



**Lorne Mountain Community Association**  
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## **LMCA Business Plan**

### **Background**

Lorne Mountain Community Association (LMCA) is a registered not for profit society situated 25km outside of Whitehorse. LMCA maintains recreational facilities and offers recreational programming in the Hamlet of Mt. Lorne. The Lorne Mountain Community Centre was built 20 years ago and is now at the center of a wide variety of recreational facilities such as an ice rink, ski trails, tennis courts, a golf course and more.

The goals of the association are:

- To offer safe and well kept recreational facilities and attractive programming.
- To develop, maintain and protect current and future recreation assets for the benefit of Yukon residents.
- To recruit, retain and develop our people resources that run the center. This includes our Board of Directors, staff and countless involved volunteers.

Over the years LMCA has experienced continued growth at our facility. This growth includes an increase in members, users and visitors, as well as in facilities. In order to successfully fulfill its mandate presently and in the future the LMCA is evaluating the current situation and developing a 5 year strategic plan that will allow it to meet the upcoming challenges.

In this document the LMCA presents our mandate, an overview of the recreational facilities we operate, a description of the services we provide and an explanation of the overall organizational structure of LMCA. However, we are also taking a close look at the maintenance requirements of recreational facilities, the historical finances of the last three years and the upcoming issues and challenges. All of this understanding of who LMCA is and what we do can help us further find solutions for our operational budget forecast and implementation schedule.

### **LMCA Business Plan**

- LMCA mandate
- Overview of recreational facilities operated by LMCA
- Services provided by LMCA
- Organizational structure of LMCA
- Maintenance requirements of recreational facilities

- LMCA historical finances 2008/2009/2010
- Upcoming issues and challenges
- Operational budget forecast
- Implementation schedule

### LMCA Mandate

LMCA is a registered not for profit society formed in 1985 to serve the social and recreational needs of what is now the Hamlet of Mount Lorne. In 1996 the association was granted the powers of Recreation Authority by the Government of Yukon. Our mandate is:

*To provide the facilities and recreational opportunities to promote a healthy lifestyle, encourage family participation, ensure opportunities for youth employment and training while supporting goals of sustainability and environmental responsibility.*

### Overview of Recreational Facilities Operated By LMCA

The following facilities are owned and operated by the Community Association:

- Community Center which includes a multi-purpose use hall, kitchen, washrooms, small office and storage area
- Outdoor pavilion with stage and picnic area
- Tennis courts and basketball court with training wall
- Skateboard Park
- Regularly maintained competition size outdoor ice rink and warm-up shed
- Playground
- “Wilderness” golf course with 18 holes and picnic area
- Dog sled trails
- Cross country ski trails regularly track-set throughout the season
- Camping meadow
- Storage shed for machinery and equipment used for maintenance
- The Zamboni Station which includes a Zamboni garage, storage room, 2 washrooms, 2 showers and a 1 bedroom revenue generating apartment

### Services Provided By LMCA

Within the above listed facilities the LMCA offers a wide variety of recreational services.

Use of facilities by community based groups:

- The Mt. Lorne Ski Club meets every Friday afternoon from November to April to use the community center and track-set trails. There are 40 children who attend the ski lessons and

about 5-6 youth who are employed as coaches for the ski training. As well, the Mt. Lorne Classic Ski race occurs once a year with over 150 participants.

- The Learning Lions Home school group meets weekly at the Community Center.
- The Mt. Lorne playgroup meets weekly at the Community Center.
- The Carcross Rangers use the Community Center for camp preparation.
- The Junior Rangers meet every second week at the community center.
- The Hamlet Advisory council uses the community center for their meetings.
- Public community meetings are held at the Community Center to provide information to Hamlet residents.
- Homes Routes concerts (a series of music evenings organized by volunteers) is supported with LMCA resources.
- Arts Club has regular workshops and meetings at the Community Center.
- The Emergency measures committee has their regular meetings at the Community Center.
- The 4 H club uses the Community Center for their group events.
- Cross Country Yukon camps use both the Community Center and the track-set trails.
- Schools such as Golden Horn, Emile Tremblay, FH Collins and Yukon College regularly use the Community Center, ice rink and track-set ski trails.
- Regular drop-in fun hockey.

Recreational events organized by LMCA:

- Adult Programming such as yoga, arts classes, willow workshops, a Northern backyard gardening series, farm tours, dance gatherings, cooking classes and more.
- Holiday events such as a Christmas Craft Fair, Equinox Winter Festival, Halloween party, Easter party and Canada Day Celebration.
- Sport events such as Carbon Hill Dog Sled Race, Mt. Lorne Classic Ski Race, Southern Lakes Bike Loppet, Misadventure Run, skating parties and hockey games.
- Monthly Coffeehouse with local artists.
- Community Dinners
- Summer arts camp for kids
- Summer tennis camp for kids
- Wildwood arts festival
- Family events such as barn dances, youth concerts and outside dances in the pavilion.

Facilities open to the public are:

- Ski trails from 1k-10k which are track set throughout the season.
- Golf course with 18 holes which is regularly maintained and available at all times during summer.
- Ice which is regularly maintained throughout the season and available for drop in and scheduled use.
- Tennis courts which are available for drop in use.
- Basket ball court for drop-in use.
- Skateboard Park which is accessible throughout the summer.
- Sled dog trails which are set for the Carbon Hill race and are accessible from the facility grounds for use all winter.
- Playground which is maintained year-round.

Youth programming and youth employment at LMCC:

- We offer an extensive summer and winter program which includes employment, training opportunities and fun activities for local youth.

b) Hall rental and facility use:

LMCA extends affordable hall rental fees to members, schools and other nonprofit organizations in order to encourage activity based camps, events and family celebrations.

### Organizational structure

- LMCA is run by a volunteer board of directors with an average of 6-8 directors being involved in the last few years.
- LMCA had 100 family memberships in 2009/10 which reflects approximately 350 members. This is up from 48 memberships in 2007/8.
- Up to 100 Volunteers are involved within a given year to help with activities and events. Twice a year the LMCA organizes a volunteer workday in which community members help with maintenance and upkeep of the facilities. At the volunteer workday in spring 2010 over 60 people attended.
- There are two part time staff currently working for LMCA. The Recreation Director is currently hired for 20 hours/week and is responsible for all of the organization that happens at the Community Center. This includes writing grant proposals, event planning, hall rentals and organizing the finances. The maintenance staff is currently hired for 10 hours/week and is responsible for overseeing all maintenance on all of the facilities and machinery including maintaining the ice rink. Both staff are currently paid on an hourly basis with an additional 4% holiday pay but receive no other benefits. Staff are currently putting in an average of 10 hours per week as non-compensated volunteer hours in order to meet the needs of the organization.
- Youth from the community are trained by staff and volunteers and help with facility maintenance such as track setting and golf course maintenance.

### Maintenance Requirements of Recreational Facilities

In order to provide recreational facilities, services and programming the LMCA needs to continue with on-going maintenance and repairs.

a) **Facility maintenance**

Ski trails

Clearing the trails before it snows is a big job that involves coordinating volunteers and often renting equipment to help pull stumps from newly cleared trails. Throughout the winter the trails are regularly packed and track-set often on a weekly basis throughout season. Managing the ski trails also includes supervising a youth employee and writing grant applications for new equipment.

#### Ice Rink

Flooding the rink at the beginning of the season is a 70 hour plus jobs that involves coordinating volunteers to be constantly working on the ice surface for 4 to 5 days. During the skating season all snow must be cleared from the ice immediately after it snows so it doesn't get compacted. The ice rink is regularly maintained with the Zamboni often 3 to 4 times a week throughout season. As well, the warm-up shed is regularly maintained which includes replacing broken windows and preparing firewood. The maintenance staff is also responsible for training and supervising volunteers who help maintain the ice rink during the winter.

#### Golf Course

Set up at the beginning of the season and greens maintenance and garbage pick-up throughout the summer season are required. As well, the Recreation Director is responsible for supervising a youth employee who maintains the golf course in the summer.

#### Tennis courts

Setting up and taking down the nets at the beginning and end of the season. As well as, maintaining the nets and doing grant applications when new equipment is required.

#### Facility Checkups

All facilities need to be maintained and kept clean, safe and in good working order. This includes: grounds maintenance, snow removal and regular inspections on all technical appliances and the furnace, and a cleaning schedule for the community center and washrooms is also required.

#### Equipment Maintenance

The LMCA is also responsible for maintaining the following equipment:

- ATV and trailer
- Snow mobile
- Track setting equipment
- Zamboni machine
- Snow blower
- Small machinery such as; chainsaw, weed whacker and other tools

#### **b) Facility Upgrades**

LMCA just celebrated the 20 year anniversary of the main building and most of our basic facilities and equipment have been here from the beginning. Upgrades and repairs are necessary after 20 years.

In the last 3 years LMCA has made the following upgrades:

- ✓ Renovations to the main hall which include; furnace replacement, new windows and an arctic entrance addition
- ✓ Community kitchen upgrades in which we replaced the appliances and upgraded to meet the environmental health codes
- ✓ Oil tank replacement
- ✓ Overhaul of Zamboni machine.
- ✓ Repairs to the snowmobile
- ✓ Replacement of track-setting equipment
- ✓ Replacement of chairs and tables for the community center
- ✓ Energy efficiency adjustments to cut down on our heating bills
- ✓ Construction of new multi-purpose building with garage, washrooms, showers and revenue generating apartment
- ✓ Security upgrade with camera system to deal with recurring vandalism
- ✓ Risk management through replacing facility signage and adding risk signage

Upcoming challenges on facility management are:

- Small equipment replacement of heavily used tools such as; chain saw and weed wacker is estimated at \$2000
- Set of ice knives for Zamboni is estimated at \$4000
- Rink Floodlights to replace bulbs that are presently burnt out is estimated at \$2500
- Replacement of wood stove in the warm-up shed in order to be compliant with the building code is estimated at \$5000
- Replacement for snowmobile, snow blower and ATV is estimated at \$25,000
- Repairs to the concrete and fence in the skate board park
- Replacement of septic system for the Community Center
- Bringing all the existing buildings up to code with an occupancy permits and final approvals met
- Ongoing energy efficiency upgrades as necessary
- Golf course repairs such as moving the outhouses, completely repairing the greens with new sand, new flags, signage and replacing tables is estimated at \$ 30,000
- Repairs to the ice rink such as replacing the boards and posts within the next three years and replacing of oil furnace and doors which have been damaged by vandalism is estimated at \$50,000
- Replacing the playground with equipment that is in compliance with the current safety rules is estimated at \$75,000

### LMCA Finances 2008/2009/2010

*Please find attached LMCA financial report for the last 3 years*

Summary of current finances

- LMCA operates on average with a yearly budget between \$150,000 and \$200,000 this includes the Fire Smart program which is administered through the society and is between \$30,000 and \$ 40,000 per year.

Summary of expenses

- LMCA spent \$35,000 per year on regular facility maintenance. This includes; utilities, security, maintenance supplies, maintenance staff and maintenance contractors.
- Additional money has been spent on facility related repairs and upgrades which varied between \$23,857.00 and \$48,987.00 per year with an unprecedented \$450,000.00 in 2010/11 dedicated to a new multipurpose maintenance building.
- On average LMCA spent over 50% of the overall revenue on facility utilities maintenance. This does not include the cost for the recreational staff that manages the facility and recreational programming.
- Recreational staff costs are currently around \$30,000 which reflects less than 20% of the overall budget.

#### Summary of Revenue

- Sports and Recreation Department

CRAG funding has provided \$39,900.00 per fiscal year for the last 3 years.

- Yukon Lotteries Community Grant

This grant provides \$12,440.00 per fiscal year.

- LMCA Generated Revenue

The money we generate provides between \$17,215.00 and \$26,850.00 per fiscal year which reflects 12% to 14% of the yearly budget.

- Special Funding

LMCA has been very successful at obtaining project oriented grants from funds such as Lotteries, Community Development Fund and RINC (federal recreation infrastructure funding).

#### Upcoming Issues and Challenges

- The Mt Lorne facilities and services have reached a size and scope in which they are not able to be managed effectively with the current human and financial resources.
- Facility utilities and ongoing operations and maintenance costs reflect an average expense ratio of 68% of the allotted core funding available per fiscal year.
- Based on inadequate available funding we have struggled for the last few years to keep up with maintenance and repairs and have chosen to focus on areas of priority. Therefore, there are facilities and machinery that have fallen in disrepair and are going to require our immediate attention.
- Basic facilities are now on average 20 years old and need repairs and upgrades to be safe and regularly maintained for on-going and future use. The funds for past urgent upgrades/ repairs were acquired through additional funding applications from Community Development Fund, Sports and Recreation Emergency Repair Program, Yukon Lotteries and other small grants. The additional work needed to apply,

supervise and report on these funding opportunities has led to burn out of the Board of Directors, the Recreation Director and the Maintenance Staff.

- LMCA needs to develop a new 5 year maintenance plan which will include and prioritize the above named maintenance needs. This means the LMCA will again need to engage in large scale projects that require very responsible management.
- LMCA has experienced ongoing growth of facilities and users over the last few years. We see this in the following ways:
  - An increase in membership from 48 to 100 families.
  - A user survey at some of our events has shown that our catchment area includes Tagish, Marsh Lake, Carcross, Lewes Lake, Golden Horn, Mary Lake, Wolf Creek and all throughout Whitehorse.
  - Our festivals and events have attracted international tourists and visitors from all over Canada.
- Higher use equals higher level of maintenance and related costs which are unable to be covered through expected revenues.
- The Community Center and activities have been largely run by volunteers and engaged community members in the past through board members, workshop leaders and local builders. The present increase in activities and users has the following impacts:
  - Requires an increase in staff presence at the Community Centre in order to fulfill the needs of coordinating the use and continual care of the facilities and services.
  - Requires an increase in risk management of the activities, equipment and facilities through trained staff.
  - Changes the role of board members from “volunteer contributors” to active governance and vision contributors. In order to run the facility board members are now challenged to develop policies and procedures to ensure safety and deal with liability issues. This again increases the need for additional staff hours to take on the areas previously run by board members.
- The current available 30 hours of staff time for recreation coordination, volunteer management, youth programming, facility care and ongoing maintenance are inadequate and do not provide enough revenue to cover the above defined needs.

### Operational Budget Forecast

*Please find attached a go-forward budget that reflects both our required interim funding, which creates the capacity to proceed for another year, while focusing on the development of our 5*



*year strategic plan, and a pro-forma budget for the year 2014 based on our estimated 5 year strategic plan.*

Below we are presenting a breakdown of the needed increase in expenses in order to continue to operate all the facilities we have presented above in a safe and responsible manner.

### **Increase in Expenses**

#### Maintenance

- An increase from 10 hours/week to 20/hours/week
- A 40% increase in maintenance contractors
- A 25% increase in maintenance supplies
- A 25% increase towards utilities in order to include the new building

#### Recreational Programming and Community Center Management

- An interim increase in 10 hours/ week for Recreation Director
- A cleaning staff position of 6 hours/week.
- Work towards establishing a 20 hour/week Executive Director Position

### **Increase in Revenue**

- An expected ongoing increase in user and member fees.
- Increased revenue on recreation facility use such as the golf course, ski trails and ice rink based on the ability to offer upgraded facilities which are better maintained.
- Identifying and securing additional core funding towards operation and maintenance costs.
- Identifying new funding sources such as federal and corporative grants for big facility projects through an Executive Director position.

### **Outcome**

The attached operational budget forecast identifies a gap of \$44,392 for the interim budget and \$61,025 for the final future budget. LMCA will have to find additional funding in this amount over the next 3 years in order to achieve the goals of running an attractive, safe and well used facility.

### Implementation

#### ➤ 2011/ 2012 Fiscal Year – Establish Stability

The current operating model at LMCA is not sustainable through the 2011/2012 fiscal year. We are at risk of being non-compliant with federal labor statutes due to the amount of time and energy being invested by our few employees. We are at risk of having to significantly decrease programming due to lack of maintained assets, eroding volunteer base (due to burn-out) and retention risks of current employees.

We require bridge funding of \$44,000 for 2011/2012 to achieve the following:

- Secure new funding to fully meet the regular maintenance and management needs and of facilities expenses as occurring at present time.
- Secure new funding to support labor needs as occurring at present time.
- Stability will allow for the capacity to develop a 5 year strategic plan document, which will focus on the identification of a sustainable operating model moving forward.

➤ 2011/2012 Fiscal Year – Create the Plan for the Future

The goal is to develop a 5 year strategic plan document for LMCA. This plan will allow for an in depth exploration of the issues and challenges and will:

- Provide a road map to show where the association is going and how we will get there.
- Ensure our valuable resources such as time, talent and money will be properly allocated to those activities that will provide the most benefit for our community.
- Identify opportunities and potentials.
- Allow for identification of our operational goals and strategies in regard to facilities and operational problems and outline solutions for facility maintenance, replacement and staffing.
- Develop a frame of reference for budgets and short-range operating plans.

*Please note LMCA has been successful in obtaining a Non Profit training grant to hire a facilitator for developing a strategic plan. The timeframe for developing the plan is spring 2011.*

➤ 2012/2013 Fiscal Year – Establish the foundation for future success

Advancing the organizational structure of LMCA by:

- Secure funding for an Executive Director position which is estimated to cost \$ 35,000 per year based on 20 hours per week. The Executive Director will be responsible for the successful leadership and management of the organization according to the strategic direction set by the Board of Directors.
- Establishing the position of an Executive Director will allow a new focus for Board of Directors by providing oversight and guidance for the organization.
- Move towards having stabilized funding in order to successfully fulfill our mandate of providing the facilities and recreational opportunities to promote a healthy lifestyle, encourage family participation, and ensure opportunities for youth employment and training while supporting goals of sustainability and environmental responsibility.