

AGENDA
POLICY & STRATEGY COMMITTEE MEETING

Bridgewater, NS
Tuesday, March 19, 2019 - 9:00 a.m.

Time & Page

1. CALL TO ORDER
2. ANNOUNCEMENTS, ACKNOWLEDGEMENTS, RECOGNITION
3. PUBLIC INPUT (15 Minutes)
4. APPROVAL OF AGENDA – Added Items
5. APPROVAL OF MINUTES – February 19, 2019 (as circulated)
6. BUSINESS ARISING FROM MINUTES – NIL
7. PRESENTATIONS
 - 7.1 Active Living Citizen Survey Report – Paul DesBarss 9:15 a.m. 1-10
8. STAFF REPORTS
 - 8.1 Administration Department
 - 8.1.1 Update on Lyme Project 11-14
 - 8.1.2 Public Participation Strategy 15-36
 - 8.1.3 Agenda Items for South Shore/HRM Regional Meeting.....37
 - 8.2 Recreation Department
 - 8.2.1 Sponsorship Ad Request-BURG Classic Charity Hockey Tournament.... 38-44
9. RECOMMENDATIONS FROM COMMITTEES & BOARDS
 - 9.1 LCMPC Board Strategic Priorities 45-48
 - 9.2 RFP re LCLC Transition Coordinator 49-52
10. MAYOR’S/DEPUTY MAYOR’S/COUNCILLORS’ MATTERS
11. ADDED ITEMS - NIL
12. IN CAMERA
 - 12.1 Fixed Wireless Internet Contract Negotiations under Section 22(2)(e) of the *MGA*
13. NEXT MEETING – April 16, 2019 – 9:00 A.M.
14. ADJOURNMENT

Municipality of the District of Lunenburg

Policy & Strategy Committee

March 19, 2019

Item: 7.1

Authorization: A. Dumaresq

Physical Activity Community Survey

Among Adults

November, 2018

Sponsored By:



Conducted By:



Market research for your most important decisions

www.novainsights.ca

(t) 902.482.9688 - (e) pdesbarres@novainsights.ca

Objectives

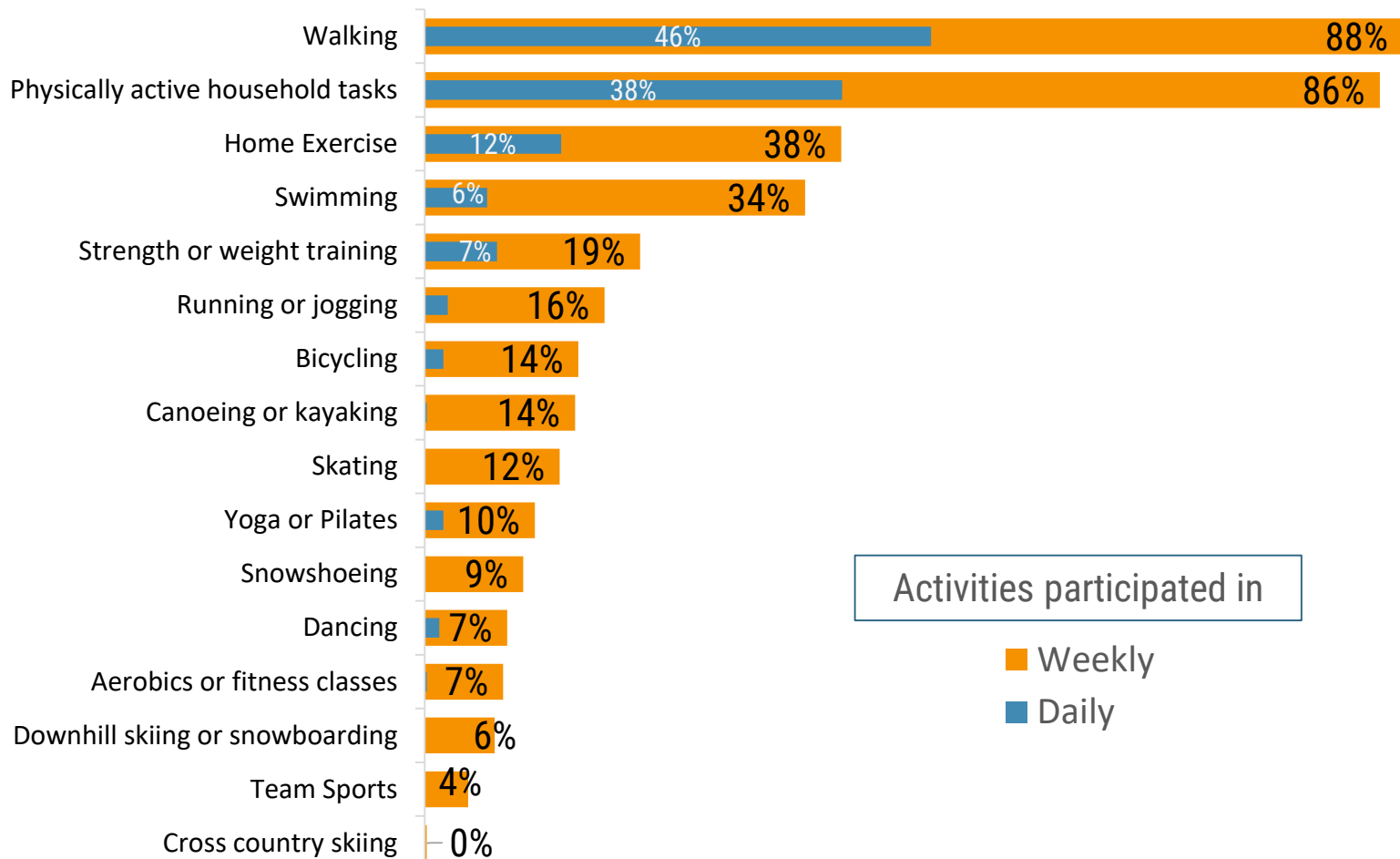
1. To further the development, implementation, and continued evaluation of physical activity strategies in municipalities and Indigenous communities across Nova Scotia.
2. To provide local data to inform the strategies on physical activity – and the extent to which these align with physical activity opportunities in the area.
3. To inform Communities, Sport and Recreation policy and decision making.

Method

- **275 Telephone Interviews** ~ 18+ years old living in the community
 - Random Digit Dialing (RDD) Telephone Sampling ~ November 15 – December 22, 2018
- At the **95% confidence level**, sampling error for a **sample of 275 is ±5.9 percentage points**.
- Data presented is based on telephone sample and is **weighted** to reflect census distributions by age and gender.

Activities

Walking and household tasks top the list of most common physical activities by a wide margin. Although in the top three, far fewer exercise at home, and about as many swim. All the top activities tend to be ones with individual flexibility that help overcome barriers of available time and scheduling.



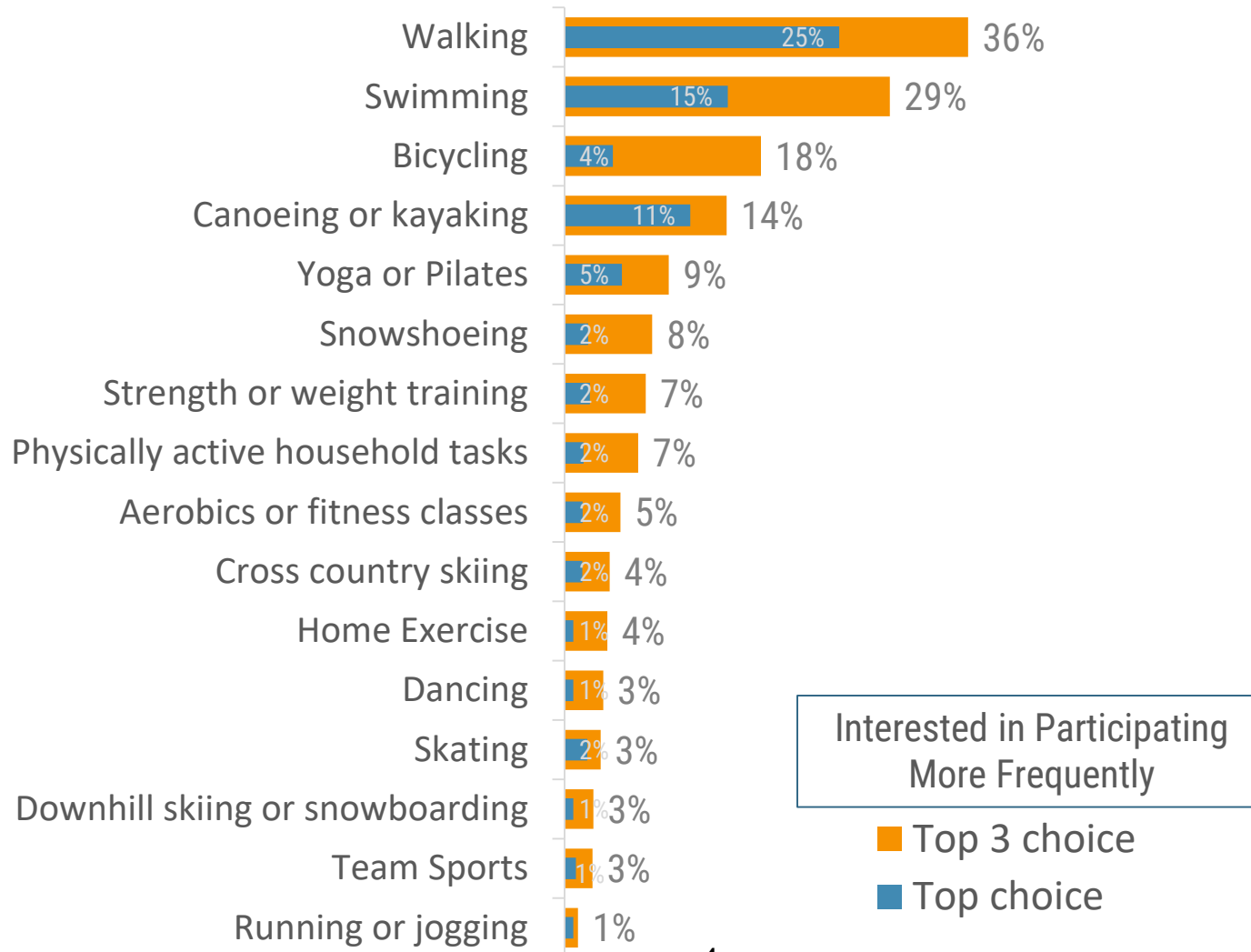
Activities participated in

Weekly
Daily

A3. I'm going to read you a list of activities. Thinking back over the last 12 months and accounting for all seasons, please tell me whether you regularly participated in each of these activities, and if so, how frequently—Every day, several times a week, about once a week, several times a month, about once a month, several times a year, or once a year. First take ...

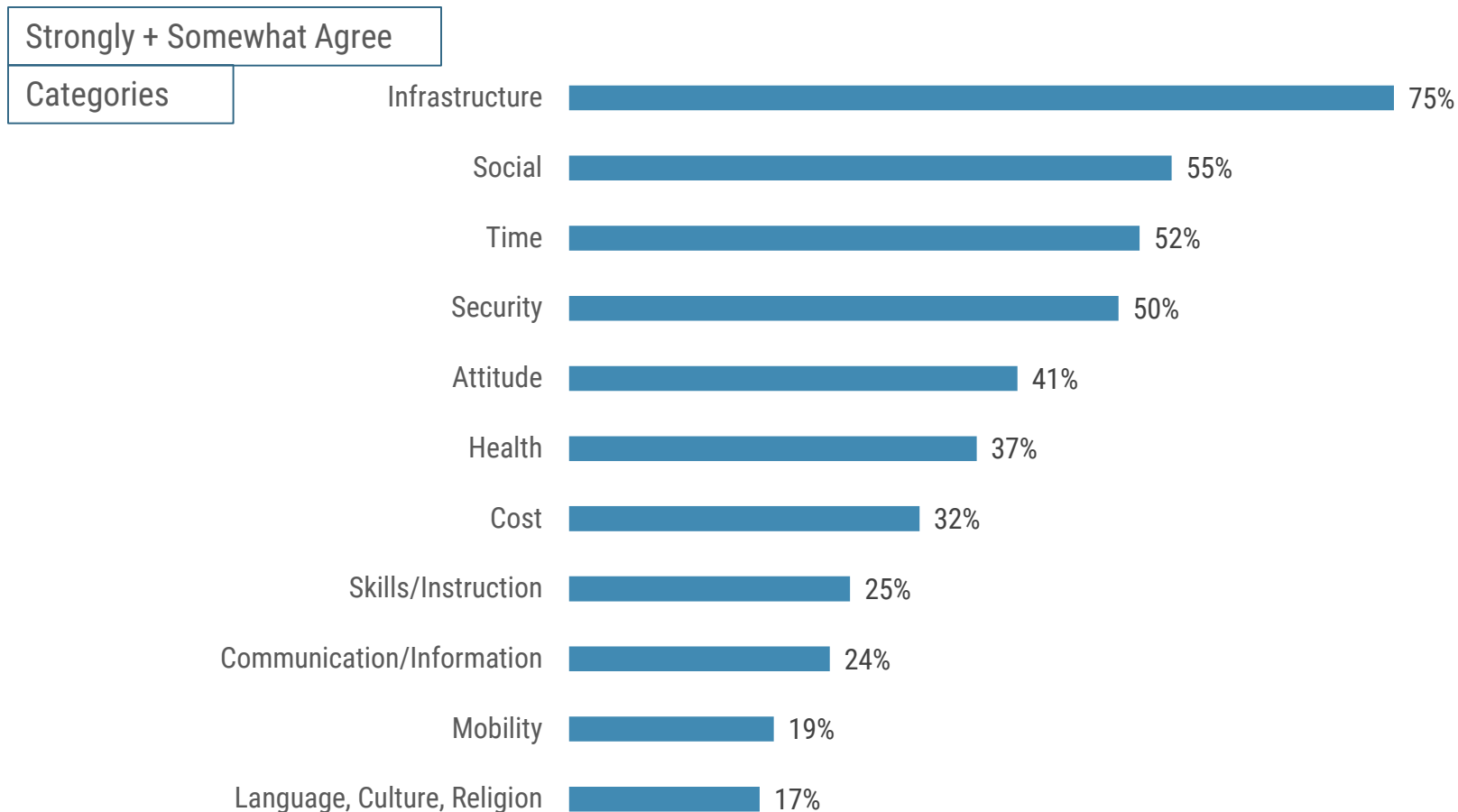
Activities

Across the community, the greatest proportion of citizens *wish* they could walk more frequently. This is followed by swimming. All other activities fall far behind on the wish list.



Challenges

Across categories of challenges the greatest proportions cite aspects of infrastructure, social, and time barriers as affecting their ability to be more physically active.



C1. I'm now going to read you some statements that may or may not apply to you, but may be challenges that some people face in becoming more physically active. After I read each one, please tell me for you, personally, whether you ...

Challenges

Across specific challenges, bicycle lanes and roadside conditions top the list of barriers, followed by having someone to be active with.

Strongly + Somewhat Agree

Top Barriers



C1. I'm now going to read you some statements that may or may not apply to you, but may be challenges that some people face in becoming more physically active. After I read each one, please tell me for you, personally, whether you ...

Opportunities

Across specific program concepts, the greatest proportions cite non-competitive opportunities. Nearly as many cite assistance in making social connections for activities, female-only swims, drop-in activities, and family-friendly opportunities.

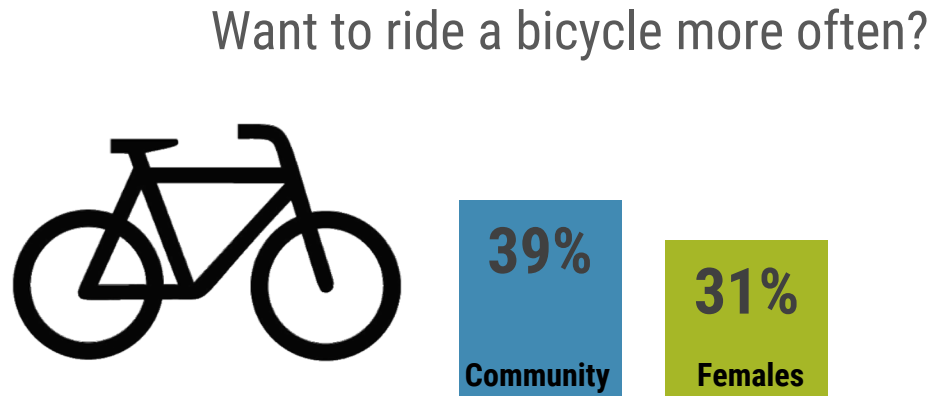
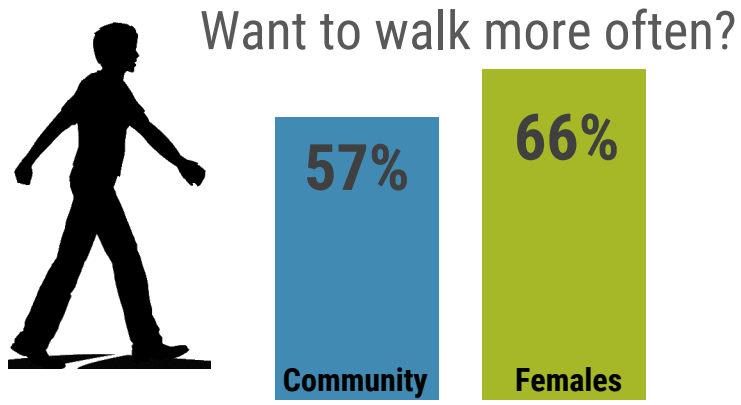
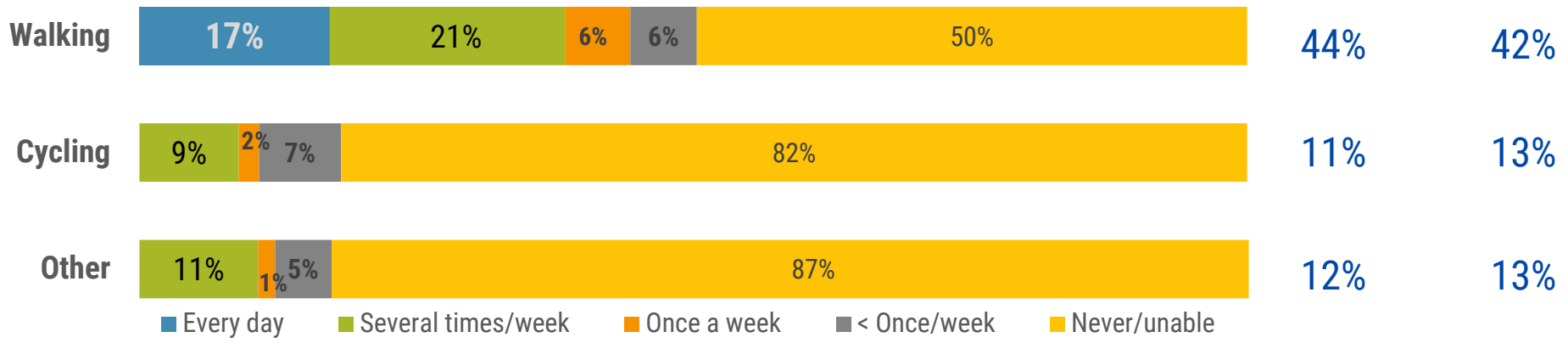


Active transportation

More than two-in-five walk to a specific destination at least once a week. Comparatively few use a bicycle for this active transportation at least weekly. Both have increased somewhat since 2014. A majority would like to walk more often, and nearly two-in-five would like to bicycle more often.

Use of Active Transportation

At least once a week	
Community	Females



E1. How often do you use active transportation to travel to a specific destination like school, work, shopping, or recreation programs? / E2. Do you want to ride a **bicycle** more often? / E3. Do you want to **walk** more often?

Factors influencing engagement in physical activity can vary across age groups and gender. It is important that opportunities, scheduling, and communications be designed with these differences in mind.

Top Activities on Wish List

Walking: Top of the wish list for future activity, especially for females.
Swimming: Second highest interest overall.

Most Common Challenges

Infrastructure: Condition and maintenance of bicycle lanes and roadsides for walking
Social barriers: Having someone to be active with.
Finding time: Working activity into daily life and around schedules

Physical Activity Opportunities

Non-competitive (recreational) activities (especially among females)
Drop-in sport and recreation activities
Female-only activities (especially swimming)
Rec office support to help make connections

AT Motivators

Two-in-five walk at least weekly. One-in-ten bicycle weekly.
More than half would like to **walk more often**, affected by sidewalk maintenance, trails, and condition of roads.
About two-in-five would like to **bicycle more often** with bicycle lanes, better road conditions, and off-road paths.

Conclusions

1. With walking as the most popular activity for future participation in general as well as for Active Transportation, there is a significant opportunity to increase activity in this community by prioritizing support for walking.
2. Swimming is also mentioned as a wish list item for increased participation, but to a far lesser degree than walking.
3. Infrastructure for walking and cycling is a clear need based on identified physical activity challenges in general and Active Transportation facilitators.
4. Interventions to support social connections are important. They address significant barriers and garner significant interest among programming concepts.
5. Time (availability of residents, scheduling of programs) is an important barrier to consider in planning interventions.
6. There may be a role for health care providers in supporting participation in physical activity given the proportion who perceive their current health status as a challenge.

More community members may be engaged by improving accessibility of community-based physical activity opportunities by offering flexible, non-competitive, and family-friendly activities that incorporate social interactions.



INFORMATION UPDATE

REPORT TO: Policy & Strategy Committee

SUBMITTED BY: Staff working Group on Lyme
Norma Schiefer
Britt Vegsund
Sherry Conrad
Alex Dumaresq
Sarah Kucharski

DATE: March 19, 2019

RE: Lyme Disease Project

BACKGROUND

In 2017, Council received presentations from Nova Scotia Public Health, the Public Health Agency of Canada (PHAC) and a staff working group on the issue of Lyme Disease. Three motions were passed, and an update on the work done to date on each motion is detailed in this memo.

Motion: Establish a partnership with the Public Health Agency of Canada on a project to assess the effectiveness of deer bait stations in reducing the tick population.

- 16 bait stations are operational in the Municipality (see map)
- BCAF –Three months of monitoring and reporting on the bait stations has seen 11 visits with a total of 4695 lbs of corn consumed and almost 8 litres of permethrin applied. Corn has been eaten by not only deer, but the bait stations are frequently visited by squirrels, birds and racoons. The bait stations have been sitting empty since mid-December when the temperatures dropped below 0. Monitoring will start up again when the weather permits. Program has been running well to this point.

Motion: Seek a partnership with Nova Scotia Public Health to launch an aggressive public campaign to increase awareness and use of tick checks, which includes public information sessions.

Steps taken to date:







- Completed public benchmarking research to understand resident knowledge about ticks and Lyme Disease prevention. Results presented to Policy & Strategy Committee on May 15, 2018.

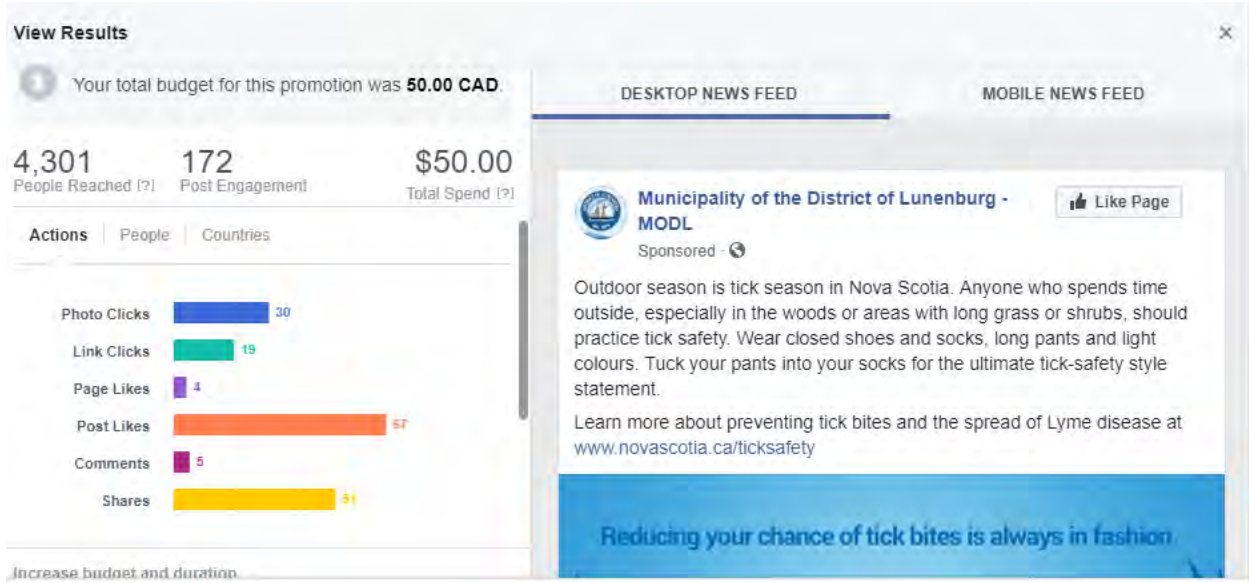
- Posters and brochures will be distributed to local church groups and fire halls.
- Brochures will be distributed at the Visitors Centre. They handed out hundreds of brochures last summer.
- The Communications Officer and community volunteers will man a booth at the Lunenburg Farmer's Market and Bridgewater Farmer's Market over the spring, summer and fall.
- Additional events will be attended by The Communications Officer and community volunteers, including the Spring Home Show at the LCLC and the Michelin Safety Fair.
- Radio ads will run on local radio stations.
- Newspaper ads will run until the end of summer.
- Facebook ads will begin in April and run until the end of fall. Last year, each ad and boosted post are reached thousands of people, and garnering many hundreds of likes, clicks and shares.

Recent Promotions on Municipality of the District of Lunenburg - MODL

[+ Create New Promotion](#)

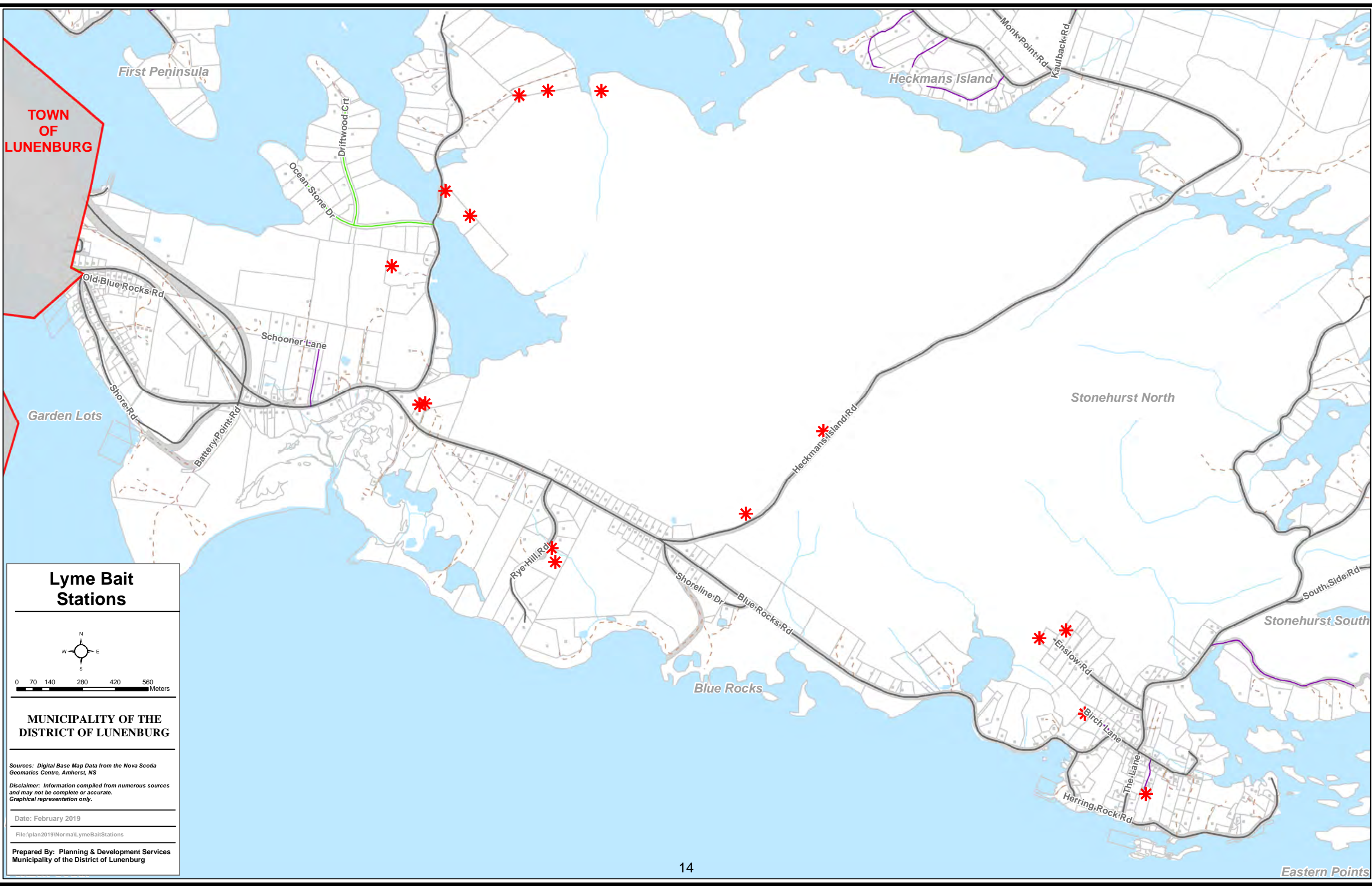
Ads activity is reported in the time zone of your ad account.

	<p>Boosted Post Help reduce ticks on your property by keeping y... Promoted by Sarah Deveau on 06/25/2018 Finishes in 6 days</p>	1,506 People Reached	36 Post Engagement	\$7.29 Spent of \$50.00	View Results
	<p>Boosted Post There are several kinds of ticks in NS, but only t... Scheduled by Sarah Deveau on 07/09/2018 Starts in 12 days</p>	-- People Reached	-- Post Engagement	\$0.00 Spent of \$50.00	View Results
	<p>Website Promotion http://www.novascotia.ca/ticksafety Naked people are deadly to ticks - daily tick che... Promoted by Sarah Deveau on 05/08/2018 Finishes on Sep 30</p>	10,786 People Reached	489 Link Clicks	\$195.84 Spent at \$4.00 per ...	View Results
	<p>Boosted Post Do you do daily tick checks? One of our staff m... Promoted by Sarah Deveau on 05/24/2018 Completed</p>	5,364 People Reached	381 Post Engagement	\$20.00 Spent of \$20.00	View Results
	<p>Boosted Post Make tick-checks part of your outdoor routine. If... Promoted by Sarah Deveau on 05/28/2018 Completed</p>	3,947 People Reached	143 Post Engagement	\$50.00 Spent of \$50.00	View Results
	<p>Boosted Post Outdoor season is tick season in Nova Scotia. ... Promoted by Sarah Deveau on 05/14/2018 Completed</p>	4,301 People Reached	172 Post Engagement	\$50.00 Spent of \$50.00	View Results



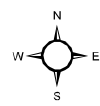
Motion: Advocate to provincial and federal officials on the importance of the development of vaccines to reduce the spread of disease borne by ticks.

- Mayor Bolivar-Getson had a positive meeting with our local MLAs to discuss Lyme Disease, including opportunities for provincial partnership.
- Current focus has been on the development and launch of the bait station and public awareness projects.



TOWN OF LUNENBURG

Lyme Bait Stations



0 70 140 280 420 560 Meters

MUNICIPALITY OF THE DISTRICT OF LUNENBURG

Sources: Digital Base Map Data from the Nova Scotia Geomatics Centre, Amherst, NS

Disclaimer: Information compiled from numerous sources and may not be complete or accurate. Graphical representation only.

Date: February 2019

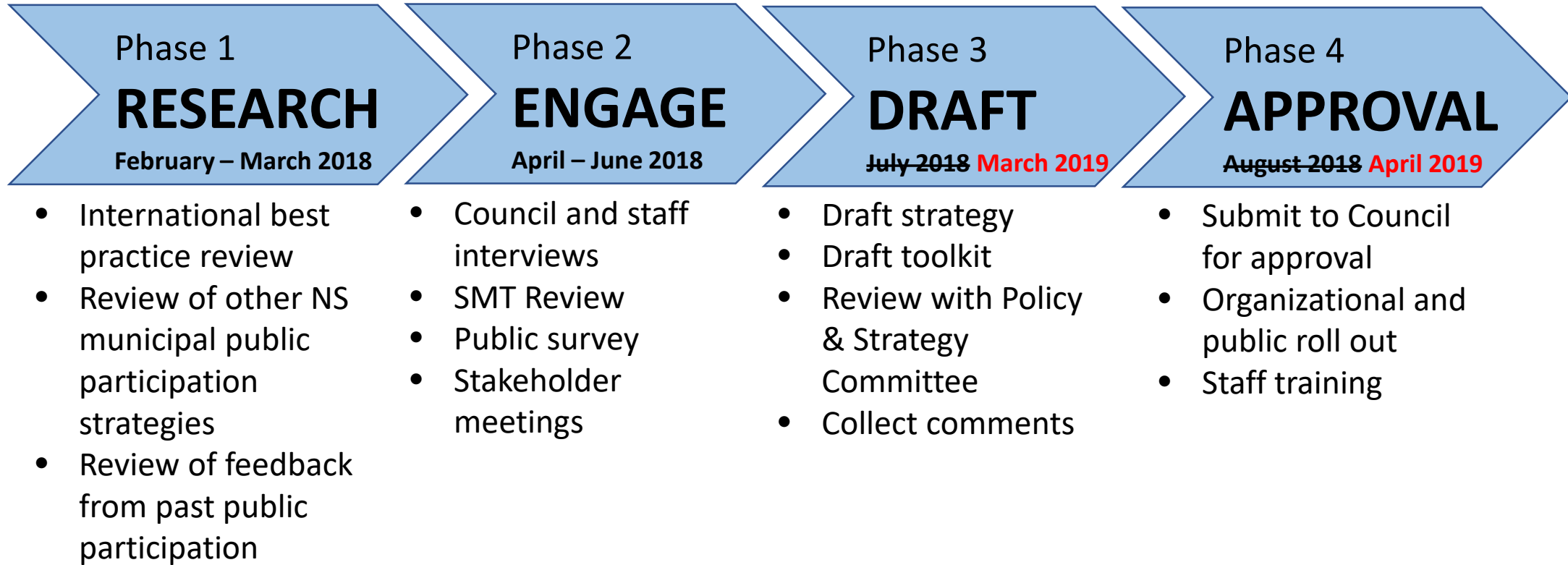
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Prepared By: Planning & Development Services
Municipality of the District of Lunenburg



PUBLIC ENGAGEMENT STRATEGY

Building the Strategy



What is Public Engagement?

A collection of actions that engage the public in decision-making. The public expects their elected representatives to make informed decisions around potentially competing priorities, issues, needs, or opportunities.

Public engagement activities can improve this decision-making process.



Vision

The Municipality is committed to shaping its future through listening, sharing ideas openly and working collaboratively with a knowledgeable and involved community.

Guiding Principles

- Communicate using the right method and clear language
- Listen to everyone's issues, ideas and concerns
- Offer ways for citizens to inform public policy



Public Engagement Process

Many factors determine the level of public engagement required in a process, such as Council priorities, history and context of the issue, and potential impacts of the initiative.

Step 1: Determine the decision to be made

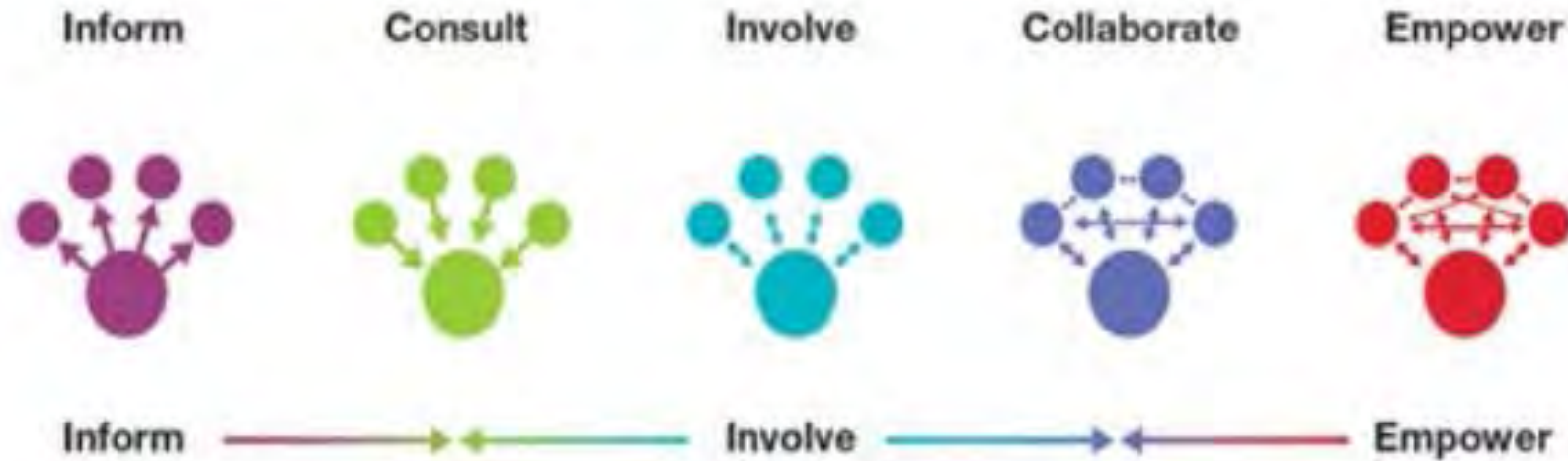
Step 2: Decide whether to engage the community

Step 3: Select the level of engagement

Step 4: Undertake engagement tactics appropriate for the level selected

Step 5: Evaluation and reporting

Public engagement continuum – level of engagement



ROLES



Summary

We believe those who are affected by a decision have a right to be involved in the decision-making process. Our commitment to open, transparent public engagement supports this belief.



PUBLIC ENGAGEMENT STRATEGY



Municipality of the District of Lunenburg
modl.ca

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MODL's Vision Statement

We are a community of communities, each with a unique history representing a diversity of cultural backgrounds and a mix of suburban and rural opportunities. We enjoy healthy lifestyles rooted in unrestricted access to the natural beauty of our region's coastline, lakes and forests, a pristine environment and high-quality community services.

Our caring and tolerant communities, supported by a strong volunteer base, provide a rich mosaic of services to enhance the quality of life in our region offering a lifelong home.

We are a progressive community with a sustainable, diversified economy incorporating both traditional resource-based activities and a spirit of innovation and entrepreneurship that capitalizes on new economic opportunities. Our success is built on a strong work ethic and productive working relationships with our community and regional partners. We are a vital economic and service centre for the region.

MODL's Mission

The Municipality will maximize opportunities for social and economic development while retaining an attractive, sustainable and secure environment for the enjoyment of citizens and visitors. Through responsible and professional leadership and in partnership with others, the Municipality will strive to improve the quality of life for all citizens living and working in the larger community.

What is Public Engagement?

Public engagement is a collection of actions that engage the public in decision-making. The public expects their elected representatives to make informed decisions around potentially competing priorities, issues, needs, or opportunities. Public engagement activities can improve this decision-making process.

At certain times, elected officials and staff will want to seek out and listen to input from citizens and stakeholders from all parts of the community, use this information to enhance their work, and communicate how the input influenced the final decision. However, not every activity or decision of local government can, or should, be the subject of a community-wide conversation.

The Municipality believes that inviting the public to participate in meaningful conversations about decisions that affect them results in better decision-making. In the past, the Municipality has used a variety of methods to inform and engage with the public, including Your Government, Your Ideas meetings, open houses, workshops, committees, surveys, focus groups, newspaper, radio, online, social media and one-on-one communication.

The Municipality recognizes a need to improve our public engagement efforts by engaging citizens earlier in projects, increasing the number of people who participate, developing new channels for distributing information and enhancing our transparency. This Public Engagement Strategy acts as a guide to the public consultation process and creates consistency throughout the organization.

Public Engagement Vision

The Municipality is committed to shaping its future through listening, sharing ideas openly and working collaboratively with a knowledgeable and involved community.

Guiding Principles

- Communicate using the right method and clear language
- Listen to everyone's issues, ideas and concerns
- Offer ways for citizens to inform public policy

The Municipal Government Act

The Municipal Government Act (MGA) establishes a minimum legal requirement for notifying and involving the public about certain kinds of decisions. The Strategy does not replace existing processes legislated by the Municipal Government Act, but guides municipal staff in ways to meet or exceed legislated public engagement requirements.

The purpose of public engagement is to ensure that all voices are heard and considered in the decision-making process. However, it cannot ensure that all stakeholders will be satisfied with our decisions. The public consists of a range of stakeholders holding varying and often competing views on an issue. The Municipality seeks to balance these views and communicate the decisions back so that the public understands how its diverse concerns were considered in the final decision.

Our Commitment

The Municipality commits to:

1. **Inclusivity:** Diversity of opinions is desired, and we will utilize a range of tools to engage diverse subsections of the public.
2. **Early Involvement:** We will involve the public as early as possible and ensure information is available in a timely manner to assist the public in their planning, preparation and engagement.
3. **Respect:** We will be respectful of decision-making protocols and jurisdictions. We will ensure the process is respectful of diverse views, values and interests.
4. **Transparency:** We are committed to the efficient and effective use of taxpayer's dollars, and will clearly define roles, levels of engagement and outcomes of the process.
5. **Continuous Improvement:** We will conduct regular evaluations of our public engagement activities, identifying what is working well, and what areas can be modified or streamlined.

Public Engagement Process

The Municipality manages multiple projects and day-to-day operations that require decision-making. It is not realistic or practical to engage the public on every matter. Our public engagement framework assists the Municipality in defining when and how the public should be engaged.

Many factors determine the level of public engagement required in a process, such as Council priorities, history and context of the issue, and potential impacts of the initiative (e.g., financial, quality of life, health and safety, environmental, lifestyle, etc.).

There are five steps the Municipality undertakes in the public engagement process:

Step 1: Determine the decision to be made

Step 2: Decide whether to engage the community

Step 3: Select the level of engagement

Step 4: Undertake engagement tactics appropriate for the level selected

Step 5: Evaluation and reporting

Step 1: Determine the decision to be made

The decision statement clearly articulates what will be decided, by who, and when. It is a clear statement of the problem to be solved, the opportunity to be explored or the decision to be made. Once a clear decision statement has been developed, we ask:

- What is the role of the public, and how will we use the information they provide to influence the decision?
- What influence will we give the public over the final decision? What influence do they WANT or EXPECT to have over the final decision?
- What does success look like? (variety of views, number of people who provide feedback, quality of feedback)

Step 2: Decide whether to engage the community

Public engagement is recommended in the following cases:

- Public notification and input are REQUIRED by law or for project development according to the Municipal Government Act.
- Council or administration requests public input prior to making the decision.
- The matter under consideration is a known concern of community members.
- The matter under consideration can have a significant impact on community members.
- The matter under consideration may be perceived to decrease property values or increase taxation levels.
- The matter under consideration may be perceived to create or increase any health or safety risk.
- The matter under consideration affects the lifestyle, quality of life or habits of citizens (i.e. loss of access, congestion, restriction of activity).
- The matter under consideration may be an emotional or moral issue for citizens.
- The matter under consideration will affect the natural environment including view, odour or noise.
- The matter under consideration requires trade-offs around core community values (i.e. a proposed business park in a pristine natural environment).
- The matter under consideration has multiple challenges and potential solutions.
- The matter under consideration is historically controversial in the community.

Step 3: Select the level of engagement

Public engagement takes different forms, depending on the potential for public influence on a decision.

Depending on the form of engagement sought, public engagement makes use of a variety of tools and techniques to inform the public, generate public input, and, in some cases, build consensus and reach agreement.

The International Association of Public Engagement (IAP2) designed its Public Engagement Spectrum to assist agencies in establishing and communicating clear expectations regarding the intent of public engagement projects. The Spectrum is organized around the principle that the level of public engagement is directly tied to the level of potential public influence on the decision or action being considered.

Public engagement continuum – level of engagement



The two ends of the spectrum identify extreme potential public influence on the decision to be made. At the Inform level there is no opportunity to influence, so there is no active public engagement effort. At this level, we aim to provide timely, accurate and easy to understand information to the public. The other end of the spectrum, Empower, offers an extreme level of influence that is only infrequently provided to the public. Typically, municipalities are not permitted to hand over their decision-making authority.

The middle three levels are where most public engagement occurs: Consult, Involve, and Collaborate. All three levels have a clearly identified goal, and a clear promise to the public.

INFORM

The Inform level of public engagement does not provide the opportunity for public engagement but provides the public with balanced and objective information needed to understand the Municipality's decision-making process. At the Inform level of public engagement there is no effort to persuade the public in a certain direction. This level requires transparency and accuracy, giving the public what they need to fully understand the project and decision. This will allow the public to reach their own conclusions about the decisions made by the Municipality.

Goal: To keep the public informed.

Promise to the Public: The same as the goal, to keep the public informed.

CONSULT

At the Consult level, the Municipality asks the public for their opinions and considers the input it receives as it makes the decision. Public input is accepted at set points in the process and there is no ongoing opportunity for input.

Goal: To obtain and consider public input.

Promise to the Public: To consider the public input received and to provide feedback as to how that input influenced the decision.

INVOLVE

The Involve level of public engagement is more than a consultation. At the Involve level, the public is invited into the process, usually from the beginning, and is provided multiple or ongoing opportunities for input. However, the Municipality is still the decision-maker and there is no expectation of building consensus or providing the public with high-level influence over the decision.

Goal: To work directly with the public and consider their input throughout the decision-making process.

Promise to the Public: The public will have access to the decision process and decision makers and will be provided the opportunity to give input throughout the process. The public will receive direct feedback on how their input helped to influence the decision.

COLLABORATE

At the Collaborate level, the public is directly engaged in decision-making. Collaborate often includes the stated objective of reaching consensus between all participants. However, as at Involve, the Municipality is still the ultimate decision-maker. The degree to which consensus will be sought and how much decision authority the Municipality is willing to share must be made explicit. In the end, the Municipality will take the input received and make the decision. This is a time-consuming and resource intensive level of public engagement and used sparingly in the Municipality.

Goal: To design a process that allows for effective partnering with the public on all aspects of the decision.

Promise to the Public: The public will be engaged in all key activities and decisions, and their input will be incorporated to the maximum extent possible. Consensus is not always sought at the collaborate level; the degree to which consensus will be sought should be an explicit part of the promise.

EMPOWER

At the Empower level, the Municipality provides the public with the opportunity to make decisions for themselves. The most common activities at this level are public voting or ballots.

Goal: To create a program that allows the public to make an informed decision.

Promise to the Public: The Municipality will implement what the public decides.

When considering which level of public engagement is appropriate, the Municipality considers the following:

Resources	Need for Consensus/Common Purpose	Expectation for Coordinated Action	Expectations for Engagement	Level
Low	Not needed	Not Expected	Low	Inform
Low to Moderate	Low	Low or Not Expected	Low	Consult
Moderate to High	Moderate to High	Moderate to High	Moderate to High	Involve
High	High	High	High	Collaborate
High	High	High	High	Empower

Step 4: Engagement Tactics

Level	Inform	Consult	Involve	Collaborate	Empower
Methods for engagement	Council meetings Municipal Matters Facebook page Newspaper or radio ads Media coverage Flyers/brochures Email lists Website	Your Government, Your Ideas Comment forms Polls/surveys Digital Engagement Focus groups Interviews Open houses Councillor feedback Public hearings	Workshops	Advisory groups Committees	Elections Plebiscites Management Groups

Step 5: Evaluation and reporting

Effective evaluation enables us to improve our public engagement programs and ensure that they are useful, cost-effective, and beneficial. Both the citizens that engaged in the public engagement process, and those who did not, are interested in knowing how a public engagement program impacted policy decisions. Through evaluation, we can determine if meaningful conversations were had, and if those conversations resulted in better decision-making.

Through qualitative and quantitative evaluation tools, each occurrence of public engagement will be evaluated and reported on to the public and Council in a timely manner.

ROLES

Council

Although Council is responsible for municipal decision-making, this responsibility is granted on the understanding that Council will represent the interests and values of the community. Public engagement offers the opportunity for Council members to deepen their role as community representatives.

In the public engagement process, each Council member's role is to:

1. Represent their constituents by staying in touch and working with citizens to determine top priorities for engagement. Options include attendance by Councilors at community meetings and events, providing open office hours for members of the public, and/or maintaining an email contact list of interested citizens.
2. Work with staff to identify areas where public input can and will make a meaningful difference to decisions that council must make, and help set engagement priorities for the Municipality.
3. Help raise the profile of the Municipality's engagement initiatives and input opportunities in order to ensure a high rate of engagement by a wide range of citizens.
4. Direct citizens to the established processes for garnering, monitoring and compiling input, and avoid circumventing these.
5. Allow staff to take the lead role in identifying best practices and methods for engaging the public on various issues.

Staff

It is important to separate the role of Council from that of staff. While Councilors are well positioned to be leaders in communicating with citizens and identifying citizen priorities, municipal staff are well positioned to be leaders in planning, managing and reporting back from engagement initiatives. As trained professionals, staff are responsible for developing and applying professional expertise in the area of civic engagement.

In the public engagement process, the role of municipal staff is to:

1. Work with Council to identify areas and issues where public input can make a meaningful difference to council decisions, program development and service delivery.
2. Establish channels and processes to clearly identify community priorities for engagement and then ensure that the Municipality responds.
3. Establish and communicate on engagement priorities, then apply a consistent set of policies and procedures in designing and implementing engagement activities.
4. Consult with municipal Council, Council Advisory Committees, and stakeholder groups and members re: engagement priorities, process design, framing issues for productive input, effective communications, and increasing engagement over time.
5. Ensure timely and respectful communication with all those who engage, and show how their input has been used to influence decisions, programs and services.
6. Engage in ongoing learning and professional development about public engagement best practices.
7. Evaluate and report on the Municipality's public engagement process at regular intervals.

Community Groups

Public engagement works well when community and stakeholder groups (such as businesses, environmental groups, arts groups, etc.) support civic engagement efforts. In particular, community associations have local knowledge, information and community networks that can be mobilized to make civic engagement meaningful and effective, and they have knowledge of community issues and assets.

Community or stakeholder groups can support public engagement by:

1. Ensuring that their advice and input is representative of a wide range of citizens in their community.
2. Providing advice about community priorities for engagement to municipal staff and Council.
3. Assisting municipal staff in establishing agendas and framing the issues in civic engagement initiatives.
4. Mobilizing their networks and communications tools to support and participate in civic engagement initiatives.
5. Engaging with municipal staff and Council members in a productive and respectful manner.
6. Assisting in communicating the results of civic engagement to local citizens.
7. Supporting municipal efforts to use input received from engagement efforts.

Citizens

Citizens contribute to informed decision-making and the quality of life in their communities by raising their concerns and contributing their ideas and energy to various local initiatives. With this in mind, the recommended role of citizens is to:

1. Help identify community needs, priorities, and assets.
2. Participate in engagement initiatives and encourage others to participate.
3. Express their point of view and contribute their ideas.
4. Be willing to listen to and learn from other community members.
5. Recognize and weigh the trade-offs involved in any policy issue.
6. Support staff in their efforts to involve people in thoughtful discussions and informed decision-making.
7. Respect the efforts of staff and council to make wise decisions.
8. Vote in municipal elections.

Summary

The Municipality believes that those who are affected by a decision have a right to be involved in the decision-making process, and our commitment to open, transparent public engagement supports this belief.

The development of this Strategy relied on both international best practices and local engagement. Feedback from citizens, businesses, community groups, Council, committees and staff were essential in developing a comprehensive Public Engagement Strategy, Citizen Guide and Employee Toolkit. These documents establish clear processes and guidelines to improve and increase public engagement in the decision-making of the Municipality of the District of Lunenburg.



CITIZENS GUIDE to PUBLIC ENGAGEMENT

**with the Municipality
of the District of Lunenburg**



Municipality of the District of Lunenburg
modl.ca



WHAT IS PUBLIC ENGAGEMENT?

Public engagement is a way of gathering input from citizens about community issues. It helps the Municipality make the best decisions for the community.

Public engagement:

- Invites you to participate in decision-making
- Offers you a chance to share concerns and ideas
- Can be online, such as surveys or polls, or shared information
- Can be a face-to-face coffee chat, community meeting, open house or other event

Our community is a better place when citizens are engaged.



WE ARE LISTENING

The Municipality is a community of communities designed to serve you - the people who live and work here. Our goal is

We strive to:

- Communicate using the right method and clear language
- Listen to everyone's issues, ideas and concerns
- Offer ways for citizens to inform public policy

Every time we ask for input we will make sure that:

- You are involved as early as possible
- Everyone has a chance to participate
- Everyone is treated with respect

*"We're
Listening"*

WHY SHOULD I PARTICIPATE?



You know your community best! Citizen participation lets Council know what matters most to your community - it helps build a better community. As a citizen, you can:

- Identify local needs, priorities and assets
- Share your personal ideas and opinions
- Give Council a deeper understanding of the issue
- Get a better idea of how decisions are made
- Understand other citizen's concerns or ideas
- Help shape the future of your community

HOW DO I PARTICIPATE?

You can participate as a citizen and/or as a community group. Community groups include businesses, special interest groups and community associations. Both citizens and community groups have an important role in public engagement activities.



Citizen Roles:

- Listen to other people's ideas and information
- Understand balancing of interests and trade-offs involved in policy issues
- Share community issues, needs and priorities
- Bring a unique point of view and unique ideas
- Provide local knowledge Council may not have

Community Group Roles:

- Represent a wider range of citizens
- Advise on community priorities
- Use networks and communication tools to share public engagement information, events and results
- Help give context to some issues



Some ways you can participate include:

ONLINE

- Facebook page
- Direct email
- Online polls or surveys

IN PERSON

- Feedback forms
- Polls or surveys
- Your Government, Your Ideas meetings
- Focus groups
- Open houses or workshops
- Public hearings
- Steering Committees

THROUGH COUNCILOR

- Elections – use your vote
- Email or call
- Council meeting presentations

COUNCIL, MUNICIPAL STAFF AND PUBLIC ENGAGEMENT

Staff and Council members work together to make public engagement meaningful. Municipal staff manages the public engagement processes and information. Council will listen to public input, and make the final decision.

Council Roles:

- Listen to concerns, ideas and issues
- Help staff identify areas for public engagement
- Encourage and support citizen participation
- Use input to make the best decision possible

Staff Roles:

- Work with Council to decide if, when and how to engage the public
- Make sure everyone's ideas and opinions are heard
- Let participants know how input was used
- Decide what is working well and what needs improvement





WHERE CAN I FIND OUT ABOUT PUBLIC ENGAGEMENT OPPORTUNITIES?

Sometimes the public will be directly notified and asked to respond. You may be asked to fill out a survey or attend a specific meeting. Other times, you will not be notified directly.

All public engagement opportunities are advertised, as follows.

- **ONLINE** - modl.ca/PublicEngagement
- **MEDIA** - Newspaper and radio ads
- **FACEBOOK PAGE** - facebook.com/MODLns



DON'T SEE AN OPPORTUNITY FOR A TOPIC YOU'RE INTERESTED IN?



First, ask your Councillor to see if a public engagement opportunity exists. If it doesn't, you may need to bring it to Council.

You may:

- Attend the public hearing portion of an upcoming Council meeting
- Attend a Policy & Strategy Committee meeting
- Attend a Finance meeting
- Make a presentation at one of these meetings as a community group

HOW WILL MY INPUT BE USED?

Your input and feedback is always welcome!

In some cases, the Municipality is required by law to seek input. Even where input is required, the final decision will always rest with Council.

Council uses public input to make the best decision possible. That may not always be the decision that you or your community group had hoped for.

Remember that:

- Sometimes your input addresses only a part of a decision
- Sometimes other (possibly larger) parts may have already been decided
- Municipalities must consider what is good for all – the best possible decision

Information on decisions and how public input was used can be found online at modl.ca/PublicEngagement, or through your Councillor. Municipal staff may also use the Facebook page and community group contacts to let the public know when engagement reports are posted.



Sherry Conrad

From: Tina Robichaud-Bond
Sent: March 8, 2019 2:59 PM
To: Kevin Malloy; Alex Dumaresq; Sherry Conrad; Elana Wentzell
Subject: FW: SOUTH SHORE - HRM REGIONAL MEETING (UPDATE ON LOCATION)

From: NSFM Info <Info@nsfm.ca>
Sent: March 8, 2019 11:38 AM
To: Tracy Verbeke <TVerbeke@nsfm.ca>
Subject: SOUTH SHORE - HRM REGIONAL MEETING (UPDATE ON LOCATION)

TO: Mayors, Wardens, Councillors and CAOs from the South Shore-HRM Area Region

RE: SOUTH SHORE - HRM REGIONAL MEETING

HRM has kindly agreed to host the South Shore-HRM Area Regional Meeting.

Update on location:

Date: Thursday, April 18th, 2019
Location: St. Margaret's Centre, 12 Westwood Boulevard, Upper Tantallon, NS
Time: 1:00 p.m. – 4:00 p.m.

Please forward Agenda items to Will Brooke wbrooke@nsfm.ca (the agenda package will be sent out in advance of the Meeting date.)

Please let us know if you will be attending the meeting by **responding to this email by April 11th** . You can also email Tracy Verbeke directly at tverbeke@nsfm.ca.

We will need to know our numbers for seating and catering.

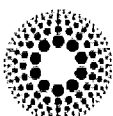
A special thank you to HRM for agreeing to host.

-

NOVA SCOTIA FEDERATION OF MUNICIPALITIES

t +1.902.423.8331

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NOVA SCOTIA FEDERATION
OF MUNICIPALITIES



Municipality of the District of Lunenburg

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Phone: 902-543-8181 / Fax: 902-543-7123 / Web Site: www.modl.ca

MEMORANDUM

TO: *Policy and Strategy Committee*

FROM: Tissy Bolivar
Recreation Program Coordinator

DATE: March 14, 2019

RE: Sponsorship Ad The 7th Annual Burg Classic Hockey Tournament March 28-31, 2019
c.c. Trudy Payne, Director of Recreation Services

RECOMMENDATION

That *the Policy and Strategy Committee* recommend to Council, that Municipal Council approve the sponsorship ad request of the **The 7th Annual Burg Classic** for **\$250.00**, for the “Bronze” level sponsorship, and also donate a Silent Auction item for their community fundraising event taking place March 28 – March 31, 2019.

Motion Required

BACKGROUND

Seven years ago, a group of motivated members of the community got together to reinstate a men’s hockey tournament and social event in Lunenburg. Starting with 4, the BURG Classic now hosts between 18-20 teams annually. The weekend features a pub night, community dance, silent auction, various rink games, family skate and other fund-raising efforts.

Last year’s tournament raised over \$30,000, with 100% of the proceeds being donated to local causes and multiple local organizations.

With a focus on bringing the local community together, the BURG Classic aims to help deserving locals who have suffered life-changing situations or are undergoing life-changing hardships. The event features hockey teams from all over Nova Scotia and is supported by sponsors across the province as well.

“Bronze” level of sponsorship includes:

- Our logo will be displayed on Bronze level sponsor board during the tournament
- Our logo will be included on a sponsor feature on the event Facebook page, highlighting Bronze designation
- A 1/8-page ad in the tournament brochure

- Verbal recognition as a Bronze sponsor throughout the tournament, the two championship games and the dance.

We have not sponsored this event in the past.

BUDGET IMPLICATIONS

There are sufficient funds in the Sponsorship Ad Grant account (current balance \$268.93).



Tissy Bolivar

TB/sc

Enclosure – Sponsorship Information



The 7th Annual Burg Classic Community Fundraising Event

Tournament Committee 2019

**Community.
Support.
Respect.**

January 30, 2019

LF

Carolyn Bolivar-Getson
Mayor, Municipality of the
District of Lunenburg, N.S.



Dear Mayor:

This year will be the seventh annual Burg Classic Community Fundraising Event. The tournament has raised over \$100 000 since it began in 2012 and many local recipients have and will benefit from a weekend of hockey, silent auctions, 50/50 draws, family skate, and a dance on Saturday night. This most worthy event has received outstanding support from the players, the people that show up in the arena, the many volunteers, local businesses, and personal donations. We hope to have 18 to 20 teams register this year and the over thirty plus games will be played in the Lunenburg Arena on Thursday March 28 to Sunday March 31.

We are hoping you can help us maximise the funds we raise for our local recipients by giving us a donation towards this most worthy cause.

This event has evolved into a tournament that not only raises essential funds for local people in need, it also brings our community together for an outstanding common cause. We hope the Municipality is able to help us by providing some reduction in our tournament costs.

Hope to see you at the arena.

Sincerely,

Jayme Niford
Tournament Chairperson
Jayme.niford@bird.ca
902-877-8262

January 20th, 2019

**RE: The BURG Classic Community Fundraising Event
Sponsorship Request**



Dear Business Owner or Manager,

Seven years ago, a group of motivated members of the community got together to reinstate a men's hockey tournament and social event in Lunenburg. Starting with 4, the BURG Classic now hosts between 18-20 teams annually. The weekend features a pub night, community dance, silent auction, various rink games, family skate and other fund-raising efforts. We invite your business to play a role in the success of this year's community event. The tournament is taking place March 28 – March 31, 2019.

Last year's tournament raised over \$30,000, with 100% of the proceeds being donated to local causes and multiple local organizations.

With a focus on bringing the local community together, the BURG Classic aims to help deserving locals who have suffered life-changing situations or are undergoing life-changing hardships. The event features hockey teams from all over Nova Scotia and is supported by sponsors across the province as well.

Donations from businesses and organizations play a vital role in raising funds for these causes. We are hopeful that you will support this event by making a donation or by offering an item for the silent auction. The value of your donation is at your discretion; every contribution helps.

By entering into this partnership, your business will receive recognition and advertising during the event, which will include your business name and a sincere thank you on event advertisements. All silent auction items will be accompanied by the name of your business and a description of the auction item available, which will be displayed at the arena entrance during the four-day event. Your donation will also demonstrate your commitment to give back to those who need it most.

Thank you for your time, and we hope to hear from you soon.

Sincerely,

Jayne Niford
BURG Classic Fundraising Committee
Jayme.niford@bird.ca
902-877-8262

SPONSORSHIP OPPORTUNITIES



Thank you for supporting the 2019 BURG Classic charity hockey tournament. Donations to the BURG Classic are in direct support of the community, and will be accepted as financial or in-kind. A company or organization donating in-kind will receive sponsorship benefits based on the value of its donation.

PLATINUM: \$1,500 and above

Platinum Sponsorship provides the highest level of recognition throughout the weekend and in the weeks leading to the event, and offers your company exclusive category rights.

Benefits:

- Game sponsor for (2) championship games
- Your logo displayed on Platinum level sponsor board during the tournament
- Your company or organization displayed as Platinum level sponsor during the dance
- An exclusive sponsor feature on the event Facebook page
- A full-page ad in the tournament brochure
- Advertising space in the arena for up to two (2) promotional banners or posters
- Verbal recognition as a Platinum sponsor throughout the tournament, during all playoff, championship, and at the dance

GOLD: \$750 - \$1499

Gold Sponsorship is an excellent option for those companies or organizations looking for a high level of publicity and verbal recognition prior to and during the event.

Benefits:

- Game sponsor for two (2) playoff games
- Your logo displayed on Gold level sponsor board during the tournament
- Your company or organization displayed as Gold level sponsor during the dance
- Your logo included on a sponsor feature on the event Facebook page, highlighting Gold designation
- A ½ page ad in the tournament brochure
- Advertising space in the arena for one (1) promotional banners or posters
- Verbal recognition as a Gold level sponsor throughout the tournament, during the 2 championship games, and at the dance

SILVER: \$500 - \$749

Becoming a Silver sponsor enables you, your business or organization to be recognized as a key contributor to the BURG Classic charity hockey tournament.

Benefits:

- Your logo displayed on Silver level sponsor board during the tournament
- Your company or organization displayed as Silver level sponsor during the dance
- Your logo included on a sponsor feature on the event Facebook page, highlighting Silver designation
- A ¼ page ad in the tournament brochure
- Verbal recognition as a Silver level sponsor throughout the tournament, during the 2 championship games, and at the dance

BRONZE \$250 - \$499

The Bronze Sponsorship level is a great way for individuals or small businesses or organizations to contribute to the community via this fantastic fundraiser.

Benefits:

- Your logo displayed on Bronze level sponsor board during the tournament
- Your logo included on a sponsor feature on the event Facebook page, highlighting Bronze designation
- A 1/8 page ad in the tournament brochure
- Verbal recognition as a Bronze sponsor throughout the tournament, during the 2 championship games, and at the dance

SILENT AUCTION (Friend of the BURG)

We are seeking items for this year's silent auction. As noted, all silent auction items will require the donor to indicate the item's monetary value. The donor will receive the sponsorship level corresponding to the value of the item(s) donated.

Benefits:

- Your name, or the name and logo of your business and organization, will be presented alongside your item during the silent auction, taking place at the arena throughout the weekend.
- If your item is valued at less than \$150, your name featured as a Friend of the BURG in the tournament brochure.

If you intend to donate or sponsor this event, please contact the Committee no later than March 18, 2019. All donations must be received by March 22, 2019.

RECENT FUND RECIPIENTS



Jennifer Collins

In February 2009, Jennifer Collins faced a life altering accident that broke her C4-C5 vertebrae's leaving her paralyzed from the neck down. Jennifer needs support to help cover ongoing physiotherapy and day-to-day full-time care costs.

Connor Hirtle

Connor Hirtle, a 23-year-old from Dublin Shore, who was left an ASIA B Incomplete Quadriplegic following a swimming accident in July of 2015.

Rob Edwards

He is a young father suffering a crippling kidney disease, undergone dialysis six times daily awaiting a kidney transplant. With him unable to work, and his wife running her own business, every donation helped make a difficult situation a little bit more manageable.

Jeff Lilly

On December 16, 2016 we lost a player, referee, and close friend of the BURG Classic to his battle with Leukemia. A member of the Lunenburg hockey community, Jeff's loss will be felt immensely during the BURG Classic and year-round. The BURG presents the Lilly Nation Award yearly to honour Jeff's contributions to the tournament — given to a participant or supporter demonstrating true positive spirit and high integrity throughout the event.

Cole Tanner

Cole Tanner, a 20-year-old from Lunenburg NS, who has been diagnosed with Hodgkin Lymphoma. In addition to ongoing medical expenses, Cole had a period where he was unable to maintain employment and required support to help him through a difficult time.

Curt Mossman

Curt Mossman, a BURG Classic regular, playing with the Schooners throughout the tournament's existence. In January 2017, Curt suffered a stroke and he is currently in the South Shore Regional hospital recovering. Both he and his wife are self-employed, and they faced the challenge of balancing the business with this unforeseen circumstance.

Local Mahone Bay Woman

On December 19, 2016, she fell and struck her head on the edge of a wall, suffering a serious concussion. She was currently unable to work or drive and was only capable of minimal computer use. She did not qualify for medical leave benefits, and required help with cost-of-living expenses and physical therapy.

Chad Wiseman

Chad Wiseman, a former Lunenburg resident, father of two and grandfather to one, undergoing treatment for acute myeloid leukemia in Vancouver since December 2016. A veteran and 15-year member of the Lunenburg Fire Department, Chad has close ties to the community and a long road to recovery.

Family of Linnea Veinotte

Linnea Veinotte's life was taken tragically following a hit and run incident in the country of Grenada, where her family had moved for Linnea to pursue her career as a professor at St. George's University. The family has incurred various costs, including substantial travel costs, throughout this challenging time.



Municipality of the District of Lunenburg

210 Aberdeen Road Bridgewater Nova Scotia Canada B4V 4G8
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MEMORANDUM

TO: Mayor Carolyn Bolivar-Getson and Councillors
Municipality of the District of Lunenburg

Mayor David Mitchell and Councillors
Town of Bridgewater

FROM: Alex Dumaresq, Deputy CAO

DATE: March 14, 2019

RE: **LCMPCC Strategic Priorities – 18th Month Plan**

The Board of the Lunenburg County Multi-purpose Centre Corporation, at their meeting on Wednesday, March 13, 2019, finalized their strategic priorities for 2019-2020 and made a motion to refer them to the respective Councils for review and feedback. Your feedback is requested to ensure the strategic priorities developed align with your Council's thoughts for the next 18 months.

Please review the attached strategic priorities and provide your feedback on same.

Alex Dumaresq
Deputy CAO

/sac
Attachment

c.c. Tammy Crowder, CAO, Town of Bridgewater

**LUNEBURG COUNTY LIFESTYLE CENTRE BOARD
STRATEGIC PLANNING SESSION - FEBRUARY 12, 2019**

VISION STATEMENT REVISED

The following were terms used by those in attendance to describe their vision

- Healthy lifestyle
- Active Living
- Inclusiveness
- Regional Partnerships
- Regional Partnerships
- Focal Point of Region/Hub
- Economic
- Business Opportunities
- Welcoming
- Adaptive Program
- Financial / Sustainability

REVISED Vision Statement

LCLC contributes to the economic success of our region and provides and promotes cultural, and recreational activities through efficient, sustainable and inclusive programming and infrastructure.

Long Term Success

- Community sees LCLC as Hub
- Facility being used to its full potential
- Negative image gone
- MODL/TOB are the LCLC Board- united vision, together on this
- Public endorsement of vision, goals, objectives
- Taxpayers of all ages- using it
- Maintain control of expenditures
- Providing high level of service, operating in a fiscally responsible manner
- Those *benefiting* from LCLC success are also *contributing* to the economic success of the region through sponsorships, advertising etc.
- Operational deficit that both Council's support - we change the language re: How we talk about LCLC.
- Change in recreation service delivery- operated through a central facility.
- Positive promotion of facility
- Community input mechanism
- Asset Management Plan

18 months out- What does Success look like?

- Improved / strengthened profile
- Maintain control of expenditures
- Board has good understanding and trust in budget
- Board confident that LCLC is operating in a fiscally responsible manner
- Negative image of facility is gone
- Public endorsement of vision, goals object
- Investment in active living
- Change in recreation program service delivery to a regional delivery system
- Positive promotion of facility
- Community input mechanism

Keys to Success

Affordability ~ Programming ~ Welcoming ~ Efficiency ~ Innovation ~ Maximization

WHAT WILL WE DO OVER THE NEXT 18 MONTHS (LISTED BY PRIORITY)

PRIORITY	OUTCOME	ACTION
#1A	<p>Need to Understand Budget and Operation</p> <ul style="list-style-type: none"> • <i>Unit Costing on Budget</i> • <i>Organizational/Efficiency Review of Existing Operations</i> • <i>Assess opportunities for regional recreation integration</i> • <i>Policy development</i> <ul style="list-style-type: none"> ○ <i>Capital investment</i> ○ <i>Salary scales</i> <p>Focus is to enhance recreation service throughout the region.</p>	<p>1. Unit costing on budget – scope of work</p> <p>2. Engage a Transition Coordinator</p> <ul style="list-style-type: none"> • Scope of Work to Board – Feb 21 • Proposal to Council's – March 4 /5 • Recruitment- Engagement- April • Completed Report – August 2019 <p>3. Apply for funding for Transition Coordinator from DMA and CCH (March/April)</p> <p>4. Develop Communications Plan for both internal and external audiences (March)</p> <p>5. 2019 Budget - use existing operating grant figure</p>
#1B	<p>Existing Operations Arrangement by MODL not sustainable.</p>	<p>Identify options to bring in a temporary manager - Feb 21/19</p> <ul style="list-style-type: none"> A. Contract Company B. Contract Person C. Secondment of Trudy

PRIORITY	OUTCOME	ACTIONS
#2	<p>Host more events</p>	<p><u>Develop Events Policy</u></p> <ul style="list-style-type: none"> • Thresholds for staff authorization • Off season priority • ID Risks tolerance • Types of events to attract • Best Practices- research • Targets • Demographics etc.
#3	<p>Positive promotion of LCLC</p> <ul style="list-style-type: none"> • <i>Will increase awareness</i> • <i>Increase membership</i> • <i>Increase users</i> • <i>Increase support</i> • <i>Increase customer service orientation</i> 	<p><u>Create a short-term marketing plan</u></p> <ul style="list-style-type: none"> • Key audience <ul style="list-style-type: none"> ○ Facility users ○ Taxpayers ○ Visitors ○ Neighbouring communities • Good news stories in newspapers • Wayfinding

PRIORITY	OUTCOME	ACTIONS
#4	Increase usage and members, and offerings in the facility through partnerships	<u>Develop Strategic Partnerships</u> <ul style="list-style-type: none"> • Fitness Centres/Facilities <ul style="list-style-type: none"> ◦ 902; Lyons Den; YMCA • Queens Place • Concessions - look at new models • Other recreation facilities • Farmers Market • Charities
#5	Have Community Engagement in the facility	<u>Community Input Mechanism</u> <ul style="list-style-type: none"> • Open houses- free swim and skate • Survey of users and members • "Try it" passes • Webpage Overhaul • Suggestion box
#6	Increase revenues from sponsorship and fundraising	<u>Sponsorship/ Fundraising- opportunities</u> <ul style="list-style-type: none"> • Determine & Define areas for advertising • Determine corporate sponsorship packages • Capital fundraising campaign
#7	Increase usage of entire facility	<u>Develop a Facility Usage Strategy</u> <ul style="list-style-type: none"> • Assess usage of different spaces: <ul style="list-style-type: none"> ◦ Active Living; meeting room • Make the facility a destination • Look at options to either repurpose room . Spaces based on usage • Link to advertising the meeting space for corporate training events.
#8	Increase membership	<u>Develop a Membership Strategy</u> <ul style="list-style-type: none"> • Understanding Memberships • Survey (member and Non-member) • Renewal of memberships • Review of LCLC members benefits and discounts. • Market analysis for membership in the region



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MEMORANDUM

TO: Mayor Carolyn Bolivar-Getson and Councillors
Municipality of the District of Lunenburg

Mayor David Mitchell and Councillors
Town of Bridgewater

FROM: Alex Dumaresq, Deputy CAO

DATE: March 14, 2019

RE: **Recommendation – RFP re Transition Coordinator, Organization Review & Interim Operations**

The Board of the Lunenburg County Multi-purpose Centre Corporation, at their meeting on Wednesday, March 13, 2019, reviewed a draft Request for Proposal for a Transition Coordinator, Organization Review and Interim Operations.

The Board made a motion recommending to the two respective Councils that the Councils approve going to RFP for the work outlined in the proposal for the Transition Coordinator, Organization Review and Interim Operations.

Please consider this recommendation and advise the Board of your decision.

Alex Dumaresq
Deputy CAO

/sac
Attachment

c.c. Tammy Crowder, CAO, Town of Bridgewater

TRANSITION CORDINATOR/ORGANZIATON REVIEW/ INTERIM OPERATIONS

The Town of Bridgewater and the Municipality of the District of Lunenburg jointly constructed the Lunenburg County Lifestyle Centre (LCLC) in _____. To do so the Lunenburg County Lifestyle Centre Corporation was established as a separate corporation to develop and operate the LCLC. Recently the management of the facility has been assumed by the municipal units in a desire to integrate recreation program delivery regionally. Over the next 12 months the LCLC Board will be assessing how best to manage/operate the LCLC and deliver regional recreation programming through the LCLC.

The LCLC Board is Looking for an individual or firm to :

- a) Lead the LCLC through a transition to management by the Municipal Units and a transition to a regional recreation program delivery model delivered from the LCLC facility.
- b) Take on the day to day management of the LCLC in the interim while the Transition Plan is being developed and implemented. It is anticipated that the term of this engagement will be 12 months.

SCOPE OF WORK

Proponents are asked to submit a proposal that addresses the following Scope of Work. It is recognized that some proponents may have the skill set for some but not all of the Scope. Consequently, Proponents may bid on the entire Scope (subsection 2.1, 2.2 , 2.3) or one of more of the subsections. Each subsection and subsequent award will be evaluated separately. The Municipality may award the scope in its entirety or partially, as deemed to be in its best interested.

2.1 Review of LCLC's Operating and Capital Budget Structure

- a) Restructuring of Operating and Capital Budget in a manner that enable operator and Board to fully understand costs associated with each component of the facility and the impact of decisions respecting programs and service delivery on the same. One such option is unit costing / baseline budgeting.

- b) Organizational Review
 - i) Organizational review of organization with recommendations as to how to restructure to achieve efficiencies be effective in-service delivery .
 - ii) Review of Operations and Processes with recommendations for change to improve efficiencies

2.2 Opportunities for Regional Recreation Program Integration

- i) Assess opportunities for regional recreation programming integration between MODL, TOB and LCLC
- ii) Develop and implement a Plan for the transitioning of program and facility rentals from MODL and TOB to the LCLC. This will involve at a minimum:
 - a. Working with existing municipal recreation staff and LCLC staff
 - b. Understanding best practices in program delivery
 - c. Implementing the principles of change management.
 - d. Assessing resources needs and the recommended organization structure best suited to meet the needs.
 - e. Development of processes to improve efficiencies
 - f. Selecting and implementing a software program that facilitates program, facility and event registration.
- iv) Policy development on matters pertaining to processes, and Human Resources

The Transition Coordinator shall report to the Chief Administrative Officers of the Town of Bridgewater and the Municipality of the District of Lunenburg. There will be a requirement to present to the Board.

2.3 Interim Operations Management

The Interim day to day management of LCLC operations shall include:

- 1) Overseeing Human Resource matters, such as scheduling, performance management, discipline, Occupational Health and Safety etc.
- 2) Implementation of the operating and capital budget / business plan and reporting on the same
- 3) Working within the Policies established by the Board
- 4) Policy development for the Board
- 5) Reporting to the Board
- 6) Internal communications
- 7) Communications to the users and general public respecting services
- 8) Assisting the development of a Capital Asset Condition Assessment; Asset Management Program to assist in long term capital planning and reserve planning
- 9) Assisting in the development of operating and capital budgets.
- 10) Hosting of special events in cooperation with event organizers (concerts, home shows, etc)

Competencies and Skills

The individual or firm must be able to demonstrate the following:

- Experience working with a Board or equivalent
- Understanding of organizational structures, accountability models, decision making models
- Knowledge of financial tools such as budgets and business plans
- Management experience with facilities or organizations
- Change management skills

- Excellent Communication Skills, written and oral
- Proven Leadership skill