
		0	2	4

Priority Outcomes



Policies

- The Board has developed policies that clearly define roles and responsibilities of the Board and provide direction to management and staff.

Board Performance

- Framework for annual assessment of the Board members and the Board as a whole.

Strategic Planning

- Develop, implement and annually review strategic plan.



Priority Outcomes continued



Fiscally Responsible

- Ensuring sustainable, long-term capital planning and effective monitoring of operating budgets.

Evidence-Based Decision Making

- Board uses evidence and facts to support decision making.



A C T I O N S

Governance



Policies



1. Develop or revisit terms of reference outlining roles and responsibility of the Board and review annually. Establish a who is to report to whom model.
2. Review, revise or rescind existing policies.
3. Develop necessary policies required to provided direction to staff i.e. capital reserve policy, asset management & procurement, health and safety.

Board Performance



1. Review the governance model and determine if any changes are needed; bring forward recommendations to respective Councils for approval inclusive of cost analysis.
2. Municipal Councils conduct annual performance evaluation of the Board.
3. Develop a framework and assessment tool for Board annual self-evaluation.

Strategic Planning



1. Develop a strategic plan with actions for implementation.
2. Reports to the Board must demonstrate alignment with the Strategic Plan.
3. Conduct biannual Board reviews of the Strategic Plan to monitor progress and adjust as needed.

Fiscally Responsible



1. Develop and approve annual operating and capital budgets.
2. Present accurate financial statements at each Board meeting.
3. Provide effect financial oversight.
4. Analyze resource needs for implementation of Strategic Priorities and align expectations with capacity.

Evidence-Based Decision Making



1. Direct staff to provide information and evidence for informed Board decision making.



HEAT MAPPING - GOVERNANCE ACTIONS



		Low	Med	High
33	Develop or revisit terms of reference outlining roles and responsibility of the Board and review annually. Establish a who is to	5	1	0
		1	3	2
34	Review, revise or rescind existing policies.	3	1	2
		0	0	6
35	Develop necessary policies required to provided direction to staff i.e. capital reserve policy, asset management & procurement, health and	1	2	3
		0	2	4
36	Review the governance model and determine if any changes are needed; bring forward recommendations to respective Councils for	1	1	4
		0	2	4
37	Municipal Councils conduct annual performance evaluation of the Board.	5	1	0
		1	0	5
38	Develop a framework and assessment tool for Board annual self-evaluation.	4	1	1
		2	2	2
39	Develop a strategic plan with actions for implementation.	0	1	5
		0	2	4



HEAT MAPPING - GOVERNANCE ACTIONS



		Low	Med	High
40	Reports to the Board must demonstrate alignment with the Strategic Plan.	0	1	5
		1	3	2
41	Conduct biannual Board reviews of the Strategic Plan to monitor progress and adjust as needed.	1	2	3
		0	4	2
42	Develop and approve annual operating and capital budgets.	0	0	6
		0	0	6
43	Present accurate financial statements at each Board meeting.	0	0	6
		0	1	5
44	Provide effect financial oversight.	0	0	6
		0	2	4
45	Analyze resource needs for implementation of Strategic Priorities and align expectations with capacity.	0	1	5
		1	1	4
46	Direct staff to provide information and evidence for informed Board decision making.	0	0	6
		0	1	5

Priority Outcomes



Strengthening Existing Partnerships

- Leverage strengths of existing partnerships to enhance LCLC program availability, efficiency and effectiveness. Enhance facility space to meet demand for increased capacity and variety.

Create New Partnerships

- Build new partnerships to streamline programming and increase efficiency through shared service opportunities to increase community access.



Priority Outcomes



Foster Regional Collaboration

- Through regional collaboration, enhance and expand programs and services provided to residents.



Partnerships

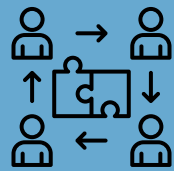


Strengthen Existing Partnerships



1. Identify all existing partnerships, facilities and users.
2. Evaluate facility expansion opportunities, in cooperation with existing partnerships.
3. Evaluate existing partnerships for opportunities for programming and collaboration.

Create New Partnerships



1. Evaluate facility expansion opportunities in cooperation with potential partners.
2. Pursue new partnerships with local organizations, businesses, municipalities and events to expand opportunities and access.

Foster Collaboration



1. Evaluate facility usage to obtain data, including on non-members as well as members, to guide evidence-based decisions on service expansion and programming gaps, promote sponsorship and identify priority regional partners for increased collaboration.
2. Encourage cross-community participation through shared memberships, reciprocal access agreements, or regional pricing models.



HEAT MAPPING - PARTNERSHIPS ACTIONS



		Low	Med	High
47	Identify all existing partnerships, facilities and users.	1	0	5
		1	1	4
48	Evaluate facility expansion opportunities, in cooperation with existing partnerships.	2	2	2
		3	1	2
49	Evaluate existing partnerships for opportunities for programming and collaboration.	0	3	3
		2	3	1
50	Evaluate facility expansion opportunities in cooperation with potential partners.	1	2	3
		2	2	2
51	Pursue new partnerships with local organizations, businesses, municipalities and events to expand opportunities and access.	2	2	2
		2	1	3
52	Evaluate facility usage to obtain data, including on non-members as well as members, to guide evidence-based decisions on service	1	1	4
		0	3	3
53	Encourage cross-community participation through shared memberships, reciprocal access agreements, or regional pricing	0	4	2
		0	6	0










R A N K I N G S

The priorities on the following slides are listed in order of their ranking, from highest to lowest.

- ~~X~~ Indicates an action not considered a strategic priority
- ✓ Indicates strategic priority already in progress
- 1** Represents a strategic priority achievable in the coming year.












PRIORITIES RANKED

	31	Conduct a condition assessment of the facility.	0	0	6	12	1
	42	Develop and approve annual operating and capital budgets.	0	0	6	12	X
	27	Conduct annual staff performance reviews, including individual development plans aligned with Board strategic priorities.	0	0	6	11	X
	28	Define and implement service level standards, including expectations for courtesy, de-escalation procedures, staff training and response times.	0	1	5	11	
	43	Present accurate financial statements at each Board meeting.	0	0	6	11	X
	46	Direct staff to provide information and evidence for informed Board decision making.	0	0	6	11	X
	9	Respond to community concerns.	0	1	5	10	X
	22	Look at the cost of delivering the service to make informed decisions.	0	1	5	10	X
	44	Provide effect financial oversight.	0	0	6	10	X
			0	2	4		










PRIORITIES RANKED

	1 Offer diverse programming that meets the needs of the community.	0	3	3	9	X
	7 Create user feedback loops.	0	0	6	9	
	32 Create an asset management policy and plan.	0	1	5	9	
	39 Develop a strategic plan with actions for implementation.	0	1	5	9	✓
	45 Analyze resource needs for implementation of Strategic Priorities and align expectations with capacity.	0	1	5	9	1
	47 Identify all existing partnerships, facilities and users.	1	0	5	9	
	5 Create comfortable places for community to gather.	1	1	4	9	
	5 Create comfortable places for community to gather.	0	2	4	9	
	26 Conduct an organizational review.	0	1	5	9	1
	26 Conduct an organizational review.	0	2	3	9	
	34 Review, revise or rescind existing policies.	3	1	2	8	
	34 Review, revise or rescind existing policies.	0	0	6	8	

PRIORITIES RANKED

	36	Review the governance model and determine if any changes are needed; bring forward recommendations to respective Councils for approval inclusive of cost analysis.	1	1	4	8	✓
	23	Research availability of grants/external funding.	2	0	4	7	✗
	35	Develop necessary policies required to provided direction to staff i.e. capital reserve policy, asset management & procurement, health and safety.	1	2	3	7	
	40	Reports to the Board must demonstrate alignment with the Strategic Plan.	0	1	5	7	✗
	52	Evaluate facility usage to obtain data, including on non-members as well as members, to guide evidence-based decisions on service expansion and programming gaps, promote sponsorship and identify priority regional partners for increased collaboration.	1	1	4	7	
	12	Market as an attraction for wanting to live, work and play here.	2	2	2	6	
	2	Utilize and create space for the programming needed.	2	2	2	5	
	15	E.D.I.A. training for Board members, management and staff.	2	2	2	5	
	29	Conduct communications needs assessment to understand community information preferences and engagement opportunities.	3	0	3	5	

PRIORITIES RANKED







	37	Municipal Councils conduct annual performance evaluation of the Board.	5	1	0	5	X
	41	Conduct biannual Board reviews of the Strategic Plan to monitor progress and adjust as needed.	1	2	3	5	X
	50	Evaluate facility expansion opportunities in cooperation with potential partners.	1	2	3	5	
	51	Pursue new partnerships with local organizations, businesses, municipalities and events to expand opportunities and access.	2	2	2	5	
	3	Partner with parent organizations to create programs within the community.	3	1	2	4	
	6	Tie into Active Living Coordinators in the municipalities and expand beyond current silos.	2	1	3	4	
	10	Create partnerships with local organizations to showcase the facility in recruitment efforts.	2	3	1	4	
	11	Market the facility as a rental venue.	3	1	2	4	
	16	Develop a plan that looks at space and programming.	2	3	1	4	

PRIORITIES RANKED

	24	Compare ourselves to the market.	5	0	1	4
			2	1	3	
	48	Evaluate facility expansion opportunities, in cooperation with existing partnerships.	2	2	2	4
			3	1	2	
	49	Evaluate existing partnerships for opportunities for programming and collaboration.	0	3	3	4
			2	3	1	
	8	Gaps analysis.	3	1	2	3
			1	4	1	
	14	Accessibility audit findings and action plan brought to the board.	3	1	2	3
			1	4	1	
	25	Conduct a program review, inclusive of programming that is not LCLC initiated but utilizes the space.	3	3	0	3
			2	1	3	
	30	Develop a communication plan based on the assessment results.	2	3	1	3
			0	4	2	
	38	Develop a framework and assessment tool for Board annual self-evaluation.	4	1	1	3
			2	2	2	
	13	Connect with economic development departments of the municipal partners.	3	2	1	2
			3	2	1	



PRIORITIES RANKED

	17	Create awareness about what exists today.	4	1	1	2
			0	5	1	
	18	Develop a plan that looks at space and programming.	5	1	0	2
			1	3	2	
	20	Develop a plan that looks at space and programming.	4	2	0	2
			0	4	2	
	21	Training for Board members, management & staff.	2	4	0	2
			0	4	2	
	33	Develop or revisit terms of reference outlining roles and responsibility of the Board and review annually. Establish a who is to report to whom model.	5	1	0	2
			1	3	2	
	53	Encourage cross-community participation through shared memberships, reciprocal access agreements, or regional pricing models.	0	4	2	2
			0	6	0	
	19	Training for Board members, management & staff.	1	4	1	1
			0	6	0	
	4	Focus on increasing the level of activity in residence by creating active living challenges etc. work with active living coordinators at MODL & TOB.	3	3	0	0
			3	3	0	

N E X T S T E P S

FROM STRATEGY TO ACTION

- Prioritize actions
- Develop implementation plan with timeline
- Assign accountability & ownership
- Align resources, staffing & budgets with priorities
- Establish key performance indicators (KPIs)
- Monitor progress and report
- Review and adjust



QUESTIONS?



LCLC Operating Budget 2026/2027

	AC2024-25	BU2025-26	BU2026-27	YOY Change
Operating Grants	1,644,674	1,932,500	2,086,756	154,256
Arena Revenue	359,258	360,000	404,800	44,800
Memberships Revenue	243,905	245,000	265,000	20,000
Aquatic Revenue	261,725	265,000	262,000	(3,000)
Concession & Vending Revenue	115,468	85,000	122,000	37,000
Advertising & Sponsorship Revenue	34,664	120,000	120,000	-
Tenant Rental Revenue	112,186	113,649	117,262	3,613
Outdoor Pool and & Lakes	79,508	90,000	85,000	(5,000)
Programming Revenue	75,731	75,000	80,000	5,000
Meeting Room & Equip & Sponsorship Rentals	34,548	42,000	40,000	(2,000)
Special Events Revenue	43,846	185,000	5,000	(180,000)
Total Revenues	3,005,515	3,513,149	3,587,818	74,669
Wages & Benefits	1,555,377	1,746,544	1,956,220	209,676
Operating Costs	740,765	778,000	770,140	(7,860)
Facility Maintenance and Repairs	311,781	330,000	336,000	6,000
IT - Services, Licenses & Fees	85,494	110,000	131,806	21,806
Outdoor Pools and Lakes Expense	73,205	85,000	90,000	5,000
Concession & Vending Expenses	68,470	70,000	65,000	(5,000)
Advertising & Promotions Expenses	12,555	45,000	55,000	10,000
Professional Services & Fees	73,055	70,000	49,000	(21,000)
Staff Expenses	27,883	45,000	45,000	-
Bank, Interest, Credit Card and Other Fees	11,580	12,000	31,152	19,152
Office	11,253	20,605	26,000	5,395
Programming	5,873	16,000	22,500	6,500
Special Events Expenses	26,180	185,000	15,000	(170,000)
Total Expenses	3,003,469	3,513,149	3,592,818	79,669
Net Operating Suplus (Deficit)	2,045	-	(5,000)	(5,000)

2026/2027 Capital Projects	Total Project Cost	Grants	Municipal Contribution
Therapy Pool Filter Replacement	25,000.00		25,000.00
Play Pool Pump Replacement	12,000.00		12,000.00
Parking Lot - Paiting, Sealing & Signs	20,000.00		20,000.00
Video Surveillance Upgrade	75,000.00		75,000.00
Library Flooring	50,000.00		50,000.00
Org/Salary Review	25,000.00		25,000.00
Aquatic Centre Tile Repair	775,000.00	150,000.00	625,000.00
Total	982,000.00	150,000.00	832,000.00

DRAFT



Report to: LCMPPC Board
Submitted by: Interim General Manager, Marta Selassie
Date: January 29, 2026
Re: Cost Recovery - Policy Recommendations

Background

At the November meeting the LCMPPC Board received a memo identifying financial disparities and the need to better align funding, cost recovery and service delivery. The discussion emphasized the importance of establishing clearer parameters, ensuring consistency and promoting sustainability across facility services and donations.

Discussion

As a follow-up, two draft policies have been developed for Board consideration to support staff in ensuring consistency and fiscal responsibility.

- Concession & Bar Service Policy
- Donation Request Policy

These policies are intended to establish clear thresholds, approval requirements and decision-making frameworks that align with the Strategic Priorities discussed by the Board.

Budget Implications

A \$5,000 expense line for facility donations has been included in the proposed 2026/2027 Operational Budget. As currently presented, this allocation contributes to a budgeted deficit.

The proposed Concession and Bar Service policy supports cost recovery for these services, helping to maintain financial sustainability.



Donation & Sponsorship Policy

1. Purpose

- 1.1. To establish clear and consistent guidelines for evaluating and administering requests for donations, sponsorships, and in-kind support at the Lunenburg County Lifestyle Centre (LCLC).
- 1.2. To ensure decisions align with the mission and strategic priorities established by the Lunenburg County Multi-Purpose Centre Corporation (LCMPCC) Board, to promote community recreation, and protect organizational resources.

2. Definitions

- 2.1. “LCLC” refers to the Lunenburg County Lifestyle Centre.
- 2.2. “LCMPCC”, is the Lunenburg County Multi-Purpose Centre Corporation is the owner of the land and the premises known as the LCLC.
- 2.3. “In-kind support” non-monetary contributions such as equipment, materials, or services.

3. Policy Statement

- 3.1. The LCMPCC supports community recreation, accessibility and fiscal responsibility. All requests will be assessed fairly, transparently and consistently.

4. Scope

- 4.1. This policy applies to all requests for donations and sponsorships including:
 - Complimentary passes
 - Reduced or waived facility rental fees
 - Event or program sponsorship
 - In-kind contributions such as equipment or materials



5. Eligibility

5.1. Eligible applications:

- Local non-profit organizations, community groups, schools(?)
- Programs or events that advance recreation, health, or wellness

5.2. Not eligible:

- For-profit ventures (except under a formal sponsorship agreement approved by the Board),
- Political or religious campaigns
- Private events without demonstrable community benefit

6. Evaluation Criteria

6.1. Requests will be evaluated based on:

- Alignment with LCMPPCC's mission and strategic priorities
- Community reach and impact
- Availability of resources
- History of prior support

7. Approval Process

7.1. All requests will be assessed in a fair, transparent, and consistent manner.

7.2. Priority will be given to initiatives that provide measurable benefits to the local community and promote recreation, health, and wellness.

7.3. Support must not compromise LCMPPCC's operating budget or core services.

7.4. All decisions will be documented, and applicants will be notified in writing.

7.5. Applicants must submit a written request detailing organization information, purpose of the request, and type and amount of support requested.

7.6. Staff will review requests for eligibility and alignment with criteria.



- 7.7. Management may approve requests for up to \$500 or minor in-kind support within annual limits.
- 7.8. Applicants will receive written confirmation of the decision, including any conditions, within 30 days of submission.
- 7.9. Requests exceeding \$500 or annual thresholds require Board approval and will be presented to the Board at the next scheduled meeting.
- 7.10. Approved support may include branding and recognition guidelines and reporting obligation.
- 7.11. Decisions will be free from bias or undue influence.

8. Reporting

- 8.1. All approved donations and sponsorships will be recorded and reported to the LCMPPCC Board annually.
- 8.2. Records are subject to FOIPOP. LCMPPCC will respond to access requests within statutory timelines.



Concession and Bar Service Policy

1. Purpose

- 1.1. To establish clear terms and conditions for providing concession and bar services at the Lunenburg County Lifestyle Centre (LCLC).
- 1.2. To ensure cost recovery, financial sustainability and consistent application for all events.

2. Definitions

- 2.1. “LCLC” refers to the Lunenburg County Lifestyle Centre.
- 2.2. “LCMPCC” is the Lunenburg County Multi-Purpose Centre Corporation, the owner of the land and premises known as the LCLC.
- 2.3. Service Agreement refers to a formal agreement outlining terms for concession and/or bar services.
- 2.4. Net Profits refer to revenue after service fees and cost of goods sold are deducted.
- 2.5. “Gross Revenue” refers to the total amount of money generated from concession and or bar sales during the service period, before any deductions.
- 2.6. “Snack Bar” refers to food service limited to the sale of non-alcoholic beverages, popcorn and packaged snacks such as chips, chocolate bars and candy.
- 2.7. “Concession” refers to food service that includes hot food items, packaged snacks, popcorn and non-alcoholic beverages.
- 2.8. “Mobile Bar” refers to a service that provides alcoholic beverages for sale.

3. Policy Statement

- 3.1. Food, beverage and alcoholic drink services are optional and not included in standard rental fees. Due to staffing, inventory, licensing, and administrative costs, these services will only be provided under a Service Agreement.



4. Scope

- 4.1. This applies to all third-party users, renters and event organizers requesting snack, concession and/or bar services operated by the LCLC.

5. Terms

- 5.1. Event organizers must submit a completed Concession and Bar Service Request Form at least 14 days prior to the event to obtain approval.
- 5.2. A minimum service fee, dependent on the service(s) requested, will be charged for up to two hours of requested service. This fee covers staffing and inventory costs and is payable regardless of attendance or sales volume.
- 5.3. Additional service time beyond the initial two hours will be charged at a set hourly rate.
- 5.4. All gross revenue generated during the service period will be credited against the service fee.
- 5.5. Once the service fee has been recovered, net profits thereafter will be shared **60/40** in favour of the LCMPPC.
- 5.6. The LCLC General Manager or their designate will determine staffing levels, product selection, pricing, staffing assignments and will ensure licensing compliance.
- 5.7. Cancellations made less than 72 hours prior to the event will incur charges equal to 50% (fifty percent) of the minimum service fee to recover staffing and inventory costs.