

AGENDA

Lunenburg County Multi-Purpose Centre Corporation

Wednesday, June 15, 2022 | 6 pm

Held in Multi-purpose room, LCLC

- 1. Call to Order**
- 2. Information Sharing (Questions by board members and attending members of the public)**
- 3. Approval of Agenda**
- 4. Approval of Minutes: May 19, 2022**
- 5. Business Arising from Minutes & Unfinished Business**
 - 5.1 Strategic Plan Review attachment
 - 5.2 Events Strategy attachment
- 6. Correspondence**
- 7. New Business**
 - 7.1 General Manager Q&A
- 8. Information/Updates**
 - 8.1 General Manager's Monthly Report attachment
 - 8.2 Aged Receivables attachment
 - 8.3 Financial Statements attachment
- 9. In Camera**
 - 9.1 Contract Award for consultation services around valuation and sale of facility naming and advertising – MGA, S.22(2)(e)
 - 9.2 Contract Award for Dehumidification Installation – MGA, S.22(2)(e)
- 10. Next Meeting – Thursday, July 21, 2022 at 6 pm**
- 11. Adjournment**

STRATEGIC PLAN



It is the Vision of Our Board that in 2023:

“The LCLC is the platform for inclusive sport, recreation and cultural activities and is recognized as a leader for the health and economic success of our region!”

Through the operational outcomes of this strategic plan our vision includes:

A commitment to build positive memorable experiences for our residents and visitors while investing in sport and entertainment events for the community to enjoy.

Strengthening the organization and communicating the return on investment to the community.

A commitment to exploring innovative opportunities to create new space that will enable new programming, events and business opportunities.

In Order to Achieve Our Goals, We Must Invest in Our Values

These defined core values will guide the LCLC in the manner in which we engage with our community and how we work together toward meeting our goals and objectives.

- ✓ **Excellence:** we will deliver high quality inclusive programs that promote health, wellness and lifelong learning. Establish and operate facilities for recreation, sport, culture, events and programs designed to respond to the needs of the community.
- ✓ **Memorable Experiences:** to develop and maintain excellence in community relationships, customer service, operational best practices, clean and safe facilities and in creating meaningful and lasting memories.
- ✓ **Sustainability:** To be sustainable, by building a healthy future through strong business planning. We will have a business strategy in place that includes maximum efficiency and effectiveness for continued growth of the local, provincial and regional economy.
- ✓ **Community Health:** to provide opportunities for engagement, listening to community needs and enhancing the health and well-being of the region in an open, transparent and accountable fashion.
- ✓ **People Focused:** through social inclusion we will demonstrate respect, fairness, compassion and great customer service to our members and the public so they have fun and want to come back!
- ✓ **Teamwork:** to maintain positive, fruitful relationships with our members while engaging a diverse set of stakeholders that will foster an environment for strong a strong collective impact within our community.
- ✓ **Inventive:** Take the lead in recreation, sport, and event experiences by maximizing the creativity of our stakeholder team and bring new opportunities to our region through innovation in thought and practice.
- ✓ **Strong Partnerships:** To build capacity within stakeholder relationships with non-profit partner groups and organizations, the private industry, the municipalities, the Province of Nova Scotia and the Government of Canada to create a winning team comprised of great, inspirational people.
- ✓ **Progressive Culture:** To establish a strong corporate culture where volunteers, staff and board members exemplify the defined values and behaviours of the organization to achieve both personal and professional satisfaction through operational excellence.

Strategic Priorities	
<ol style="list-style-type: none"> 1. Marketing 2. Events 3. Facility Use 4. Regional Collaboration 	
Operational Priorities	
ADMINISTRATION	Business Development
<ul style="list-style-type: none"> • Develop SOP's • Develop Training 	<ul style="list-style-type: none"> • Building Naming • Advertising Sales • Strengthen Concessions
HR MANAGEMENT	Building
<ul style="list-style-type: none"> • Annual Performance Reviews • Policy Review and Update 	<ul style="list-style-type: none"> • Energy Conservation and Dehumidification • Aquatic Upgrades • Solar PV and Car Chargers
ARENA/AQUATICS/PROGRAMING	OTHER
<ul style="list-style-type: none"> • Canadian Tire Para Cup • Garry Wentzell Tournament • Address Staffing Needs 	<ul style="list-style-type: none"> • Facility Naming • Advertising Revenue in Facility

SIGNIFICANT INITIATIVES (2022-23) Work Plan

	Initiatives	Status	Target Quarter	Actual
Marketing	Marketing Strategy		Q2	
	Annual Marketing Plan		Q2	
	Website		Q3	
Events	Events Strategy		Q1	
Facility Use	Integrate Spin Bike Classes		Q4	
	Evaluation criteria for fitness classes		Q4	
Regional Collaboration	Design and launch mobile app		Q1	
	Onboard new partners in Connect2Rec		Q3	
	Alternative to traditional Rec Guide		Q4	
	Reciprocating benefits partnerships		Q4	
Operational	Building Naming		Q3	
	Generate Advertising Revenue		Q3	
	Energy & Dehumidification Project		Q3	
	Aquatic Systems Conversion		Q2	
	Solar PV		Q4	
	Car Chargers		Q3	
	CT Para Hockey Cup		Q3	
Garry Wentzell Tournament		Q4		

Strategic Priorities:

MARKETING

Strengthening the LCLC brand through communicating the benefits of the facility will reinforce its position as the hub for recreation, economic asset to the region and integral part of the fabric of the community. The role of Marketing Coordinator requires development to include a system for planning and evaluation to strengthen regional promotion and increase community engagement.

Initiative:

- Board approved Marketing Strategy: A framework for the annual Marketing Plan that defines the brand, target audience, identifies opportunities and outlines a one-to-three-year road map for the LCLC brand.
- Board approved Annual Marketing Plan: Annual plan outlining promotional campaigns to strengthen the brand and support the 2022 business objectives. This plan will contain a Social Media Content Calendar which will create a consistent online presence that increases engagement online with the community and increases exposure within the region. This plan will serve as a method of operation and measurement for the Marketing Coordinator role.
- Website Update: Restructuring the website will help to increase SEO that is currently lacking as well as to promote services and memberships more effectively. This will result in increased web traffic and create leads for facility use and event rentals. As specified in the marketing plan, the website will also play a large role in creating a more credited connection between the LCLC brand and Connect 2 Rec. The website update will be measured through Google Analytics based on lead generation, traffic and acquisition.

Deliverables 2022-23:

- Board approved Marketing Strategy
- Board approved Annual Marketing Plan
- Redesigned website with the ability to have events show up on google, pull down outdated posts which are causing misinformation and confusion.
- Website content audit completed to streamline functionality

EVENTS

We recognize that Events are a critical component of promoting the facility and fulfilling a commitment to the community. Foundational to this success will be the creation of short, medium and long-term strategic goals reflecting a commitment to quantity, quality and diversity of events.

Initiative:

- **Events Strategy:** A structure of measurement for the facility as an event venue that provides a foundation for planning and reporting annually. The strategy will include a plan to increase the number of events, demographics served and assess the overall quality of events while identifying opportunities. This document will act as a basis for the large events and festivals that the LCLC will pursue.

Deliverables 2022-23:

- Board approved Events Strategy
- Successful delivery of the agreed upon measures outlined within the Events Strategy

FACILITY USE

The depth and variety of our programs, are central to meeting the needs of existing users and attract new users, which feeds into membership volume and the overall success of the facility.

Initiative:

- Addition of spin bikes and new programs to the calendar will be a significant initiative which is focused on improving our market share of adults seeking out medium to high intensity cardio programming.
- Part of the strategic initiative is around benchmarking our current use and measuring it going forward

Deliverables 2022-23:

- Increase Memberships to a consistent level above 1100 through Q3 and Q4.
- Develop a concise reporting mechanism to communicate class attendance.
- Increase class attendance 10% from September 1st to February 1st (exclude aquafit and elderfit)

REGIONAL COLLABORATION

Collaboration with regional partners increases traffic to the facility and elevates the LCLC as the hub for recreation on the south shore.

Initiative:

- Connect2Rec has been incredibly successful in its first year and now we are fine tuning the user experience and helping the partners make the most of the platform.
- Designing and launching the mobile app is a significant initiative which will increase our ability to communicate with users through push notifications and allow them easier access schedules and registration services.
- Onboard new partners (Lunenburg, HB, etc.)
- Work towards an alternative to the traditional Rec Guide
- Reciprocating member benefits with additional partners (902 fitness, etc.)

Deliverables 2022-23:

- Launch mobile application
- Onboard partners who are interested in joining C2R
- Approach additional partners about reciprocating benefit opportunities.

2022 EVENTS STRATEGY

EVENTS STRATEGY

LUNENBURG COUNTY LIFESTYLE CENTRE

The overarching objective of the Events Strategy is to provide a map of success to the facility in achieving a wide-reaching, excellent reputation for events in the region. The strategy will be conducted on an annual basis to identify opportunities, resources and to measure success.

VISION

LCLC is recognized as an exceptional event venue which contributes to the region as a destination in Nova Scotia.

MISSION

To serve the community by hosting events that facilitate memories, while appealing to a wide range of demographics as well as providing economic stimulus through attracting visitors to the region.

VALUES

We will uphold a standard of operational excellence as an event venue and instill a sense of pride in stakeholders through positioning ourselves as a leader in creating and attracting events to the region. We will work to increase community engagement with the facility through event participation, volunteering and strong partnerships in the areas of sport, culture, arts and community development.



2022 EVENTS STRATEGY

EVENTS DESCRIPTION

SMALL

Hours of Prep: 10

Event Hours 6-8

- Low financial risk / low reward
- Community oriented facility use that allows us to target specific demographics
- Coordination effort is minimal
- Exposure is good ROI
- Our capacity for these events is high

Small events are a relatively low reward, but provide great ROI in terms of exposure. While these events require minimal resources, they allow us to target specific demographics to engage the community. Coordination and staff time is low, allowing for a high capacity of small events throughout the year. The high frequency of these events keeps the facility top-of-mind within the community, contributing to a higher perception of its benefits.

MEDIUM

Hours of Prep: 20-40

Event Hours 8-20

- Low financial risk / high reward
- Revenue generating use of the facility - best ROI
- Adds value to memberships
- Partnerships offer support to small businesses and regional collaboration

Medium events are a great opportunity to generate revenue as the financial risk is low. There is opportunity to provide a higher value to memberships with benefits offered more frequently than large events alone. Medium sized events also provide the ability to partner with businesses to create a targeted economic spinoff locally and to gain exposure regionally.

LARGE

Hours of Prep: 150+

Event Hours 100+

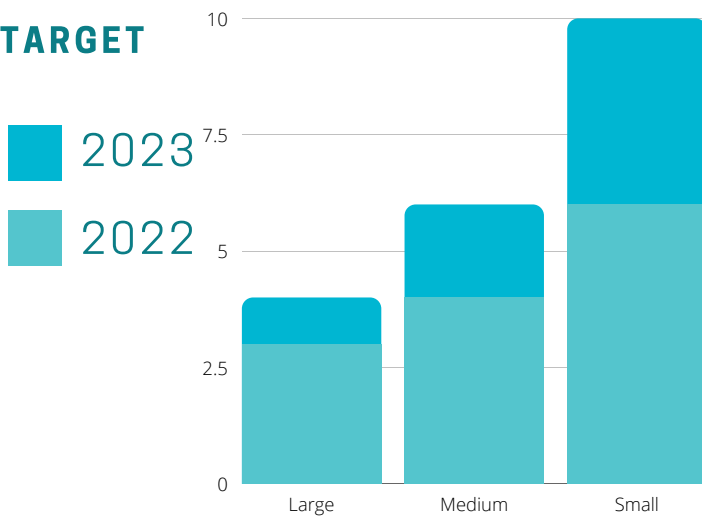
- High financial risk / high reward
- A far-reaching event that supports LCLC's brand awareness, reputation, and provides impactful PR opportunities.
- Has a great economic spin-off on the region and instills pride in the community
- Social and cultural benefits provided to the community

While large events have the potential to achieve high rewards such as gaining exposure and generating good economic spin-off, they carry high financial risk. Large events require extensive resources and staff time which limits the overall capacity for events in a calendar year.

2022 EVENTS STRATEGY

Our goal for 2022 is to fulfill the projected number of events aligned with our vision, mission and values, while preparing to reach our capacity in 2023. Events will also be evaluated on an individual basis for quality and impact.

TARGET



LARGE

Projected # of events: 2-3 Maximum: 4

MEDIUM

Projected # of events: 4 Maximum: 6

SMALL

Projected # of events: 6 Maximum 10

Events are categorized based on the following formula and weighted by our involvement being the limited resource:

# Attendees	Low	1	2	3	4	5	High	
Risk / Cost	Low	1	2	3	4	5	High	
Exposure	Low	1	2	3	4	5	High	
X Staff Involvement	Low	1	2	3	4	5	High	=

In addition to the quantitative measurement of events we will be providing a qualitative report that includes the use of the table below to identify gaps in the demographics that our events are targeting.

	Sports	Arts & Culure	Entertainment
Kids			
Youth			
Adults			
Seniors			

2022 EVENTS STRATEGY

Identified opportunities to focus on in 2022:

OBJECTIVES & DELIVERABLES

Pursue Rentals

Rentals provide an opportunity to generate revenue while increasing our capacity for events at the facility. We are not actively pursuing rentals and are not currently equipped to promote them.

- Venue Promotional Material
- Website (Listing & Venue Promotion)
- Intake Form

Ticketing Platform

Our current ticketing platform provides limited control and higher ticket fees. While we look to expand our events we can improve our ROI by transitioning to a new platform and seeking to onboard the Lumberjacks Team.

- Showpass

Increase Use of Outdoor Space

Outdoor space is underutilized and avoids displacing revenue from other areas of the facility.

- Addition to Space Rental

Stakeholder Inclusion

Including the public in the conversation around events will help bridge the gap between our efforts and their perception.

- Conduct survey and seek additional feedback mechanisms

Create Sponsorship Structure

The majority of sponsorships are currently in-kind. There is a need to develop a structure for sponsorships that ensures the value we are receiving including opportunities for event naming rights.

- Named events
- Sponsorship Package



GM Report

Events and Marketing

May 21 we had our first annual Craft Beer and Cider Event the attendance was just under 200 and an incredibly positive reception from people in attendance and the vendors were very happy with the event and excited to return.

June 4th Michelin Tire Trot 1K & 5k race from the LCLC was very well attended, around 700 participants .

June 18th the Michelin Junior Bike Event for children aged 5-11 will run in the LCLC parking lot.

June 27th Parkview Graduation

July 1st Benjamin circus (2 shows)

July 9th Disability Pride event

Canadian Tire Para Hockey Cup planning is underway, with both Chairs for the event stepping down and leaving MODL in quick succession I am chairing the event and working with the committee chairs to plan for a great event.

With the formal announcement of the World Juniors we are working towards what hosting options may be open to the facility.

Facility Use

We began offering spin bike classes on June 1st as well as a fitness bootcamp. Our memberships are up from 1025 to 1043

Summer program registrations opened on Connect2Rec June 1, for MODL programs we processed 449 online registrations and 80 in person registrations (all at LCLC)

Engineering Projects

Everything is moving along on schedule, the piping and pumping elements of the project are around 60% completed.

LCMPCC Operating

Financial Package

For the period ending Apr. 30, 2022

LCMPCC Operating Variance Report For the period ending Apr. 30, 2022

	Actual	Budget	Variance
Gross Revenues			
Municipal Operating Grants *	175,040	175,039	1
Arena	25,207	24,000	1,207
Aquatic Centre	13,049	12,651	397
Active Living / Room Rentals	3,372	4,708	(1,336)
Memberships	10,834	7,352	3,482
Library Rent	11,287	8,191	3,096
Concessions Rent	-	-	-
Café Rent	920	250	670
ATM and Vending	1,618	299	1,320
Advertising / Sponsorships	-	-	-
Miscellaneous	-	100	(100)
Total Revenue	241,327	232,590	8,738
Expenses			
Advertising and Promotion	426	1,335	909
Professional Fees	1,512	1,846	334
Interest and other fees	2,899	638	(2,261)
Concessions Expense	-	100	100
Facility Repairs & Maintenance	19,190	20,000	810
Housekeeping	1,413	1,808	395
IT Licensing / Fees / Support	7,536	4,568	(2,968)
Miscellaneous	-	192	192
Office	724	429	(295)
Pool Chemicals / Supplies	(335)	2,837	3,172
Programming	513	475	(38)
Staff Training / Courses	385	1,150	765
Communications	505	281	(224)
Travel	-	150	150
Uniforms	-	2,600	2,600
Utilities	33,047	37,703	4,655
Vending Expense	805	1,086	280
Wages and Benefits	94,525	94,502	(23)
Total Expenses	163,145	171,700	8,555
Surplus (Deficit) B4 Café & Events	78,182	60,889	17,292
Centre Ice Café Operations	(530)	-	(530)
Surplus (Deficit) B4 Special Events	77,652	60,889	16,763
Special Events Revenue	-	-	-
Special Events Expenses	-	-	-
Surplus (Deficit) Special Events	0	0	0
Net Operating Surplus (Deficit)	77,652	60,889	16,763
Transfer to Reserve	-	30,000	30,000
Special Events Subsidized Expenses	-	30,000	30,000
Capital Projects - Net	(31,751)	-	31,751
MFC Debenture Interest	-	-	-
TOB Transfer from Special Purposes T	-	-	-
Total Non-Operating Expenses	(31,751)	60,000	91,751
Net Surplus (Deficit)	109,404	889	108,514

**LCMPCC Operating
Income Statement
For the period ending Apr. 30, 2022**

	Current Month					Year to Date				
	Actual	Budget	% of Budget	Prior Yr	% of Prior Yr	Actual	Budget	% of Budget	Prior Yr	% of Prior Yr
Gross Revenues										
Municipal Operating Grants *	175,040	175,039	100%	109,330	160%	175,040	175,039	100%	109,330	160%
Arena	25,207	24,000	105%	23,754	106%	25,207	24,000	105%	23,754	106%
Aquatic Centre	13,049	12,651	103%	9,352	140%	13,049	12,651	103%	9,352	140%
Active Living / Room Rentals	3,372	4,708	72%	2,610	129%	3,372	4,708	72%	2,610	129%
Memberships	10,834	7,352	147%	14,119	77%	10,834	7,352	147%	14,119	77%
Library Rent	11,287	8,191	138%	8,633	131%	11,287	8,191	138%	8,633	131%
Concessions Rent	-	-	0%	-	0%	-	-	0%	-	0%
Café Rent	920	250	368%	-	0%	920	250	368%	-	0%
ATM and Vending	1,618	299	542%	684	237%	1,618	299	542%	684	237%
Advertising / Sponsorships	-	-	0%	900	0%	-	-	0%	900	0%
Miscellaneous	-	100	0%	-	0%	-	100	0%	-	0%
Total Revenue	241,327	232,590	104%	169,381	142%	241,327	232,590	104%	169,381	142%
Expenses										
Advertising and Promotion	426	1,335	32%	327	131%	426	1,335	32%	327	131%
Professional Fees	1,512	1,846	82%	1,469	103%	1,512	1,846	82%	1,469	103%
Interest and other fees	2,899	638	454%	473	613%	2,899	638	454%	473	613%
Concessions Expense	-	100	0%	-	0%	-	100	0%	-	0%
Facility Repairs & Maintenance	19,190	20,000	96%	20,688	93%	19,190	20,000	96%	20,688	93%
Housekeeping	1,413	1,808	78%	1,874	75%	1,413	1,808	78%	1,874	75%
IT Licensing / Fees / Support	7,536	4,568	165%	7,160	105%	7,536	4,568	165%	7,160	105%
Miscellaneous	-	192	0%	159	0%	-	192	0%	159	0%
Office	724	429	169%	722	100%	724	429	169%	722	100%
Pool Chemicals / Supplies	(335)	2,837	-112%	1,659	-120%	(335)	2,837	-112%	1,659	-120%
Programming	513	475	108%	1,146	45%	513	475	108%	1,146	45%
Staff Training / Courses	385	1,150	33%	32	1197%	385	1,150	33%	32	1197%
Communications	505	281	180%	1,352	37%	505	281	180%	1,352	37%
Travel	-	150	0%	-	0%	-	150	0%	-	0%
Uniforms	-	2,600	0%	-	0%	-	2,600	0%	-	0%
Utilities	33,047	37,703	88%	33,334	99%	33,047	37,703	88%	33,334	99%
Vending Expense	805	1,086	74%	312	258%	805	1,086	74%	312	258%
Wages and Benefits	94,525	94,502	100%	73,119	129%	94,525	94,502	100%	73,119	129%
Total Expenses	163,145	171,700	95%	143,825	113%	163,145	171,700	95%	143,825	113%
Surplus (Deficit) B4 Café & Events	78,182	60,889	128%	25,556	306%	78,182	60,889	128%	25,556	306%
Centre Ice Café Operations	(530)	-	0%	-	0%	(530)	-	0%	-	0%
Surplus (Deficit) B4 Special Events	77,652	60,889	128%	25,556	304%	77,652	60,889	128%	25,556	304%
Special Events Revenue	-	-	0%	-	0%	-	-	0%	-	0%
Special Events Expenses	-	-	0%	-	0%	-	-	0%	-	0%
Surplus (Deficit) Special Events	0	0	0%	0	0%	0	0	0%	0	0%
Net Operating Surplus (Deficit)	77,652	60,889	128%	25,556	0%	77,652	60,889	128%	25,556	0%
Transfer to Reserve	-	30,000	0%	-	0%	-	30,000	0%	-	0%
Special Events Subsidized Expenses	-	30,000	0%	-	0%	-	30,000	0%	-	0%
Capital Projects - Net	(31,751)	-	0%	(104,450)	0%	(31,751)	-	0%	(104,450)	0%
MFC Debenture Interest	-	-	0%	-	0%	-	-	0%	-	0%
TOB Transfer from Special Purposes Tax	-	-	0%	-	0%	-	-	0%	-	0%
Total Non-Operating Expenses	(31,751)	60,000	-153%	(104,450)	0%	(31,751)	60,000	-153%	(104,450)	0%
Net Surplus (Deficit)	109,404	889	12300%	130,006	0%	109,404	889	12300%	130,006	0%

**LCMPCC Operating
Income Statement - Projected Forecast
For year ending March 31, 2023**

Run: 10-Jun-22
Prepared By: Lunenburg County Lifestyle Center

	Actual/Budget												Total	Original Budget	% of Org Budget	Actual 2020/2021	Actual 2019 / 2020	Actual 2018 / 2019	
	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar							
Gross Revenues																			
Municipal Operating Grants *	175,040	109,883	71,067	84,999	88,123	75,833	69,688	72,883	68,833	75,833	81,861	80,883	1,054,916	1,054,915	100%	768,823	840,000	880,000	
Arena	25,207	2,000	5,000	5,000	14,336	21,680	30,638	31,400	35,638	32,522	33,329	34,937	271,688	270,480	100%	225,980	320,000	303,641	
Aquatic Centre	13,049	10,394	24,335	15,064	36,500	12,890	43,030	10,918	29,748	19,286	10,753	34,235	260,201	259,804	100%	134,418	212,185	232,009	
Active Living / Room Rentals	3,372	4,708	39,274	16,274	3,274	6,009	6,009	6,009	9,745	8,009	8,009	9,745	120,437	121,773	99%	39,147	87,000	90,439	
Memberships	10,834	6,462	7,271	7,135	7,728	9,267	9,267	10,267	12,536	12,536	12,536	12,536	118,375	114,893	103%	76,908	153,000	150,696	
Library Rent	11,287	8,191	8,191	8,191	8,191	8,191	8,191	8,191	8,191	8,191	8,191	8,191	101,384	98,288	103%	93,416	89,135	90,187	
Concessions Rent	0	0	0	0	0	0	0	0	0	0	0	0	0	-	0%	-	13,200	13,200	
Café Rent	920	800	800	800	800	800	800	800	800	800	800	800	9,720	9,050					
ATM and Vending	1,618	1,277	86	2,242	677	1,372	745	1,297	1,090	1,002	1,833	2,731	15,972	14,652	109%	4,194	15,000	15,444	
Advertising / Sponsorships	0	0	0	328	0	1,000	1,000	1,000	1,000	1,000	10,000	10,000	16,328	16,328	100%	900	24,000	35,513	
Miscellaneous	0	87	2	543	0	6,000	2,063	0	561	596	527	10,380	10,480	10,480	99%	6,120	32,000	47,310	
Total Revenue	241,327	143,801	156,026	140,566	159,629	137,042	175,368	144,828	167,581	159,740	158,908	194,585	1,979,402	1,970,664	#REF!	1,349,907	1,785,520	1,858,439	#REF!
Expenses																			
Advertising and Promotion	426	1,009	1,000	1,105	1,400	1,330	1,021	1,000	2,951	1,594	1,073	3,967	17,875	18,784					
Professional Fees	1,512	1,846	1,846	3,246	1,846	1,846	1,846	2,017	2,017	2,017	2,017	3,040	25,093	25,427	70%	4,953	15,000	7,178	11,242
Bank, Interest, Credit Card and Other F	2,899	311	638	687	687	1,222	638	696	1,259	1,687	1,192	1,350	13,265	11,004	228%	32,456	140,000	17,050	18,020
Concessions Expense	0	100	100	100	100	100	100	100	100	100	100	100	1,200	1,200	1105%	9,336	18,000	18,439	9,035
Facility Maintenance and Repairs	19,190	15,899	21,073	14,624	13,022	12,664	12,517	18,429	18,999	16,666	17,482	17,587	198,151	198,961	1%	241	1,500	3,022	800
Housekeeping	1,413	1,180	1,124	1,156	1,100	1,170	1,107	1,550	1,198	1,195	1,243	1,028	14,464	14,859	1334%	236,871	182,000	194,356	146,417
IT Licensing, Fees and Support	7,536	7,005	1,280	2,152	8,160	1,056	1,206	7,274	1,944	3,579	10,156	3,650	54,999	52,031	28%	15,858	20,000	20,137	10,998
Miscellaneous	0	100	100	186	100	100	122	150	188	100	100	100	1,347	1,539	3574%	26,405	40,400	27,147	37,614
Office	724	697	922	502	551	1,141	752	1,077	1,358	512	520	1,045	9,802	9,507	14%	2,829	2,000	9,418	1,047
Pool Chemicals and Supplies	-335	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	16,165	19,337	51%	8,697	10,600	10,278	7,725
Programming	513	1,459	1,188	1,096	1,218	375	85	85	1,200	1,200	1,200	1,200	10,819	10,781	150%	19,573	22,000	28,403	11,665
Staff Training and Courses	385	1,179	297	1,000	0	23	500	500	500	500	500	500	5,384	6,149	176%	10,866	16,500	10,372	7,219
Telecommunications	505	508	424	421	424	407	421	847	360	360	412	415	5,503	5,280	102%	4,132	6,000	0	3,884
Travel - Management Conferences	0	150	150	150	150	150	830	150	150	150	150	150	2,330	2,480	222%	8,143	10,000	8,180	4,317
Uniforms	0	921	1,700	200	200	200	591	83	83	83	83	83	4,229	6,829	34%	727	1,800	0	1,880
Utilities	33,047	28,588	23,424	23,424	28,655	31,437	31,207	30,020	30,154	30,106	34,907	36,154	361,124	365,779	1%	508	2,900	1,789	3,979
Vending Expense	805	606	0	0	957	898	673	879	0	577	931	1,346	7,673	7,953	4541%	353,433	410,000	401,465	259,957
Wages and Benefits	94,525	90,327	92,327	113,490	115,465	98,436	98,063	98,195	96,285	97,550	97,556	99,269	1,191,488	1,191,465	1%	2,882	8,000	7,694	4,818
Total Expenses	163,145	153,385	149,094	165,039	175,535	154,032	152,702	164,551	160,246	159,476	171,122	172,483	1,940,809	1,949,364	100%	737,910	906,700	764,929	
Surplus (Deficit) B4 Café & Events	78,182	(9,584)	6,933	(24,473)	(15,906)	(16,990)	22,666	(19,724)	7,336	264	(12,214)	22,102	38,592	21,300	181%	611,997	878,820	1,093,510	540,615
Centre Ice Café Operations	-530	2,500	0	0	0	2,400	1,200	1,200	3,800	1,200	1,200	1,200	14,170	14,700	96%	(16,592)	-	-	-
Surplus (Deficit) B4 Special Events	77,652	(7,084)	6,933	(24,473)	(15,906)	(14,590)	23,866	(18,524)	11,136	1,464	(11,014)	23,302	52,763	36,000	147%	595,405	878,820	1,093,510	
Special Events Revenue	42,000	7,000	7,000	7,000	7,000	45,000	0	0	25,000	6,000	12,000	12,000	163,000	163,000	100%	-	86,875	79,573	
Special Events Expenses	39,000	5,000	5,000	5,000	5,000	40,000	0	0	20,000	5,000	10,000	10,000	139,000	139,000	100%	-10	60,000	52,860	
Surplus (Deficit) Special Events	0	3,000	2,000	2,000	2,000	5,000	0	0	5,000	1,000	2,000	2,000	24,000	24,000	100%	-10	26,875	26,713	
Net Operating Surplus (Deficit)	77,652	(4,084)	8,933	(22,473)	(13,906)	(9,590)	23,866	(18,524)	16,136	2,464	(9,014)	25,302	76,763	60,000	128%	595,395	905,695	1,120,223	
Transfer to Reserve	0	0	0	0	0	0	0	0	0	0	0	0	0	30,000	0%	-	-	-	-
Special Events Subsidized Expenses	0	0	0	0	0	0	0	0	0	0	0	0	0	30,000	0%	-	-	-	-
Capital Projects - Net	-31,751	0	0	0	0	0	0	0	0	0	0	0	-31,751	-	0%	(678,600)	-	-	42,813
MFC Debenture Interest	0	60,769	0	0	0	0	0	60,769	0	0	0	0	121,538	121,538	100%	113,497	121,538	128,670	
TOB Transfer from Special Purposes T	0	-60,769	0	0	0	0	0	-60,769	0	0	0	0	-121,538	(121,538)	100%	(56,748)	(121,538)	(128,670)	
Total Non-Operating Expenses	(31,751)	-	-	-	-	-	-	-	-	-	-	-	-31,751	60,000	-153%	(621,852)	-	-	42,813
Net Surplus (Deficit)	109,404	(4,084)	8,933	(22,473)	(13,906)	(9,590)	23,866	(18,524)	16,136	2,464	(9,014)	25,302	108,514	(0)	0%	1,217,247	905,695	1,077,410	
Net Surplus (Deficit) - YTD	109,404	105,320	114,253	91,780	77,874	68,284	92,150	73,627	89,762	92,226	83,212	108,514							

* Municipal Operating Grants - Operating Grants for 2021/22 include \$50,000 of discretionary funds to subsidize board approved Special Events on an as needed basis

**LCMPCC Operating
Balance Sheet
As at Apr. 30, 2022**

	<u>Apr 22</u>	<u>Mar 22</u>
Assets		
Current Assets		
Cash	1,470,128	1,409,183
Accounts Receivable	145,157	56,475
Prepaid Expenses	61,963	68,490
Concessions Inventory	2,714	2,714
Total Current Assets	<u>1,679,962</u>	<u>1,536,862</u>
Capital Assets	-	-
Total Assets	<u>1,679,962</u>	<u>1,536,862</u>
Liabilities		
Current Liabilities		
Accounts Payable	271,817	235,355
Due to / from Capital Reserve	791,000	791,000
Deferred Revenue-Memberships/Passes	104,750	107,515
Deferred Revenue-Grants	150,000	150,000
Total Liabilities	1,317,568	1,283,871
Equity		
Retained Earnings	252,991	1
Current Year Earnings	109,404	252,990
Total Equity	362,395	252,991
Total Liability and Equity	<u>1,679,962</u>	<u>1,536,862</u>
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