



LCC Board of Directors Meeting Agenda April 16, 2024 (LCC* at 7 pm)



1) Call to Order at 7:08 by President, Gary Peters

2) Attendance

Present:

Gary Peters, President,

Rose Kuchynski, Vice President;

Steve Hobbs, Past President

Jeanette Walker, Treasurer

Katy Farrow, Secretary

Kevin MacDonald, Property Maintenance

Matt Lindsay, Member Services

Melissa Neeb, Skills and Development

Lisa Flesher, Sponsorship/Advertising

Invitees:

Mark Flynn, Head Ice Technician

Greg Lewis, Club Manager

Regrets:

Tony Francolini, OCA

Sarah Duplan, Communications

3) Agenda

a) Additions to the agenda

b) Acceptance of agenda

Motion to accept agenda made by Steve Hobbs, seconded by Kevin Macdonald

4) Acceptance of Minutes from previous meeting, February 13, 2024. Motion to accept Minutes made by Jeanette Walker and seconded by Lisa Flesher

5) Reports

a) President - Gary Peters

- I am just reviewing the agenda for the April 16, 2024 meeting. We completed 16 items from the "Ongoing Business Table"- well done, everyone! There are still many decisions to be made before the summer break.
- Some highlights would include a report from the "Relocation Committee". David Beckett is in the process of receiving quotes for a new facility. Providing the numbers are reasonable which includes a respectable return for the sale of the Lyle Street property, the club could move within the next five years-time will tell.
- One of the objectives this year was to set the fees for next season before the summer holidays. Preliminary numbers would indicate that the club is very close to a balanced budget for the past season. The forecasted inflation rate is hovering around four percent. We could possibly reduce the fees by two percent if we eliminate credit card membership fee payments. There will be a motion at the meeting on this specific topic.
- Not only do we have a grasp on the fee schedule but we actually have a draft for the league schedule for next season. A small committee (Greg Lewis, Jeanette Walker, Rose Kuchynski and Gary Peters) discussed a preliminary draft for the upcoming season. The focus of the meeting was to attract new members and balance league schedules. As far as I know Greg has done this on his own and sought Board approval in the summer. This will be discussed in detail at the meeting.

- LCC has hired CIMCO, a refrigeration company, to replace the chiller, pump and compressor in the equipment room. This is a generational purchase. Some of the items are over twenty years old. Joyce McAndrew, Office Assistant, was instrumental in applying for a Trillium Grant. The grant money would only cover a portion of the purchase. The Capital Fund would cover the rest of the cost. Due to time constraints, the Board felt it was prudent to order the equipment right away. A member can feel some comfort that the Capital Fees are being spent for the well-being of the club and for the next generation of curlers. The next item hasn't had a major revision in nearly forty years.
- The London Curling Club (LCC) had to revise the bylaws to meet ONCA (Ontario Not-for-Profit Corporations Act) regulations. Rose Kuchynski, Katy Farrow and Jeanette Walker are presenting the document to the Board and this will be an item on the future AGM (Annual General Meeting). To be approved the Board requires at least ten percent of the membership to vote.
- I would like to thank Fay Weiler for revising the Standard Operating Procedures, SOPs. Fay has invested an enormous amount of time and effort into the running of the club. She was the Secretary for many years and filled the role of Member at Large to complete the SOPs. On behalf of the club thank you Board members for your extraordinary efforts this year.

a) Vice President - Rose Kuchynski

- There are many exciting opportunities that have been provided by our members to promote new membership in our club plus ideas for more member engagement and retention. I attended a membership meeting with our curlers from various leagues in attendance and met with Matt Lindsay subsequently to start to develop a marketing plan. Also attended a Webinar with Greg Lewis hosted by CurlOntario in a town hall format where good ideas were also shared. We are hoping to incorporate theirs and others' ideas in our member promotion initiatives plus changing of some league formats to be more accessible to new curlers.
 - A draft calendar of club events has been compiled but not yet finalized and should give us a solid plan for next season. Some of the proposed events that we have been actively researching and considering:
 - Earlier date of registration to give convenors more time to plan out their leagues and to give management time for event calendar/ice time accommodations.
 - More 'intake' options for members to join throughout season
 - "Try" curling days and open house(s) at beginning of the season in addition to our boxing day and family day member events
 - Welcome Back/ Thank you to our Volunteers: to give our members an overview of upcoming events, meet each other, where they might help out and to thank them.
 - Social events: Trivia, Cards, Open/Mixed Golf tourney June 2025
 - Workshops to enable increase in skills, use of the stick for those with physical limitations, use of laser measuring devices (Mark and staff are interested in assisting in this)
 - Mixed Doubles League –six week starter league option
 - Daytime adult Learn to Curl - six week starter league option
 - "Saturday Nite Rocks" – music on the ice/lighting - six week starter league option
 - Curling Day in Canada (Feb 22)- try curling event, small scale bonspiel, partnering with a local charity to engage their community reach. We have one volunteer but need a co-convenor ++
 - Development of a member volunteer database, easily accessible to members with notations of volunteer opportunities
 - Development of an email database for the club where all members contribute contacts and those interested in curling for event promotion purposes.
- One of our challenges will be trying to accommodate existing league times while making some adjustments to accommodate the above example initiatives, although weekend ice tends to be very available. Another challenge will be sufficiently "staffing" these events with coaches and helpers. And an even bigger challenge will be getting people in the door to experience these events. Use of social media (Facebook and Instagram) is a very inexpensive and effective way to reach our London community. Many members however do not engage in social media, or not necessarily to promote curling or club events. If we can encourage this type of communication connection or use of personal email messages to contacts and word of mouth to tell the "curling is fun" story, it will be our best promotional tool.

- The revised By-Laws, reflecting the new provincial legislation requirements, was a big undertaking and I'm very grateful for the information shared by other local curling clubs as well as the hands-on support and considerable hours devoted by Jeanette Walker and Katy Farrow in the preparation of the document.
- The By-Laws have been distributed to the board for approval and then a subsequent distribution to members prior to the AGM will occur to be voted on.
- The feasibility study and new building location committee asked for clarification of the HST implications on the potential sale of our property and a new build. This memo was prepared for the committee and I distributed to the board as requested.
- A capital campaign utilizing the Ontario Sport Network and the National Sport Trust Fund to enable charity receipts to be issued for tax purposes may be considered, if the new build is feasible.
- Additionally, the capital gains implication on the potential sale of our building and adjacent parking lot was also requested and is currently in process. The complexity is that there are two corporations (one not-for-profit and one a private corporation) holding the properties. In the course of reviewing documents, I noted the tax payable of approx. 53% on the income generated by our invested funds earmarked for capital improvements and potential new building. Greg was able to provide archived documents giving a tax opinion on this and other matters. I believe that we should look at this again as it could be challenged, given that the capital amount is for a specific purpose and only accumulated to enable our non-profit activities, not just capital invested to provide income. An example of this, is that we will access this reserve fund this year to the tune of \$250,000 in order to replace our aging refrigeration unit. I will keep the board posted on this.
- Along with Gary, Jeannette and Greg, I met with our insurance representative to gain a better understanding of our coverages and a quote for Directors and Officers Liability Insurance has been requested. This is also a requirement of the new legislation and prudent in order to protect our Board of Directors and Officers. Additionally, a more extensive waiver form was obtained from another curling club for us to consider incorporating some of the enhanced provisions. This would be for non-members attending at the club and also for our membership when they register.
- A financial review with Greg, Gary and Jeanette, prompted a discussion on reduction of credit charge charges and Greg is looking into adjusting our software to enable discounting for use of e transfer or a surcharge for use of credit cards. It's a significant expense for us for registration fees.
- Actively engaged in the search for board members for next season and our committee is very pleased with the calibre of our members who have stepped up.
- Attended the WDS closing luncheon and reminded members of proxy votes in case they are unable to attend the AGM. Also gave an acknowledgement for the commitment and good work that Faye Weiler has provided to this club for many years, on behalf of the Board.

b) Treasurer – Jeanette Walker (Financial Report on pages 14-15)

**Treasurer's Report
April 16, 2024**

Operating Bank Balance March 31 2024	-	\$ 250,684.85
Capital Savings Balance March 31 2024	-	\$ 11,106.39
Term Deposits Balance March 31 2024	-	
Operating acct GIC (Jun 6/24)		\$ 212,395.51
Capital Savings GIC (Jun 12/24)		\$ <u>405,510.41</u>
Total		\$ <u>879,697.16</u>

(Note: balance as of April 30th, 2023 - \$791,115.28)

Comments:

The net results for the year are looking like we will be in a positive position. The auditors will determine the depreciation expense and will move the renovation and capital expenses to the balance sheet to be amortized into the income statement over time. However, without the money earned from our volunteers at the Tim Horton's Briar, we would not be looking so good. The income from our investments looks high compared to last year, but only because last year's was not booked until April, so will be reasonable once we see the final

numbers for the year.

Capital Fundraising	Contributions since inception
2017/2018	\$ 14,300.00
2018/2019	\$ 40,046.00
Term Deposit Designated	\$ 253,768.00
2019/2020	\$ 33,126.00
2020/2021	\$ 25,334.94
2021/2022	\$ 21,770.50
2022/2023	\$ 23,595.00
2023/2024	\$ 27,090.00
Total to Date	\$ 439,030.44

Recommendation

Both GIC's mature in June.

I move we reduce the Capital account GIC by \$250,000.00 to cover the cost of the new compressor being installed this summer, and reinvesting the balance at the going rate on June 12th.

I move that the Operating account GIC be invested at the going rate on June 6th.

c) Manager Report - Greg Lewis

- The unwanted bar stools were sold for \$100
- The club's Refund Policy now states "Refunds and discounts will NOT be considered for vacations". Requests for partial curling fees due to planned vacations will not be permitted.
- The club's Harassment Policy has been posted on our website.
- LCC was featured in two episodes of the Rogers show "Goin For 2". The first episode was a discussion with Dan and Melissa Neeb, the hosts and myself where we talked all about curling and the club. The second episode had the hosts going out on the ice for a quick lesson and to throw a few rocks. Great exposure for the club! You can view both episodes using this link. (works best on Firefox)

<https://www.rogerstv.com/show?lid=12&rid=9&sid=8960>

- I wrote an article for the March edition of the Old East Villager. You can read it using the link below. The publisher did some editing so the article doesn't flow as nicely as I wanted, but at least we got some added exposure within the community.

[OLD EAST VILLAGER MARCH 2024 | villagerpublications](#)

- I am in the process of setting up the club to use Google Workspace which is free to non-profit organizations. This would provide us with more space on our shared drive, free access to video meetings and for creation of specific role-based email addresses (ie. president@londoncurling.ca)

d) OCA-Tony Francolini

- See report at:
https://drive.google.com/file/d/1D1Hqu_SgGXyi44wDcOKa2SH0KGfr4tCY/view?usp=drive_link

e) Maintenance Report-Kevin MacDonald

- Scaffolding was purchased from and delivered by Tuckey Home Hardware, one of our sponsors.
- The filters on the roof HVAC will be replaced within the next two weeks.
- Over the summer, stained ceiling tiles and burned out lights will be replaced.

f) League Report – Bruce Thom

- An email was sent out at the end of March thanking this season's convenors for their continued hard work and to determine who may be returning next season and any replacements. Feedback was also requested for any concerns and new ideas going forward.

- Playdown rules and schedule were sent to all participants once each league's champions were determined. Playdowns were held from March 25th until March 27th. A suggestion was made to extend it over four evenings if possible to prevent too many two game evenings.
- The Women's Club Champions for 2023-24 are Lisa Flesher, Heather Budd, Jeanette Walker and Aynsley Anderson Hovius from the Thursday Night Business League.
- The Men's Club Champions are Enzo Martone, Blaine Chronik, Derek McClary and Gord Browne from the Teasdale League.
- I will be following up with the two teams for participation in the Curling Club Championships in the fall.
- I have arranged for printing of the champions names for the rinkside signage.
- I have written a present playoff format as requested by Fay Weiler to be included in the SOP manual.

g) Member Services - Matt Lindsay

- **Spirit of Curling**

- It was unanimous among the board that the Spirit of Curling Award be given to Stacey Farley for the women and Jim Russell for the men. Congratulations to both of them and thank you to the board for trying the Online Voting method. It seemed to work well, however, the main flaw is some people took a while to vote, leaving us without a definitive answer for a while. The way to fix this will be for us to do an e-vote a week before an in-person board meeting that way if someone did not submit an answer, then we can collect it there keeping the expedited results.
- In addition, This year we only received 5 nominees for the women and 1 nominee for the men. After spending a little extra time advertising this year as well as making it available to anyone with a phone, and having paper printouts available both upstairs and at the bar, it makes me wonder if 1) there is any interest in the Spirit of Curling award anymore, or 2) do we need to look at revamping it to mean something else or have a prize attached to it to give more incentive to nominate someone.

- **Member Services Meeting**

- Member Services Meeting held at the club with 20+ members in attendance. Discussions were had about many topics in the club. I have copied the notes from that meeting at the bottom of my report. The main point that was taken from the meeting is that we need to work on our intake and retention. Getting people in the door to try the sport so that it is easy, no hassle. And then once we hook them up with the sport where can they go from there? Do we have enough continuous events to keep the community intrigued?

- **Fanshawe College**

- Conversation has begun with Fanshawe College, both with the faculty/staff and the FSU. Conversations have been about the prospect of making the club available to students in the area. At the moment the college is coming up with ideas on how we can collaborate best with them and they will get back to us. The other side of the coin is from a marketing standpoint. Being able to come and set up a booth at the college to entice students to come to L2C, Brooms& Brews, and any other public event that they can come out to. Conversations with the SFU have been about adding us to the school planner. Do we include just info? Do we include an incentive?

5) **Join the Club - London Public Library**

- We have acquired a table at the Join the Club event at the London Public Library. This is an event we were asked to join. This event is meant to showcase all the different clubs in London with people able to stop at our table to find out some more info about us. I (Matt) will be the one attending this event for the Club on May 25th.

- **OEV**

- i) Conversation has struck between us and The Old East Village organization about the potential of a mural on the side of the club to try and make the club more approachable as well as a part of Old East Village. OEV has a program where they partner local businesses with artists and help with some of the cost to add colour to the OEV area.



Motion to accept reports made by Katy Farrow; accepted by consensus.

6) Ongoing Business Table

Issue	Action	Time Frame	Responsibility	Notes	Status
Nylon Broom	Use in place of corn brooms- cleaning out the hack areas	Consultation with other Ice Technicians and possible purchase	Mark	After Consultation- Corn Brooms are still the best choice	Complete
Heaving of post, ice on sheet 1	Update from Mark Flynn		Mark Flynn	Possible Drainage Tile installation on the Parking Lot Side	Complete
Fire Doors	Doors are often found pried open with door stops	Immediate	Greg Lewis	-Education -Removal of all door stops. Suggest that only working staff have access to the door stops and to be used on as a temporary basis	Complete
Rogers TV-Goin for 2	Mini-Documentary- Sha info@goinfor2.com		Rose	Interested in LCC participating in this. Free advertising, Feb 22, 2024	Complete
Repainting Upper East Fire Door	Tape used to hold decoration for the Grandmother's Bonspiel removed paint from the door		Lisa	WDS (?) has paid \$50 for repair	Complete
Bartender Service	Suggested that they take orders after the initial rush		Gary (Greg)	Spoke with the head bartender, Sherry, and she has passed message along	Complete
Advertising Budget	To Promote Curling at LCC		Rose	Exhausted Budget this year. Apply next year	Complete

Issue	Action	Time Frame	Responsibility	Notes	Status
Request					
Nomination Committee Update	Candidates have been found for all positions	Before AGM	Steve, Rose, Gary	Voting will occur at the AGM	Complete
Scaffolding, Safety Cable Purchase	Use for overhead maintenance Staff Training	Kevin made purchase	Mark / Kevin*	Scaffolding needed for overhead work in arena.	Complete
Member Services Meeting	Zoom meeting Feb. 20th with Matt from CurlION	February 2024	Rose	Webinar in a town hall format- good ideas were shared that we are hoping to incorporate in our member promotion initiatives plus changing of some league formats to be more accessible to new curlers.	Complete
Member at Large	Are we filling this position for the 24-25 season? Decided to not fill position		Nomination Committee, (Steve, Gary, Rose)	Position could be used to promote Board. The expectation is the member would move into Board afterwards	Complete
League Names	Reevaluate League names (eg Winexpert, Teasdale, Miller, etc)		Greg Lewis	Eliminating Proper Names. Will use more descriptive nomenclature	Complete
Bar Stools	Selling two recently purchased stools since they were somewhat unsteady	Immediate	Greg	purchased by the Needs	Complete
Popcorn Machine	Sell machine		Greg		In progress

Issue	Action	Time Frame	Responsibility	Notes	Status
SOPs	<p>Upgrading and Posting SOPs</p> <p>Note from Fay - There needs to be a motion to accept SOP 400</p>		Fay Greg	<p>SOP 400 2. To maintain draw times, an end is not to be started if there are 10 minutes or less remaining in the time that was allotted to your game.</p> <p>SOP 400 3. Because our ice is not regulation width, a stone is out-of-play if, during its travel, more than one half of the rock crosses the dividing line, then the stone is to be removed immediately. And so on.</p>	<p>In Progress</p> <p>Note from Fay - There needs to be a motion to accept SOP 400</p>
Membership Drive	It is suggested that our promotions committee liaise with other clubs to help determine a recruitment plan for next season.	Before Summer	Dan and Melissa Neeb are reaching out to former LTC members		In Progress
XYU Relocation	Updating BoD	Before 2027	Greg Lewis, Dave Beckett*, Rod White	1st quote has been received, approx. 6.5 million for 6 pad and two story clubhouse	In Progress
Club Liaisons	It is suggested that our promotions committee liaise with other clubs to help determine a recruitment plan for next season.	Before Summer	Rose	This is one of the ideas from numerous meetings for improving club membership	In Progress
Laser Measuring Device	Alternative method to measure stones	Getting Board Committee Approval	Rose, Greg, Mark, Kevin	Brenda Rouse has found 2 storage boxes to be placed at each	In Progress

Issue	Action	Time Frame	Responsibility	Notes	Status
	proximity to the pin			side of the ice Instructions will be given to the convenors	
Upgrading security system to include more cameras and monitors	Establish timeline and secure estimates	Summer 2024	Greg	Getting Estimates - one group has come in	In Progress
Bulkhead	Replacing ice level bulkhead on North Side	Summer 24	Mark Flynn	IMC gave permission to complete work on the north side this summer IMC-Ice Maintenance Committee	In Progress
Code of Conduct	required for ONCA See https://sportintegritycommissioner.ca/files/UCCMS-v6.0-20220531.pdf	Summer 2024	Rose	-Matt Allen from CurlION providing a template - "Police check" and "Safe Sport" for volunteers	In Progress
Spirit of Curling Awards	Plan for a celebration during league play	October 24	Matt	Members sent link to get them to vote, also paper copies Very little participation Do we need to reimagine what this award means? Should we have an end of year celebration or banquet to recognize volunteers and winners?	In progress

New Business Table

Issue	Action	Time Frame	Responsibility	Notes	Status
GIC transfer and Investment		June 12, 2024	Jeanette	Motion to Reduce \$250,000 from Capital Investment GIC to cover equipment room renovations, and reinvest the balance on June 12	New
Reinvest Operating GIC		June 6, 2024	Jeanette	Move the Operating GIC be reinvested at the	New

Issue	Action	Time Frame	Responsibility	Notes	Status
				going rate on June 6	
<p>Convener Autonomy</p> <p>Daytime men's competitive league conveners want to limit the number of teams; for example, have an even number of teams.</p> <p>-raises other issues as well, if the Board does not intervene.</p>	Should the Board veto Ken and Bob's proposal?	Immediate	Gary	Conveners will be contacted by Gary about convener's role Should ice availability be considered?	New
Increase Bar Prices	Increase by 5 % minimum	Prior to 24-25 Season	Greg	See Suggested prices Appendix A, page 16	New
In-house brooms	purchase new LCC labelled broom handles and heads	Prior to 24-25 Season	Greg	Motion made by Rose	New
LCC Season Schedule	Greg, Jeanette, Gary and Rose made the first draft on April 6. Subject to change	Prior to 24-25 Season	Greg	Balancing league play, Introducing new events, changing League Championship Schedule, New Sunday Rental, etc. Open house day to recruit new members to fill leagues	New
Can we move Ice a Maintenance Day to the Weekend ? Difficult with Mark's schedule	Balancing Schedule eg. Mid-Week Open League only had 19 games scheduled.	Prior to 24-25 Season	Gary Mark*	Suggested maintenance Friday, February 14 to and February 15th moved to February 11th at noon and 12th am	New
New Member Promotion	50 dollar credit for proshop purchase	Fall 2024	Gary	Welcome package for new curlers?	delete

Issue	Action	Time Frame	Responsibility	Notes	Status
New leagues?	-Doubles Curling League -Night time social league -Saturday night Rocks -formal league vs exhibition league	Fall 2024	Melissa* Gary	-Doubles curling as a league that people sign up for and commit to -Night time social league run as a jitney - Saturday night rocks - for non club and club members (runs for 6 consecutive weeks; requires coaches) - partial season entry fee and or ten play cards	New
Credit Surcharge for Club Registration	Charge premium using credit or give reduction using other methods	Prior to 24-25 Season	Greg	The club losses 2% or \$6,000+ due to credit card fees Add 2% to payments made by credit card Motion	New
LTC (Learn to Curl) Registration Fee	Reduce total fee by \$100 from last year's rate	Prior to 24-25 Season	Greg	Motion	New
Daily Open Registration Fee	Decrease to \$10 (ten-play card purchased at the Office)	Prior to 24-25 Season	Greg	Monitoring cards difficult	New
Partial Season Rates	Offer $\frac{1}{3}$ or $\frac{1}{2}$ League fee rates -membership fee full price (?)	Prior to 24-25 Season	Greg	Inclusive or Limited Membership fee for a year? Make it visible on website that people can join throughout the year	New
Inhouse Bonspiel Fees	\$7 per person to recoup costs for staff -club manager can use discretion	Prior to 24-25 Season	Greg	Need to inform leagues before season starts \$300 needed per b	New
Refund Policy	-No Refund for five or more person teams -Suggest no refunds for	Prior to 24-25 Season	Greg	Motion	New

Issue	Action	Time Frame	Responsibility	Notes	Status
	vacations* *see partial season rates item above				
Capital Fee	Status Quo or include it in with the Membership Fee	Prior to 24-25 Season	Greg	Status quo	New
Fee Increase For 2024-25	Raising fees by 4% (suggest 3% increase if credit card payment is removed) Daily Open fee \$10	Prior to 24-25 Season	Gary Jeanette	Motion	New
Daily Social Game Card (ten-play) price	Increase to \$60-\$70 ?	Prior to 24-25 Season	Greg	Motion	New
Registration Date	Open mid August and closes September 20th	Prior to 24-25 Season	Greg	Motion	New
Bylaws	Review ASAP	Before AGM			
AGM	Reports to Greg	Audit before AGM	Greg	Presentation ready by June 10th Get reports to Greg before June 1st	
Liability Insurance	Protects Board members			Required In revised non for profit bylaws	

List of Motions:

a) Motion made by Jeanette Walker:

Since both GIC's mature in June, I move that we reduce the Capital account GIC by \$250,000.00 to cover the cost of the new compressor being installed this summer, and reinvesting the balance at the going rate on June 12th.

I move that the Operating account GIC be invested at the going rate on June 6th.

Kevin MacDonald seconded the motion.

b) Motion made by Rose Kuchynski

Motion to purchase twelve new LCC labelled broom handles and heads and sticks. Melissa Neeb seconded the motion

c) Motion made by Rose Kuchynski

Motion to add 2% to payments made by credit. Lisa Flesher seconded the motion

d) Motion by Kevin MacDonald

Motion made to reduce total fee for LTC (Learn to Curl) by \$100. Seconded by Melissa Neeb

e) Motion made by Jeanette Walker

Motion to have \$300 per bonspiel paid to LCC. Seconded by Bruce Thom

f) Motion by Bruce Thom

Motion to have a No Refund policy for five or more person teams- and also to suggest no refunds for vacations. Seconded by Lisa Flesher

6) AGM Meeting will likely be scheduled around June 21-25

7) Future Board Meeting is scheduled for June 26th, 2024 (not firm)

8) Adjournment

Motion to adjourn made by Matt Lindsay at 9:20 pm. All were in agreement.

LCC - Operating Revenue

May 1, 2023 to March 31, 2024

& Expense	11 MTHS	11 MTHS	%	CURRENT	PRIOR YEAR		%
	to	to			YR	2022/2023	
<u>Revenue</u>	<u>Mar 2024</u>	<u>Mar 2023</u>	<u>Change</u>	<u>BUDGET</u>			<u>Change</u>
Membership Dues	272,548	244,372	12	301,358	244,658	217,648	11
Capital Fees & Fundraising	27,090	23,540	15	25,800	26,312	18,500	3
OCA/OLCA Dues	4,680	8,154	-43	4,400	8,136	7,380	11
Bar Sales	79,351	88,717	-11	100,806	89,848	75,000	-12
Pro Shop Sales	16,011	19,520	-18	20,161	19,642	20,000	-18
Bonspiels	9,245	15,523	-40	15,000	15,723	0	-41
Club Events+Ladies section	3,018	2,944	3	2,000	5,774	500	-48
Ice Rental	16,971	14,946	14	15,000	14,946	10,000	14
Advertising Income	9,450	8,360	13	8,500	8,360	8,000	13
Locker Rental	8,310	7,138	16	7,500	7,138	5,875	16
Interest Earned	19,495	5	389,791	21,800	13,877	2,000	40
Government Grants - CEWS	0	28,975	-100	0	28,975	60,000	-100
Donations	1,161	1,640	-29	1,500	382	0	204
Misc.Income	2,434	1,646	48	600	3,026	600	-20
Tim Horten's Brier	49,248	0	#DIV/0!	0	0	5,000	#DIV/0!
Total	519,009	465,478	12	524,426	486,797	430,503	7
<u>Expenses</u>							
Utilities	42,049	46,537	-10	59,918	54,471	50,000	-23
General Supplies	3,108	4,194	-26	5,000	7,820	7,200	-60
Ice Maintenance & Repairs	15,980	10,075	59	15,000	10,251	21,800	56
Maintenance & Repairs (Non-Ice)	15,506	13,139	18	20,000	15,475	20,000	0
Ice Tech/Cleaning Wages	80,410	79,534	1	84,991	83,687	81,174	-4
Housekeeping Wages	12,874	9,110	41	9,731	9,715	6,750	33
Office Wages	48,671	51,565	-6	63,115	56,801	59,275	-14
Wages & Payroll Expenses-Other	10,490	10,942	-4	11,600	11,548	11,600	-9
Workplace Safety Insurance	1,786	2,339	-24	2,800	458	2,800	290
Bar Wages	26,712	22,396	19	22,810	23,680	30,600	13
Bar Other Purchases	1,308	14,333	-91	15,200	15,175	6,900	-91
Bar Equipment & Supplies	637	440	45	500	524	1,000	22
Bar Liq. & Beer Purchased	27,638	26,257	5	35,282	27,189	35,000	2
Pro Shop Purchases	10,362	13,832	-25	14,113	13,626	20,000	-24
Member Services/Communications	0	0	#DIV/0!	2,000	0	2,000	#DIV/0!
Contract Services	1,400	2,800	-50	0	787	0	78
Promotions Expense	0	787	-100	1,000	634	0	-100
Advertising Expense	1,508	634	138	700	11,667	500	-87
Bonspiels Expenses	6,854	11,567	-41	15,000	3,154	0	117
Club Events+ junior+ladies+little rocks	1,841	2,153	-14	2,000	3,870	500	-52
OCA/OLCA Remittances	4,610	3,870	19	4,000		7,380	#DIV/0!
Telephone & Internet	2,257	1,334	69	2,000	3,935	2,000	-43
Office Expenses	4,974	3,721	34	4,000	8,818	8,000	-44
Bank Charges & C/C Fees	8,868	8,328	6	9,000	28,315	11,600	-69
Insurance	14,625	25,336	-42	16,260	34,285	16,900	-57
Depreciation	0	0	#DIV/0!	35,000	13,602	31,000	-100
Property Taxes	12,610	13,601	-7	14,010		13,300	#DIV/0!
Skills and development	1,458		#DIV/0!	1,000	6,998	0	-79
Misc Expenses	1,864	10,131	-82	2,000	14,510	2,000	-87
Professional & Consul Fees	10,500	13,510	-22	16,000		12,000	#DIV/0!

Capital Expenses	15,758	0	#DIV/0!	0	0	0	#DIV/0!
Renovation Expense	42,648	0	#DIV/0!	0	0	0	
Income Tax Expense	10,881	1,365	697	9,900	6,445	0	69
<u>Total Expense</u>	440,186	403,831	9	493,931	469,064	461,279	-6
<u>Net Profit</u>	78,823	61,647	28	30,495	17,733	-30,776	344

Appendix A

	2016 PRICES	2018 PRICES	2022 PRICES	2024 PRICES
BOTTLED BEER	5.25	5.75	\$ 6.25	\$ 6.75
DRAFT BEER	4.75	5.25	\$ 5.75	\$ 6.25
TALL CAN, IMPORT	5.75	6.25	\$ 6.85	\$ 7.25
JUG OF BEER	18.00	19.00	\$ 21.00	\$ 22.00
.5 BEER	2.50	3.00	\$ 3.30	\$ 3.50
.5 PREMIUM BEER	na	na	na	\$ 4.50
WINE GLASS	5.25	5.75	\$ 6.75	\$ 7.25
WINE BOTTLE - new	na	20.00	\$ 23.00	\$ 24.00
LIQUOR	5.25	5.75	\$ 6.25	\$ 6.75
PREMIUM LIQUOR	5.75	6.25	\$ 6.85	\$ 7.25
COOLERS	5.75	6.25	\$ 6.85	\$ 7.25
CAESAR	5.75	6.25	\$ 6.85	\$ 7.25
VIRGIN CAESAR	2.75	3.50	\$ 3.75	\$ 4.25
HOT CHOCOLATE	1.50	1.75	\$ 2.00	\$ 2.50
POP, WATER	1.25	1.75	\$ 2.00	\$ 2.50
JUICE	2.75	3.25	\$ 3.50	\$ 3.75
POPCORN	2.25	3.00	na	na
CHOCOLATE BAR	1.50	1.75	\$ 2.25	\$ 2.50
SMALL CHIPS	1.75	2.00	\$ 2.50	\$ 2.75
LARGE CHIPS	2.50	3.00	na	na