



Mary Winspear Centre
Conferences, Special Events and Live Theatre

Business Plan 2008-2012 Update

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November 12, 2009**

INTRODUCTION

This report is being provided to update the Board on the target and goal progress of as noted in the 2008-2012 Business Plan prepared by Strategic Initiative Inc. dated December 17, 2007.

This report is an update to the previous quarterly reports. This report covers up to and including the third quarter of 2009.

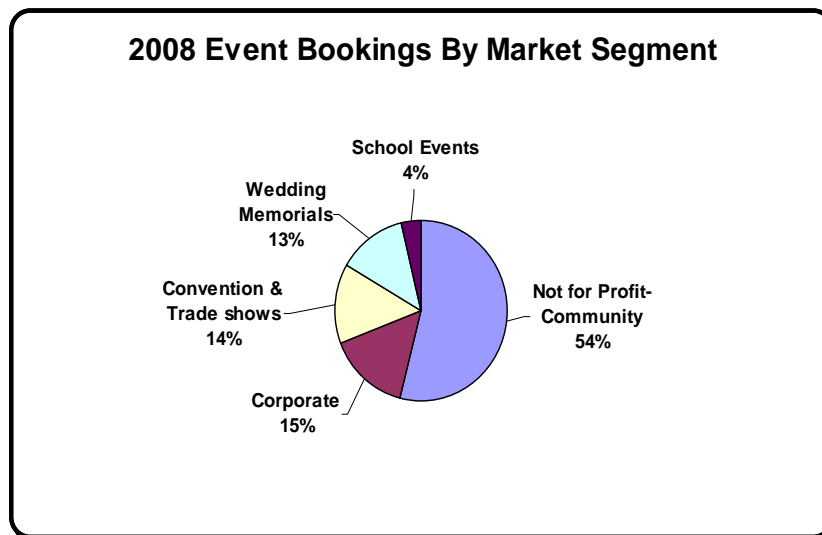
This summary document is structured in reference to the 5 key areas as outlined in the Executive Summary of the Business Plan which are:

1. Overview
2. Critical Success Factors, Key Issues and Challenges
3. Strategies and Plans
4. Implementation/Action Plans
5. Performance Measurement and Metrics

The comments/goals of the business plan are summarized and noted in this document in **Bold text**. The regular text is information of what has been accomplished to date.

OVERVIEW

- 1. Memorial Park Society express purpose is “to provide and to manage lands, parks and facilities for community, cultural, athletic and recreational purposes for the residents of the Electoral District of Saanich who reside north of the present north boundary of the Municipality of Central Saanich”**
 - a. No changes from the data in the last report.



CRITICAL SUCCESS FACTORS, KEY ISSUES AND CHALLENGES

1. Capitalize on areas of untapped growth potential

- a. We are in discussions with Stand Up for Mental Health to partner with them to host the Second Annual island Comedy Fest in the fall of 2010.
- b. AS reported last quarter we are partnering with Mountain Dream Productions to create a school focused Environmental play/curriculum program for delivery of January 2010. Goal was to have more than 1500 grade 1 to 6 students attend the day time production. We currently have commitments for over 1800 students for this program.
- c. The growth of the Comedy programming has been very successful. The last show attracted 350 patrons into the Bodine Family Hall in a cabaret style setting that was a resounding success. The next such event will be held in March.
- d. We have signed 5 day conference for 2010 for 450 delegates from the Women's Institute. This will fill every accommodation bed on the peninsula.
- e. We are working with the Town of Sidney to explore the hosting of the Association of Vancouver island and Coastal Communities annual conference in April 2010.
- f. We are finalizing negotiations with two private schools to host their grad events here in the late spring of 2010.
- g. Highlights of a few of our new clients this quarter include:
 - i. Pension Corporation of BC
 - ii. Victoria Real Estate Board
 - iii. Autism Community Training Conference
 - iv. Vancouver Island Helicopter
 - v. BC Regional Council of Carpenters, Quarterly meetings
 - vi. BC Chamber of Commerce Executive Meeting in 2010
 - vii. EDS Advanced Solutions
 - viii. Drive Wise weekly classes
 - ix. Ministry of Aboriginal Reconciliations regular meetings
 - x. Saanich Indian School Board Executive Meetings
- h. We have hired a contractor to complete grant applications. Responses are still outstanding. So far we have received one grant for \$2,500. It is a difficult time to be looking for grants. We expect more successes to be finalized shortly.

2. Budget must invest in contract services, salaries, wages and benefits to boost human resources capacity to pursue revenue growth.

- a. Staff are working well. They understand that any future wage increases will be dependant on the profitability of the Centre's operations.

- 3. Advertising and promotion budget has been inadequate to date and must be increased to support growth initiatives.**
 - a. The budget for 2009 was reduced from \$49,000 to \$47,000. This is still inadequate. There are no other alternatives for additional funds for this item. We have been very successful in leveraging our dollars through creative partnerships with the Sidney Business Association, Saanich Peninsula Chamber of Commerce, Peninsula News Review, Ocean and Jack FM, the Town of Sidney, the District of North Saanich, the Best Western Emerald Isle Hotel, the Pier Hotel, the Travelodge Hotel, and over 100 websites that have provided links to our site.
- 4. Provisions must be made in the budget for unexpected expenses, amortization and repairs.**
 - a. Amortization and repairs line items are in the 2008 budget and 2009 budget.
 - b. Unexpected expense line item is included in the 2009 budget and will continue into the future.
- 5. Need to substantially increase revenues is required.**
 - a. Theatre profitability was targeted as the quickest means to increase revenues. This has been very successful with an increase of over 50% in the number of shows held in 2009 over 2008, increased attendance numbers that are on target to be at least 30% over previous year.
- 6. Scarce human resources make it difficult to get the Client Services team out on sales calls.**
 - a. No changes since the last report.
- 7. Balance between community organization and commercial business is difficult.**
 - a. We continue to provide all community organizations with their requirements at the Centre while at the same time continue expansion of the corporate business sector.
- 8. Significant Staff turnover**
 - a. Only two full time staff has turned over since my arrival 18 months ago. The first one was our book keeper who was not performing her job requirements. The second one was our Theatre Manager who made a difficult decision to move the east coast for family reasons.
- 9. Focus shift to a management approach based on accountability and outcomes.**
 - a. Implemented.

STRATEGIES AND PLANS

Human Resources

- 1. Increase hourly wage of part time facilities staff**
 - a. No change from the April 2009 report.
- 2. Hire a third Client Services Representative**
 - a. No change from the April 2009 report.
- 3. Create a self funded team based incentive system**
 - a. A Staff Incentive Plan that is self funded based increased profitability targets was passed by the Board at their September 15, 2009 meeting.
- 4. Weekly Staff Meetings**
 - a. Implemented
- 5. Formal program for recruitment and retention of Board volunteers is required.**
 - a. The creation of a process and approval of a plan on this matter will be presented to the Board in late 2009.
- 6. A formal program to thank and recognize both MWC and MPS volunteers.**
 - a. No change from the April 2009 report.
 - b. A volunteer thank you live theatre production and tea was hosted on November 15, 2009 with more than 100 in attendance.

Marketing

- 1. Positioned and branded as a location of choice for small conferences.**
 - a. Done and continuing to be implemented.
- 2. Create sponsorship program for live performances**
 - a. Done. Sponsors confirmed to date include Best Western Emerald Isle, Victoria Airport Authority, Peninsula News Review, Sidney Book Town, Sea First Insurance Brokers, British Columbia Arts Council.
 - b. More potential sponsors are being approached.
- 3. Create separate pricing structures for room rentals.**
 - a. Done. There are two pricing structures that have no relation to each other. They are Corporate pricing and Not For Profit pricing.
- 4. Booking arrangements with hotel and accommodation providers on the Peninsula**
 - a. Done.
- 5. Tourism BC will be contacted regarding cross border marketing initiatives.**
 - a. Targeted for completion is the Third quarter of 2009.
- 6. Package the reader board with event bookings.**
 - b. Done. Fall 2008.
- 7. Develop a small business marketing plan promoting the Lebbetter Board room.**
 - a. This will be scheduled for late 2009

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- 8. Client Services to be provided tools to present themselves in a professional manner.**
 - a. Done, Q4 2008.
 - 9. Marketing and Communications Plan**
 - a. Done. Q4 2008
 - 10. Strengthen relationships with current clients**
 - a. Done and continues to be supported.
 - 11. Annual Fundraising Campaign**
 - a. The Foundation will be reviewing their fundraising role. This is to be completed by Q3 2009.
 - 12. Create a signature event in partnership with another community based organization**
 - a. Several events have been created in partnership format including, Health Show, Jazz Festival, Grape and Graze and the Island Comedy Festival.
 - 13. Renew and refresh relationships with donors. Update donor database.**
 - a. Done.
 - 14. Town Hall Meetings with not for profit clients**
 - a. Q4 2009
 - 15. Partnerships with hotels, attractions, restaurants, caterers etc to enhance communication re: conferences and major events coming to the centre.**
 - a. Done.
 - 16. MWC active member of the Sidney Business Association and Saanich Peninsula Chamber of Commerce.**
 - a. Done
 - 17. Speaking engagements will be sought to a wide variety of associations and community organizations.**
 - a. Done and continuing with great new business generating success.
 - 18. Consideration of creating a stakeholders Advisory Group.**
 - a. To be implemented in Q4 of 2009
 - 19. Production of Annual Report. Available on the website and presented to the town and district councils.**
 - a. Done, Spring of 2009

OPERATIONS

- 1. Infrastructure and equipment need for the MWC and BHP must be addressed and will require additional financial support.**
 - a. Done in the 2009 and annually reviewed during budget preparations. More than \$1,500,000 of upgrades and equipment are required to operate the centre on full convention styled basis.
- 2. Improvements in the BHP washroom and provision of a clubhouse should be planned for.**
 - a. Done, Construction to start in Q4 of 2009 for a full club house. Sewers are already installed. Preliminary plans are already done. Financing by the Peninsula Soccer Association is in place.

FINANCIAL

1. **2008 and 2009 budgets reflect a modest (under \$10,000) deficit.**
 - a. Done
2. **Cash flow issues will continue to 2010**
 - a. An interest only loan repayment for the \$100,840 loan from MPS to the Centre was approved by the MPS Board in July 2009. The Foundation will be asked to consider the same terms for the \$68,767 loan the Centre holds with them.
3. **Projected growth will meet a capacity ceiling before 2012. Revenue growth will have to come from other sources.**
 - a. Fiscal 2010, plans will be put into place to ensure revenue growth will continue once capacity is reached.
4. **Property development on lot B**
 - a. Discussions are underway with partners. The Trust will have to approve any such development.

IMPLEMENTATION AND ACTION PLANS

1. **The Executive Director is responsible for reporting to the Board on these plans on a quarterly basis.**
 - a. Done.
2. **Annual Business Plan updating session.**
 - a. Done. Q1 of 2010 will have another year added to the Plan to continue it as a 5 Year plan.

PERFORMANCE MEASUREMENT AND METRICS

1. **Performance will be measured against key metrics identified in the Business plan.**
 - a. Done. See next section of this report for the details.

GRANT APPLICATIONS UPDATE

Lynn Fanelli has completed and submitted 24 grant applications. Two have been declined, three of grants were cancelled by the granting agency after the applications were submitted, 2 have indicated that we have made it through the initial screen and the others have yet to respond.

PERFORMANCE METRICS FROM 2008-2012 BUSINESS PLAN

2008

	Initiative	Actions	Accountability	Timing	Status
Q1	Weekly meetings	<ul style="list-style-type: none"> ▫ reinstitute weekly cross-functional meetings 	E.D.	ASAP	Done , Full Time staff Tuesdays 9 am Managers Mtgs Tuesday 10 am
	Wage adjustments/salary increases	<ul style="list-style-type: none"> ▫ process necessary wage/salary changes and inform staff 	E.D./Finance Accounts	Effective Jan 1, 2008	Done , 5% across the board wage increase for all staff implemented Jan. 1 2009.
	Small Conference Marketing Development Plan	<ul style="list-style-type: none"> ▫ pursue partnerships and determine implications of participation ▫ develop plan for MWC participation 	E.D./CSS Team/Board	Ongoing from Q4 2007	Started , May 2008 Plan initiated and is underway.
	Client Services Sales staff	<ul style="list-style-type: none"> ▫ revise job descriptions, establish performance metrics, develop team-based incentive plan ▫ establish basis for dividing up client responsibilities/base 	E.D./Dolezal E.D./CSS Team	early Jan early Jan	Started in December 2008. Completed in Q3 2009 Completed Q4 2008.
	New CSS staff	<ul style="list-style-type: none"> ▫ recruit new Client Services Sales rep 	E.D.	End Jan	Part Time addition started in November of 2008.
	Grants Applications	<ul style="list-style-type: none"> ▫ identify potential funders and grants of interest, write grant proposals and follow up 	E.D.	Ongoing	Started , 25 Grants written to date by a contractor.
	Small Business Marketing Plan	<ul style="list-style-type: none"> ▫ prepare market analysis ▫ develop marketing plan ▫ implement 	E.D./CSS Team	Mid Feb	Done .
	MPS Board	<ul style="list-style-type: none"> ▫ develop Board recruitment, 	Board	Mid Feb	Targeted for Q4 of 2009

	Volunteers Strategy	<ul style="list-style-type: none"> retention and recognition strategy, plan (revisit annually) ▫ Board mentoring program designed and introduced 			
	Advertising agency	<ul style="list-style-type: none"> ▫ identify agency candidates, interview and recruit 	E.D.	End Feb	Postponed due to finances. Consider implementation in 2010 subject to finances.
	“Signature” Special Event	<ul style="list-style-type: none"> ▫ strike Board committee to develop plan ▫ move forward to hold event by mid Dec 	Board	End Feb	Done , created a series of partnerships, Health Fair, Jazz Festival, Island Comedy Festival, Grape and Graze, Theater Series with Palm Court Orchestra.
	BHP Planning Committee	<ul style="list-style-type: none"> ▫ strike committee, determine mandate and scope ▫ initiatives, actions added to business plan when determined 	Board	Mid Mar	Committee formed, mandate and scope still to be completed including the study of a “Free Standing Governance Model”
	Marketing Communications	<ul style="list-style-type: none"> ▫ develop positioning statement ▫ review, assess current marketing materials, determine action required ▫ produce required materials 	Agency/E.D.	End Mar	Done , new logo done, business cards done, letterhead approved, marketing materials updated, public image is being consolidated.
	Community and Stakeholder relations	<ul style="list-style-type: none"> ▫ speaking engagements, formal and informal relationship-building 	ED/CSS/Board	End Mar and ongoing	Done.
	Meetings with Mayors	<ul style="list-style-type: none"> ▫ quarterly meetings between Board Chair and mayors 	Board Chair	End Mar and ongoing	Done , re-started a joint quarterly mtg with mayors, 2 councilors and Sr. staff.
Q2	Organization	<ul style="list-style-type: none"> ▫ identify appropriate HR 	E.D./Board	Mid Apr	Started , will be completed by Q4 2009

	Culture	<ul style="list-style-type: none"> ▫ consultant, recruit ▫ review consultant's work plan, initiate implementation 			
	Reader board	<ul style="list-style-type: none"> ▫ develop packages with local media, others 	E.D./CSS	End May	Delayed , Q4 of 2010
	Long-Term Fund-Raising Strategy and Plan	<ul style="list-style-type: none"> ▫ develop long-term strategy and plan ▫ determine roles and responsibilities ▫ implement 	Board (special ad hoc committee of Board and SCCCCF?)	Late June	Started , Foundation Board has agreed to review their future. To be revisited by the Foundation Board by Q4 2009.
Q3	Incremental Revenue Opportunities (including property development)	<ul style="list-style-type: none"> ▫ identify strategies and plans to pursue incremental revenue opportunities ▫ determine roles and responsibilities ▫ revisit annually to update new opportunities 	Board (special ad hoc Board committee?)	Late Oct	Done , New revenue streams created and being expanded. Started , RFP circulated Nov. 2009 for potential partners to operate cultural and art programming.
Q4	Volunteer Event	<ul style="list-style-type: none"> ▫ develop plan, initiate 	E.D./Board	Mid Oct	Started , looking to created partnership for a big community wide volunteer event. Marine Centre agreed already, other partners being finalized.
	Business Plan	<ul style="list-style-type: none"> ▫ revisit, review and update on 5-year rolling basis 	E.D./Board	End Nov	Set for Q1 2010
	Report to the Community	<ul style="list-style-type: none"> ▫ prepare, produce, distribute and present annual Report to the Community 	E.D./Board	End Dec	Done , in Q1 of 2009. Presentations done for Town Council Feb & April and District Council March and June. Will be done annually every spring following AGM.
	Client exit surveys	<ul style="list-style-type: none"> ▫ assess results, compile and report with indicated actions 	CSS Team	End Dec	Done , weekly mailing of a thank you letter and survey. Results compiled as

		for upcoming year			they come in.
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2009

	Initiative	Actions	Accountability	Timing	Status
Q1	Client Services Client Bases	<ul style="list-style-type: none"> review/revise client bases for Client Services Sales Team as required, based on prior year performance 	E.D./CSS Team	Mid Jan	Done
	Town Hall meetings	<ul style="list-style-type: none"> determine responsibility, develop plan and initiate 	Board Chair?	End Jan	Done , Annually host in June for our theatre clients. Organizing , one for the Q1 of 2010 for our not for profit clients
Q2	Reciprocal arrangements with local stakeholders	<ul style="list-style-type: none"> determine appropriate partners, negotiate terms of partnership(s), implement 	E.D./CSS Team	End Apr	Done , Sidney Business Association, Saanich Chamber of Commerce, Peninsula News Review, Black Press, Peninsula Soccer, Saanich Peninsula Community Arts Council, Sidney Shutterbugs,
	Donor Recognition	<ul style="list-style-type: none"> develop program, plan to implement and initiate 	E.D./Board	End June	Started , working with SCCC Foundation, Target completion Q1 2010
Q3	Price Mix	<ul style="list-style-type: none"> plan for future price strategy, including two-tiered pricing model 	E.D./CSS Team	Ready to implement Jan 1 2010	Done , implemented Jan 1 2009. One year early.
	MWC Volunteer Strategy	<ul style="list-style-type: none"> develop strategy and annual plan for volunteer recognition and retention 	E.D./Board	End Sep	Target completion Q1 2010
Q4	Business Plan	<ul style="list-style-type: none"> revisit, review and update on 5-year rolling basis 	E.D./Board	End Nov	Target completion Q1 2010
	Report to the	<ul style="list-style-type: none"> prepare, produce, distribute and 	E.D./Board	End Dec	Done Annually in spring after AGM

	Community	present annual Report to the Community			
	Client exit surveys	<ul style="list-style-type: none"> ▫ assess results, compile and report with indicated actions for upcoming year 	CSS Team	End Dec	Ongoing , the surveys are done weekly and data is being compiled as they arrive.
	Recruitment and retention of Board	<ul style="list-style-type: none"> ▫ Create process and plan 	E.D.	End of Dec	Targeted for Q2 2010.

2010

Initiative	Actions	Accountability	Timing	Status
Client Services Client Bases	<ul style="list-style-type: none"> ▫ review/revise client bases for Client Services Sales Team as required, based on prior year performance 	E.D./CSS Team	Q1	
“Friends of” Program(s)	<ul style="list-style-type: none"> ▫ determine framework (“Friends of MWC”, “Friends of CWT”, and/or “Friends of BHP”) ▫ develop program, launch 	E.D./Board	Q2	
Economic Impact Study	<ul style="list-style-type: none"> ▫ recruit RRU or UVic students to conduct ▫ release results to community, incorporate into marketing and communications materials as appropriate 	E.D.	Q3	
Report to the Community	<ul style="list-style-type: none"> ▫ prepare, produce, distribute and present annual Report to the 	E.D./Board	Q4	

	Community			
Client exit surveys	<ul style="list-style-type: none"> ▫ assess results, compile and report with indicated actions for upcoming year 	CSS Team	Q4	
Business Plan	<ul style="list-style-type: none"> ▫ revisit, review and update on 5-year rolling basis 	E.D./Board	Q4	

2011

Initiative	Actions	Accountability	Timing	Status
Client Services Client Bases	<ul style="list-style-type: none"> ▫ review/revise client bases for Client Services Sales Team as required, based on prior year performance 	E.D./CSS Team	Q1	
Report to the Community	<ul style="list-style-type: none"> ▫ prepare, produce, distribute and present annual Report to the Community 	E.D./Board	Q4	
Client exit surveys	<ul style="list-style-type: none"> ▫ assess results, compile and report with indicated actions for upcoming year 	CSS Team	Q4	
Business Plan	<ul style="list-style-type: none"> ▫ revisit, review and update on 5-year rolling basis 	E.D./Board	Q4	

2012

Initiative	Actions	Accountability	Timing	Status
Client Services Client Bases	<ul style="list-style-type: none"> ▫ review/revise client bases for Client Services Sales Team as required, based on prior year performance 	E.D./CSS Team	Q1	
Report to the Community	<ul style="list-style-type: none"> ▫ prepare, produce, distribute and present annual Report to the Community 	E.D./Board	Q4	
Client exit surveys	<ul style="list-style-type: none"> ▫ assess results, compile and report with indicated actions for upcoming year 	CSS Team	Q4	
Business Plan	<ul style="list-style-type: none"> ▫ revisit/review and update on 5-year rolling basis 	E.D./Board	Q4	