



on MAIN St.

**Opening Plan & Budget**

May 5<sup>th</sup>, 2021

Prepared for Mariners Centre Board Authority

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Approved by Mariners Centre Board May 5<sup>th</sup>, 2021

## Table of Contents

Background and Executive Summary	Page: 3
Mission & Vision	Page: 5
Strategic Priorities & Key Business Activities	Page: 6
Commitment to Community Access & Development	Page: 11
Accountability & Evaluation	Page: 12
Budget Assumptions	Page: 13
Financials	Page: 17
Risk Identification	Page: 19
Operating Calendar	Page: 22
Organizational Structure	Page: 27

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## Background and Executive Summary

In 2020 – 2021 the Mariners Centre Board of Directors completed a strategic planning exercise. As this is a critical time in both the Mariners Centre and our community, extra effort was made to involve the senior elected officials from all three municipalities. This allowed us to achieve the consensus needed around the exciting opportunities in front of us in the next 5 years (2021 – 2025).

The community survey used as input into our strategic plan had almost 900 respondents representing all three municipalities and was very clear in its message back to the Board. Simply put, the community wants (and expects) the Mariners Centre to be a HUB for recreation that delivers aquatics, fitness, multi-purpose spaces and a variety of programs that welcome all of Yarmouth into the Mariners Centre as “their space”.

Our planning exercise also revealed that the community is changing. Survey respondents showed an increasingly high level of community spirit. Yarmouth sees growth in real estate sales and prices as more people move back or into the area. The community is looking for increased opportunities to play and connect and expects the Mariners Centre to deliver on these needs.

With this consensus in mind, and a commitment to expand our current facility already in motion, the municipalities have asked the Mariners Centre to re-open the former Yarmouth YMCA on Main St. All parties recognize immediate and growing needs for aquatics and recreation that must be addressed until an expanded facility is opened. By taking on operations of this facility, the Mariners Centre Organization will accelerate many of the priorities set out in our current plan, specifically those tied to expanded programming, customer experience, governance and engagement. The facilities at 275 Main St. will allow us to offer programs for Swimming and Aquatics, Group and General Fitness, in addition to hosting the community in a safe and welcoming space for social and other unstructured play. In doing so the Mariners Centre will establish the organizational structure, skill set and culture required to successfully transition to an expanded recreational hub at our current Starrs Road location. A Win – Win!

The plan and budget that follow are the result of an expedient effort to bring together the best information available. Input was drawn from historical records, recent reports in addition to consulting experts and current operators of comparable facilities. Efforts will continue in the weeks and months ahead to strengthen our assumptions and operating plan.

Our current plan is based on the facility being open by September 13<sup>th</sup>, 2021 to allow registrations for a Fall Term of Swimming Lessons, and a critical window for Membership Sales. Of note, the two largest windows for membership revenue are September 1<sup>st</sup> – October 15<sup>th</sup> and January 1<sup>st</sup> – 31<sup>st</sup>.

Renovations and repairs will be framed within an operating window of 5 years. Our community is asking for space to support physical and mental health and fitness for both youth and older adults. The Pandemic has emphasized these needs, in addition to highlighting the needs of marginalized communities and citizens. Our priority is to create safe, welcoming and functional spaces designed to maximize programming options and memberships. In doing so we set ourselves up for greater utilization, cost recovery and flexibility to offer free programming and financial assistance for those members in need.

The major drivers of success and revenue are membership sales and the execution of a learn to swim program. The major expenses of the facility are staffing and utilities.

Staffing has been economized requiring some coverage from shared resources at the existing Marines Center, and utilities are mostly fixed. This means the operation of Mariners on Main is contingent on revenue generation, and it is crucial we adopt this mindset. While it is essential to control expenses closely, a model focused on controlling expenses vs. revenue generation will not lead to success.

The greatest risks to successful opening are tied to delays in repair work and recruitment and training of sufficient staff (specifically in aquatics). When the facility does open, staff and customers will both need time to settle in and adjust expectations to what “Mariners on Main” is and can be.

Understanding these requirements, along with a familiarity with the current condition of the facility and strong support from municipal partners make us confident a fall opening is possible.

	<u>Revenues</u>	<u>Grants &amp; Fundraising</u>	<u>Expenses</u>	<u>Municipal Operating Grant</u>
Full Year Budget	\$528,048	\$57,240	\$881,599	\$296,311

## **Vision and Mission**

### ***Vision***

Yarmouth County is a vibrant, active, socially connected, and healthy community.

### ***Mission***

The Mariners Centre is a community gathering place in Yarmouth County that provides sports, recreation, and cultural and community events. Through these activities, the Mariners Centre makes a substantial contribution to our communities and their residents' health and wellness.

## Strategic Priorities & Key Business Activities

### Strategic Priority 1: Facility expansion

- 1.1 The Mariners Centre needs to expand and upgrade its facility to meet the community's needs and expectations. This work should include the following considerations:
  - an aquatic centre;
  - additional features such as fitness centre, and other sport and rec opportunities;
  - utilizing the entire property to create a campus-style community hub for a broad base of community events and sport and recreation opportunities;
  - incorporate the pending splash pad installation into the larger plans for the facility and site.
- 1.2 The Mariners Centre needs to expand its operating model to include a pro-active programming mindset, maximizing the use of its spaces and providing the programs and services desired by the community.

#### Mariners on Main:

- Develop and execute programs for aquatics, fitness, camps and others
  - Examples: Swimming lessons, Aquafit, Lane swimming, Competitive Swimming, Recreational Swimming
  - Non-Traditional Examples: Fishing Community (safety training), Kayak Rolling, SCUBA, Paddle Board Training
  - Engage Schoolboard to bring back 'Swimming Lessons' and 'Swim to Survive Programs' in Elementary School Years
- Ensure program and service options include both active and passive recreation in addition to intergenerational programming
- Develop a 'Teen Takeover' night program for youth in the community
- Develop unstructured/low-unstructured play drop-in opportunities in Pool, Gym, Common Room and Multipurpose Spaces
- Develop community access programming that supports those facing financial and other barriers to participation

## Strategic Priority 2: Customer experience

- 2.1 The Mariners Centre needs to create an engaging customer experience.
- 2.2 The Mariners Centre needs to embrace its role as a community hub and focus on ensuring a welcome, safe, social, accessible, and inclusive experience for all. Everyone in the community should see themselves in the Mariners Centre and have an opportunity to access programs and services.

### Mariners on Main:

- Recruit and retain sufficient staff to operate programs and services
- Build out clear Job Descriptions for all new and current team members to ensure role clarity across both facilities
- Establish a Guest Services focus across organization aligning staffing and services with our users needs
- Develop new employee training, performance management, and recognition program aligned with Customer Focus and Programming Orientation.
- Establish an evaluation and feedback process for customers to rapidly incorporate feedback into planning, training and decision making
- Rebuild Mariners Centre website with expanded functionality, directly engaging more of the community in all services offered between both facilities, delivering integration between website and operations (Scheduling, Rental Request, Invoicing, Etc.)
- Launch recreation/facility management software to support the creation and registration of programs along with reporting of activities (public/community access to book space, scheduling, programming/registration, membership, rentals, invoicing)

Strategic Priority 3: Excellence in governance

- 3.1 The ownership, governance, and management model's core elements are clearly defined, actioned, and regularly discussed and reviewed.
- 3.2 The organization utilizes a competency-based recruitment strategy.
- 3.3 The Board of Directors actively seeks to enhance its knowledge and skills through regular evaluation and training.
- 3.3 The Mariners Centre Board of Directors champions the efforts to realize the facility's potential.

Mariners on Main:

- Expand existing Management Plan, Budget and Strategic Oversight to include Mariners on Main
- Review and Revise 2014 Policy Manual to support expanded operations
- Work in close partnership with our Municipal Recreation departments to draw on available resources and minimize service duplication
- Continue with priorities set out in recent 2021-2025 Strategic Plan and Management Plan:
  - Establish a Competency Based Board Structure with Term Limits
  - Formalize Board Member Recruitment Process & Timing
  - Introduce a formal Board of Directors Orientation Program
  - Develop a Board “Calendar” of known deliverables to support appropriate lead time, organization and execution



#### Strategic Priority 4: Engagement

- 4.1 The owners, governors, and management of the Mariners Centre regularly engage the community in its operations.
- 4.2 The Mariners Centre believes in transparency and continually seeks opportunities to support this belief where appropriate.

#### Mariners on Main:

- Launch new Mariners Centre Website to improve access and engagement with all programming, schedules and registration
- Commitment to strong communication through traditional media, social media and our website, including direct access to expansion efforts and options for fundraising platforms.
- Develop an understanding within the community of our role within the personal health value chain
- Directly support the return of the Yarmouth Whitecaps to their Home Pool:
  - E.G.; Support the promotion and team recruitment to re-build lost members over the past year.
    - Offer a recruitment weekend in the pool at no charge for the team to showcase their offering, put on stroke clinics for prospects, etc.
- Develop an annual community report that we can issue each year and use to promote the facility, our growing role in the community and status on future expansion

### Strategic Priority 5: Culture

- 5.1 The Mariners Centre's operating model includes a pro-active focus on revenue development and the programming of its spaces.
- 5.2 In planning, the Mariners Centre's first focus is on what is best for the community and facility.

#### Mariners on Main:

- Create new marketing tools including brochures, postcards, uniform signage and customer information pieces
- Launch a campaign to promote children's birthday and team party options across sites (pool, gymnasium, ice pads and multi-purpose spaces)
- Expand programming model with additional partnerships supporting practitioners upstream in health value chain with intent to convert clients to members as they exit their care
- Create Branded items to promote for sale through our Welcome Desk (at both facilities)

## Commitment to Community Access and Development

In its recent strategic planning process, the Mariners Centre has made a formal commitment to access, equity, inclusion and community development. Research in this area have identified several common barriers to access for citizens. The barriers include such things as simple physical accessibility for persons with mobility challenges, financial challenges for those persons having limited disposable income, transportation to get to the facility, various psychological barriers such as body image, and not feeling welcome or seeing themselves in the facility.

The Mariners Centre is committed to ensuring that everyone feels welcome and has the opportunity to participate and play.

Mariners on Main will utilize the following strategies to address access challenges.

- Conduct an audit for the facility to identify barriers to access and identify opportunities to improve access
- Directly engage community groups to inform development of Mariners on Main access programs
- Use remnant space to provide access to recreational program opportunities such as swimming, skating or open gym time as well as access to instructional programs such as swimming lessons (partnering with organizations who identify those in need)
- Provide one or more fitness class opportunities each week at no charge
- Host teen takeover night to allow youth to access the facility on a regular basis at no charge
- Recruit and train in a way that ensures a safe, inclusive and welcoming space (include Cultural Sensitivity and Bias training)
- Promote a weight neutral approach to marketing, communication and service delivery
- Adopt a inclusive approach to signage, imagery, marketing and staffing, to help ensure that everyone sees themselves, in some manner, at Mariners on Main

## Accountability and Evaluation

The expanded Mariners Centre will remain committed to evidence-based decision-making and makes decisions based on sound data. We are committed to a rigorous feedback process that provides a balanced view of the entire Association. The Mariners Centre (including Mariners on Main) will use the following measures to monitor performance.

- Mariners on Main will use the following Metrics as our Key Performance Indicators:
  - Sale of 467 memberships and 886 active members
  - Participant numbers: 325 children and youth in swimming lessons per term, 30 children and youth per week in day camps
  - 10 youth through Aquatics Leadership Training (Lifesaving, Lifeguarding, Swimming Instruction)
  - \$57,000 in Grants & Fundraising per year
  - A well-structured and utilized community access program - ensuring everyone has an opportunity to participate in the programs and services at Mariners on Main
  - The return of the Whitecaps Swim Team to their home pool!
  - Active feedback systems such as immediate response tools, surveys, comment cards, and focus groups.
  - A responsive and engaged presence on social media alongside other marketing and communication efforts

## Budget Assumptions

### General assumptions:

1. We will have an expanded Mariners Centre at Starrs Road within 5 years. All investments and costs in our proposal are based on a 5 year life extension of the 275 Main St. Facility
2. The business plan is based on renovations and start-up work completed on time. This includes all contractor work, arrival and installation of furniture, fixtures, equipment, technology and software in order to have the facility open for customers by Monday, September 13<sup>th</sup>, 2021
3. Similarly, the business plan is based on the ability to recruit hire and train the staff required to be open to the public on time. The critical role of Aquatics Manager was posted Thursday April 22<sup>nd</sup> to support this timing
4. Economies in shared services between the two facilities are dependent on the current Mariners Center 2021-2022 budget being approved; including Guest Services Manager, New Website, Facility Management Software
5. Budget & Projections are based outside of COVID-19 Pandemic Impacts

### Revenue assumptions:

6. Full year Memberships Revenue is based on building up to 886 active members at 1.9 members per membership for a total of 467 memberships. Although this may seem conservative, it is based on a blended rate of \$643 per membership for annual revenue of \$300,0000.
7. Swimming Program Revenue is driven off an average of 325 students per term across 4 terms. The mix of non-members to member is expected to be 70-30 with respective rates of \$85 and \$65 respectively.
8. Day Camp Revenue is based on 11 weeks of programming for 30 kids at a rate of \$30 per day or \$150 per week.

#### Weeks/year

March Break:	1
School Days Off:	1
Summer 2022:	9

9. Private Swimming Lessons: In addition to the published aquatics schedule for public registration, private lessons for both youth and adults can serve as an important source of revenue. Modelling 20 students per term generates almost \$13,000 in revenue and \$8,000 in costs

10. Drop-In Revenue is based on non-member revenue from 20 weekly group fitness classes and general day-passes for fitness and gymnasium access. Drop-in rates are modelled at \$8.00 which we have confirmed as competitive.
11. Grants and Fund Development:
  - Teen Take-Over Night: ~\$20,000 in Corporate Sponsorship
    - Teen Take-Over Night is modelled off other facilities opening the doors to youth – FREE – one evening per week.
    - Zatzman Sportsplex Example: “Teen Takeover Night is every Friday at 7 until 10 p.m. Youth ages 12-17 take over the facility on Friday nights, with the pool, gymnasium, and other rooms like fitness studios dedicated to teens only!”
    - Costs include adequate program and cleaning staff along with a budget for food
  - Federal & Provincial Grants for Summer Employment (Camp Staffing): \$10,000 - \$15,000
    - Each Grant is worth approximately \$6,500
  - Communities Cultures & Heritage: ~\$25,000
    - Requires annual submission and are competitive
    - Cost Share Grants Ranging from 1/3 – 3/4
    - Regional Development Grant: up to \$10,000 at 50/50 cost share for program development, equipment needs, capacity building, marketing or IT needs for improved accessibility
    - Community Recreation Capital Grant (CRCG): for projects valued at less than \$25,000 and at up to 1/3 contribution from the province for fixed or permanent items/capital

**Other Revenue Opportunities Not Modelled:**

12. Personal Training: Will be considered for review once fully operational. In the near term, we will be scheduling group orientation of the fitness centre equipment weekly for new and existing members
13. Locker Rental Revenues are simply based on historicals. Refreshing of Lockers with paint and replacing rusted out bottoms should sustain this revenue source going forward.
14. CPR & First Aid Classes: Once our aquatics staff is fully trained, our Aquatics Manager and/or instructors will be positioned to host CPR & First Aid Classes programmed, promoted and hosted on-site.
15. Multi-Purpose Room Programs/ Tenants: Karate, Dance and other seasonal programs are natural candidates for residence in our Larger Multi-Purpose room (capacity pre-covid = 100)

16. Merchandise is an opportunity for creativity and upside for revenue. The community is invested in the Mariners Centre expansion and the important role the Main Street location has in the community. Proper investment in graphic design and creative merchandise could deliver more than the \$1,000 contribution in the model
17. Upstairs Office Space Rentals: Although only accessible by stairs, there is a reasonable office space on the 2<sup>nd</sup> floor which may remain available once the facility is fully operational.
18. Board Room Rentals: A furnished board room is available on the main floor for rent
19. In Person Bingo! Both Mariners Centre and Mariners on Main have programmable multi-purpose rooms that can host 200 and 100 respectively pre-covid. Bingo is a significant commitment but has historically proven to be a strong source of revenues for similar facilities.
20. Online 50/50: A new popular online platform called 'Rafflebox' is being leveraged for fundraising of all purposes. Example: Cole Harbour Place is running a monthly 50/50 to raise money for equipment: <https://www2.rafflebox.ca/raffle/chp>

**Expense assumptions:**

21. Re-Opening Costs are split between Facility Repairs (deferred maintenance) and actual start-up costs associated with taking a shuttered facility back into safe operation.
  - Facility Repairs (deferred maintenance) are expected to be lower than \$500,000+ quoted in the Maricor Report. It is recommended, however, that an engineer with local knowledge of contractors and rates walk the facility with the project lead to further validate our assumptions on these costs.
  - Re-Opening Costs Anticipated include costs for Technology, Fitness Equipment Repairs and Deep Cleaning. Human Resource Expenses include recruitment and training, while administrative expense include a new Website, facility management software, staff computers, phones, professional services and marketing.
22. Staffing Costs have been rationalized to identify economies between both facilities, in addition to seeking out operational savings in staff schedules and facility hours. Examples include:
  - Guest Services Manager shared at 50%
  - Pool closed 1PM - 4PM M-F
  - Housekeeping to start 2 hours into day (dependent on deep clean at end of day)
  - Blend weight room Attendant Coverage with Front Desk
  - Cross-train front desk staff with Life-Saving for flexible Pool Coverage
  - Look for shared services in Cleaning & Maintenance with existing MC staff

- Recognizing 40 weeks of Swimming Lessons (not at full year at 51 weeks)
- Leverage Volunteers for Instructors & Programs over time without sacrificing quality of programming

23. Shared Expenses with current operations include human resources and services:

- Human Resources to be shared across the expanded org include:
  - Chief Executive Officer
  - Operations Manager
  - Guest Services Manager (dependent on 2021-2022 budget)
  - Operations, Maintenance and Office Manager Coverage as schedules allow
- Shared Services include:
  - Phone System (one organization from the perspective of customer)
  - Digital Subscriptions
  - Website Design
  - Website & Email Hosting
  - Facility Management Software
  - Insurance Rates – TBD
  - Annual Audit



## Regular Full-Year Budget & Projections

<b>Revenues</b>	<b>Full Year</b>	<b>Yr Ending 03/31/22 (First 7 Months)</b>	<b>Yr Ending 03/31/23 (First Full Year)</b>	<b>Yr Ending 03/31/24 (Second Full Year)</b>
Membership Fees	\$ 300,000	\$ 96,250	\$ 255,000	\$ 330,000
Swimming Lessons	\$ 115,500	\$ 52,033	\$ 115,500	\$ 118,965
Day Camp	\$ 49,500	\$ 4,331	\$ 42,075	\$ 50,985
Drop in Fees	\$ 33,048	\$ 11,567	\$ 28,091	\$ 34,039
Facility Rental	\$ 27,000	\$ 9,450	\$ 22,950	\$ 27,810
Other	\$ 3,000	\$ 1,050	\$ 2,550	\$ 3,090
Grants and Fund Development	\$ 57,240	\$ 20,034	\$ 57,240	\$ 57,240
Operating Grant	\$ 296,311	\$ 319,551	\$ 365,334	\$ 309,805
<b>Total Revenue</b>	<b>\$ 881,599</b>	<b>\$ 514,266</b>	<b>\$ 888,740</b>	<b>\$ 931,934</b>
<b>Expenses</b>				
Salaries and benefits	\$ 602,921	\$ 351,704	\$ 602,921	\$ 633,067
Utilities	\$ 148,508	\$ 86,630	\$ 154,448	\$ 160,389
Maintenance and Housekeeping	\$ 43,000	\$ 25,083	\$ 43,000	\$ 45,150
Admin and Office	\$ 42,670	\$ 20,224	\$ 35,870	\$ 38,204
Program Supplies	\$ 26,000	\$ 15,167	\$ 26,000	\$ 27,300
Training and development	\$ 8,500	\$ 4,958	\$ 8,500	\$ 8,925
Marketing and Promotion	\$ 8,000	\$ 4,667	\$ 8,000	\$ 8,400
General Supplies	\$ 2,000	\$ 1,167	\$ 2,000	\$ 2,100
<b>Total Expenses</b>	<b>\$ 881,599</b>	<b>\$ 509,599</b>	<b>\$ 880,739</b>	<b>\$ 923,534</b>

## Re-Opening Costs

By the Fall of 2021, the former YMCA of Yarmouth site will have been closed for a year and a half. At the time of closure, there were significant infrastructure needs that needed to be addressed before reopening the facility. These needs must be addressed, and there are additional costs to get the facility open. Those additional costs include such things as new signage and wall repair/painting, recruiting and training staff, replacing and fixing equipment such as the fitness training equipment or pool supplies, and basic IT needs.

### Re-Opening Costs

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Facility Repairs	\$ 250,000
Facility Upgrades	\$ 45,000
FFE Repairs	\$ 47,500
Staff Recruitment and Training	\$ 17,000
Pool Fill	\$ 4,000
Computer software and hardware	\$ 24,512
Marketing and Promotion	\$ 13,000
Professional Services	\$ 10,000
Total	\$ 411,012
Contingency (@25% - excludes Facility Repairs)	\$ 40,253
<hr/> Grand Total	<hr/> \$ 451,264

## Risk Identification

Risk identified to achievement of this budget include:

<p>Repair Costs (Deferred Maintenance Expense)</p>	<p>The most significant upfront cost to re-opening is the deferred maintenance estimated in the Maricor report at \$500,000. Our current assumption is this amount is high. The Consultant assumed the work packages would have to be designed, packaged, and tendered through an outside contract approach. By using a “maintenance approach” leveraging the knowledge of the prior building operator, using local vendors and experts, will save on procurement related costs and timelines. The major roof repairs have been avoided by patching which has been completed and successful. Pool lights have been replaced using donation monies.</p> <p>At this time we estimate the work can be done for less than \$300,000 by engaging local contractors and engineers. This savings is based on a physical review of the site and a review of specific aspects of the state of the pool and pool mechanics with our consultant aquatics expert.</p> <p>Efforts must continue to validate our assumptions on cost by having an engineer with local knowledge of contractors and rates in addition to an aquatics expert walk the facility with the project lead.</p>
<p>Membership Sales</p>	<p>Our current full year model presents a conservative number of membership sales at 447 memberships and 886 members. These numbers are informed by what is known for historical membership at the former YMCA. There is also a risk that potential customers have signed contracts with other facilities and may not be available right away.</p> <p>While we are confident that the positive energy and pent-up demand for the swimming and recreation space offered at Mariners on Main supports our projections, we’ve slotted \$10,000 for marketing in the Start-Up costs and \$8,000 per year going forward to ensure our value proposition is present in the community.</p>
<p>Staff recruitment</p>	<p>Mariners on Main needs to recruit a mix of full time and part time staff to open the facility. We should expect some turnover rate in the first few months of operation and ongoing qualified</p>

	<p>staff recruitment and retention will be a challenge throughout the next year. The highest risk is the inability to recruit sufficient aquatic staff since we have had a closed pool for over a year.</p> <p>To mitigate this risk we kicked off a regional recruitment effort for an Aquatics Manager April 22<sup>nd</sup> and will continue our recruitment and training schedule per our critical path. We have also started coordination with the Nova Scotia life-savings society who have program management resources to support the training of Lifeguards and Instructors. Their input on competitive pay has also informed our budget.</p> <p>Per our strategic priorities, the development of employee training, performance management, and recognition programs will be geared to customer experience and employee retention. If sufficient staff are not available at opening, programs and services will be prioritized to minimize the impact to members.</p>
<p>Mariners Centre Expansion does not complete in 5 years</p>	<p>Additional costs required to extend life of 275 Main St.</p> <p>Mitigation: Review of 275 Main St. infrastructure in 3 years to have data to make informed decisions. Continued &amp; sustained commitment of municipal leadership and elected officials supporting the work required to achieve an expanded Mariners Centre.</p>
<p>Day camp sales</p>	<p>Mariners Centre and Mariners on Main are uniquely equipped to offer significant value and variety through our facilities (Pool, Gymnasium, Ice Pads, Multi-Purpose Spaces, Kitchen &amp; Food Service).</p> <p>It will be important, however to invest in our programming capabilities and staff over time, in addition to collaborating with our Municipal Recreation Partners should position our camps as destination for youth in our community. All of which will be value we carry with us to the expanded facility.</p> <p>Risk to our Day Camp program is mitigated based on the timing of our opening. The first full week camp program will not happen until March 2022, with the majority taking place Summer 2022. We will use this time to adequately build out and promote our program in the community.</p>

Pricing Structure	Our proposed pricing is based on a review of comparable facilities across the province, in addition to basic fitness (weight room) memberships here in the Yarmouth area. Our prices are at, or below similarly featured facilities. We will need to adopt a clear process for supporting those in the community who need membership support to afford our facility. If performance in a particular area does not match expectations, pricing will be one factor we explore.
Fitness Equipment Repairs	<p>We have set aside a conservative value of \$35,000 to repair and/or replace fitness equipment in our gymnasium within start-up costs. Our operating plan includes a full review of the equipment with an expert to provide detailed quotes on these costs.</p> <p>To mitigate exposure to ongoing repairs of dated equipment (throwing good money after bad), we will explore options to lease new Cardio Equipment and repair/replace only the essential weight room equipment. Leasing of Cardio Equipment is a best practice in similar facilities as it receives the heaviest use and is an essential draw for membership sales.</p>
Utility Costs	<p>We have budgeted for a 5% increase over 2019 Heat, Water and Electricity expenses, and will continue to monitor these rates closely through the year.</p> <p>Mitigation efforts will include taking advantage of free services provided by organizations such as Efficiency One and Clean Nova Scotia, and learning from best practices at other facilities. Mariners on Main will also prioritize energy-efficient options when repairing or replacing aging infrastructure.</p>

## Operating Calendar (working document – to be updated over time)

Month	Week	Facility	Communication	Admin	Prog/Serv	HR
April	12 -18			- Workplan and budget development (Complete)	- General hours of operation confirmed (Complete)	
	19 – 25					Job posting Aquatic Manager & Facility Supervisor (Posted)
	26 – 2			- Board Presentation (Complete)		
May	3 – 9			- Board Approval (Complete)		
	10 – 16			- Joint Council Presentation		
	17 – 23	- Infrastructure master list created	- Graphic design work (Mariners on Main Treatment – celebrates BRIDGE)	- Web site vendor selection process		Offer to Aquatic Director / Facility Co-ordinator
	24 – 30			- Vendor selection for fitness equipment clean and repair		
June	31 – 6	- Contractors / Supplies confirmed for Infrastructure	- Newsletter & Social	- Quote for computer systems (facility software) - Phone system ordered		

	<b>7 – 13</b>	- Confirm CPO Course				- Aquatic Director / Facility co-ordinator starts
	<b>14 – 20</b>		- Sales strategy developed (Membership Structure, Coordination with MC)	- Web site awarded and work begun - Pool teaching and recreation equipment cleaned, checked and new materials ordered - Other small equipment / supplies checked etc.	- Meetings with Lifesaving Society and Nova Scotia Fitness Association	- Job descriptions developed for part time staff - Violence prevention plan developed
	<b>21 – 27</b>		- Promotion schedule designed	- Facility emergency procedures developed	- Program & Services design begins (30+ days)	
<b>July</b>	<b>28 – 4</b>	- Infrastructure work begins - Fire plan	- Newsletter	- Security Camera vendor selected + alarm company - First aid supplies ordered	- Facility rental plans and products developed	- Job posting for part time staff - Aquatic staff training and development (Lifeguard and Instructor Training)
	<b>5 – 11</b>	- Fitness equipment cleaned and repaired - Pool supplies ordered		- IT equipment ordered for desk etc.		
	<b>12 – 18</b>					

	<b>19 – 25</b>			- Phone system installed - Membership cards ordered - Facility policies and manuals		
	<b>26 – 1</b>	- Facility Signage ordered		- Print material ordered		- Job offers made for part time staff
<b>August</b>	<b>2 – 8</b>	- Fire and other inspections as required	- Promotion materials launch - Website online - Newsletter - Phones manned business hours (M-F 8am – 4PM)			- Staff training developed / finalized
	<b>9 – 15</b>	- Fill the swimming pool		- All phones working - Additional computers etc. installed		
	<b>16 – 22</b>	- Heat and balance	- Launch of tour and come and play activities		- Program supplies	
	<b>23 – 29</b>	- Deep clean		- All security systems operational	- Program Info in system - Fitness equipment working	- On site staff training
<b>September</b>	<b>30 - 5</b>	- Deep clean - Fire drill conducted and recorded	- Newsletter - Tours and Come and Play activities		- Tours and come and play activities	- On site staff training



	6 – 12				- Facility Opens for regular use	- Aquatic Director/Facility Coordinator 3-month review
	13 – 19				- Registration Starts (online and in-person)	
	20 – 26					
	27 – 3					
October	4 – 10		- Newsletter		- Programs Start	
	11 – 17		- Celebratory Opening events ( <i>Post Thanksgiving OR Thanksgiving weekend w/ Cintra printed images of NEW MC Designs</i> ).			
	18 – 24				- Launch of teen takeover - Program and service planning for Winter Term begins	
	25 – 31					
November	1 – 7		- Newsletter		- Program evaluation (user survey)	
	8 – 14					

	15 – 21					
	22 – 28				- Data for winter session entered into system	
December	29 – 5		- Newsletter - Promotion of winter registration begins			
	6 – 12				- Final week of programs - Registration for Winter session	- Aquatic Director/Facility Coordinator 6-month review
	13 – 19					
	20 – 26					
	27 – 2					
January	3 – 9		- Newsletter			
	10 – 16					
	17 – 23					
	24 – 30					

# Combined Organizational Structure

