



Minutes of LCC Board of Directors February 13, 2024 (Zoom at 7 pm)



1) Call to Order at 7:06 pm by Gary Peters, President

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
Fay Weiler, Member at Large
Bruce Thom, Leagues

Invitees:

Mark Flynn, Head Ice Technician
Greg Lewis, Club Manager

Regrets:

Tony Francolini, OCA
Sarah Duplans, Communications

3) Agenda

- a) Additions to the agenda
- b) Acceptance of agenda

Motion to accept agenda made by Jeanette Walker and seconded by Rose Kuchynski

4) Acceptance of minutes from previous meeting, December 12, 2023

Motion to accept minutes made by Bruce Thom and seconded by Melissa Neeb

5) Reports

a) President - Gary Peters

- Only six weeks remain on the curling calendar. The Executive and Board Committees are already planning for the 2024-25 season. One of our goals is to revise the fee schedule to encourage new curlers to join the club. Please refer to Appendix 1 to view this season's data. There are a couple of points that I would like to bring to your attention. Sixty percent of the club members are registered for only one league. The approximate cost to play one game of curling a week is in excess of \$27. If you play in four leagues the cost per game comes down to about \$12. The other challenge is to encourage members to play in more than one league. Hopefully, the new fee schedule will be available by April, 2024.
- The Ice Maintenance Committee, IMC, met on January 26th. Your IMC includes: Gary Peters, Rose Kuchynski, Steve Hobbs, Kevin MacDonald, and Mark Flynn. The most important topic discussed was the purchase of a new chiller and compressor. The goal is to install a new system before next season. We are currently working on a Trillium Grant proposal to help us with the purchase. The final bill will be over two hundred thousand dollars. This will be

paid either with or without grant assistance. Every season the club collects money for the capital fund. We are in a good financial position thanks to your support and foresight of past Executive and Board Members.

- The conveners were invited to a 'brain-storming' session on January 30, 2024. Those that participated include: Gary Peters, Rose Kuchynski, Melissa Neeb, Dan Neeb, Ken Teasdale, Kevin Bublitz, Bilal Khan, Sandra Martone, Brenda Rouse and Sherry Chambers. The forum provided an opportunity for the conveners to express their concerns to the President and Vice President. Please refer to Appendix 3. Topics were presented to the Executive Committee and Board of Directors this month.
- The club has made some improvements in the main floor lobby. New broom heads replaced by Greg Lewis. New cruiser tables and chairs have been ordered. In the arena, we have new cleaning brushes and we are in the process of ordering laser-measuring devices in lieu of the standard measuring rods.
- Unfortunately, the ice has heaved slightly on ice sheet number one according to head ice technician, Mark Flynn. Mark and his staff are trying their best to make the surface playable. Please be patient with them. They are more frustrated than the curlers. There is an ice maintenance day on Thursday, February 15th. The WDS have a draw Thursday morning. The next draw scheduled is the Daily Open on Friday, February 16th. The hope is that some of the issues will be resolved. During the summer recess the club (Mark) plans to renovate the bunker on the north side of the rink. He will remove rotten wood, install a vapor barrier, install insulation, install new plastic board and cap the bunker. Last summer Mark did a similar installation on the south side of the rink. The source of the heaving ice could possibly be explained by water freezing under the rink. This summer a work crew made up mostly of volunteers will perform some work to facilitate the drainage of surface water on the parking lot or south side of the arena.
- Is the club moving? I do not have any new information to share. We will be on Lyle Street for the foreseeable future.

b) Member at Large - Fay Weiler

- Member at large could be a learning position without portfolio on the Board but not the Executive
- Member at large could be an Executive position but this would require a change in the bylaws
- Not a voting position
- Fay is retiring from the Board effective March 15th, 2024

c) Manager - Greg Lewis

- I noticed that our Rogers bill had increased from \$154 in June to \$433 in December for TV, Phone and Internet. There was an "offer" that had expired. I contacted them and they lowered the cost to \$227 per month for 3 years. They also increased our Internet speed and implemented a cellular backup service that will kick in if/when the Internet goes down.
- I also approached START.CA, one of our sponsors, to see if it would be economical to switch to their FIBER service for Internet and Phone. The problem is that they have no lines connecting to our block, and they would incur a \$7000 cost to do so. They offered to do it if we would pay \$3000 and sign on for 3 years. I've declined but if the board has other thoughts, please let me know.
- The U18 Banner and accompanying photo have been framed and hung upstairs. The total cost, sale price, was roughly \$475.
- I had a visit from a representative of Elections Canada. They may be interested in using our space as a polling station. I thought it would be a good fit, but only if an election is called between April and August, which is often the norm. If they choose our site as a polling station for OEV we would be contacted about 2 months prior to election day at which time we would learn about compensation and can make a decision about going ahead or not.

- The keypad lock on the front door was not working properly due to a broken part that could not be replaced. It was temporarily repaired but was expected to break again at some point, and if so, there would be no way to secure the front entrance. I gave the locksmith approval to order and install a new lock at a cost of \$1080 plus labour. Mark and Kevin installed a block on the door to prevent any future issues caused by aggressively turning the lock handle. The old lock is in the basement should it ever be needed for parts.
- NSTF reports that we received donations totalling \$1850 last quarter. After fees, that leaves \$1760 available to us. In order to access this money, we must submit receipts for some sort of upgrade.
- I have also added a page to our website requesting donations through NSTF. You will find a link on the homepage.

d) Treasurer – Jeanette Walker

London Curling Club Treasurer’s Report February 6, 2024

Operating Bank Balance January 31 2024	-		\$ 309,809.30
Capital Savings Balance January 31 2024	-		\$ 35,611.80
Term Deposits Balance January 31 2024		-	
Operating acct GIC (Feb 25/24)	\$	160,617.71	
Capital Savings GIC (Mar 3/24)	\$	<u>401,071.16</u>	
Total			\$ <u>907,109.97</u>

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

Comments:

The Capital fund contributions of \$27,090.00 this season will be netted against the total renovation costs of \$51,675.00, transferring \$24,585.00 from the Capital savings account to the Operating account.

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 the near future.

Motion

Jeanette Walker moved that we roll the Capital account GIC at the going rate at March 3rd.

Jeanette Walker moved that the Operating account GIC be increased by \$50,000.00 and invested at the going rate on February 25th.

Moved by Kevin MacDonald, seconded by Lisa Flesher

e) Past President - Steve Hobbs – no report

f) Vice President - Rose Kuchynski

- This has been a busy time as we prepare for next season and build on Board initiatives.
- Attended CurlON meeting, where their organization rep, Matt Allen provided us with their goals regarding resources to help grow and sustain curling clubs.
- Attended Convenors brainstorming session on how to grow and sustain membership plus developing basis for 2024 fee determination.
- Nomination committee for open board positions and subsequently have searched for potential candidates.
- Ice Committee- The option of having laser devices for rock measurement is currently being investigated. I have received input from Highland (club president and former president) plus Ilderton president and St Thomas board member, CURLON rep and Canada Curling Stone rep regarding their use. I will ask another board member to assist in the recommendation process before proceeding.
- Informal meeting with Mark Flynn, Ice Tech regarding boot cleaner usage and thanks to Greg Lewis for posting no entrance sign on exit door to parking lot to help our ice maintenance crew in keeping ice and lounge as reasonably clean as possible.
- Attended at Club manager office and reviewed contents of safe. There are superfluous documents and also historical archives. I will meet with him after curling season to go over these and other archival files to determine what needs to be kept, scanned electronically and/or disposed of. The original articles of incorporation and any signed original by-laws have not been located.
- Made enquiries regarding security of building, financial data and fire safety. I have noted Club Manager's response for our files. Anyone wishing details, please advise.
- Two meetings redrafting by laws in accordance with legislation. To date including prep time there have been at least 50 hours devoted to this. We are not done and next meeting is Monday Feb 12. A heads up we will need to have a proxy campaign for our AGM as current bylaws require a 2/3 of membership vote to make substantial changes. Thank you to Jeannette Walker and Katy Farrow!
- Noted that we do not have a Code of Conduct which is common for sports organizations. Enquired of Matt Allen of CURLON and he has this on his 'after curling season' agenda to put a template together that will be geared to curling clubs. In the meantime, he sent the standard code that they will draw on to create their own template. Anyone who wishes to review in advance of that, I can send link, just ask. I recommend that we defer to their template and not create our own at this time.
- Shopping excursion to purchase and try out, more sturdy chairs for lounge. Many thanks to Stacey Farley, Dawn Lewis, Jeanette Walker for their valuable input. Additional tables have also been purchased and thanks again to Greg and Mark for their assembly.
- Requested meeting with Matt Lindsay of Member Services and Sarah Duplan of Communications, Tony Francolini, our OCA rep, involved in junior program, Dan and Melissa Neeb, learn to curl program and Gary Peters our president to assist in developing membership growth initiatives for next season, building on the brainstorming session with convenors.

g) Maintenance report – Kevin MacDonald

- Replaced burnt out fluorescent tubes throughout the club.
- Replaced broken ceiling tiles in the front entrance.
- Installed a stop for the handle of the key pad lock on the front entrance to prevent over rotation of the handle.
- Obtained and replaced the carbon block water filter on the Elkay drinking water dispenser.
- Repaired two doorways and reinstalled the door closer to the north basement fire door.
- Attended the Ice Committee meeting and the meeting with Matt Allen from CurlOn.
- Met Matt Allen at the Ontario Tankard in Dorchester.
- Did internet and physical searches for parts for the possible construction of laser measuring units to supplement the rock measuring units on the ice.

- Attended a construction company's going out of business sale in an unsuccessful search for scaffolding.

h) OCA report – Tony Francolini

- I have found a supplier where I can purchase LCC embroidered crests for \$3.25 per crest. 2-3 week turnaround. I was thinking a lot of 100 for awards present and past,
- A reminder, we still have a GIBC grant that is active. This was submitted almost two years ago and the evaluation committee is just getting to it. They have sent two rounds of rejections and we have not been on them as of yet. I wanted to bring it up, because it included a funding request for \$290,000 for ice making equipment (compressor, chiller & condenser). The grant details are below.

GIBC grant request

- The numbers we have submitted are conservative estimates, which the government expects at this stage of the grant process. They include a 16% contingency.
- After the awarding of the grant, there is a procedural process / negotiations in which either party can walk away from some or all of the requests; the grant process has a built in stage that is akin to putting a "subject to financing/inspection" clause in a mortgage contract.
- What's Included: The grant request can be broken up into three packages: (i) steel roof, roof ladders, and solar (panels, invertors, and new electric panels), (ii) ice making equipment (compressor, chiller, & condenser), and (iii) accessibility upgrades to provide wheelchair access to the ice surface.
- Budget (attached): The total estimate is for \$915,077 - broken down as solar \$318,860, ice-making equipment \$290,000, accessibility \$70,000. The government would pay \$732,062. LCCs would pay \$183,015. The expenses could be reduced given the contingency in the total estimate sits at \$126,217 and the three large items in the estimates have firm delivered and installed pricing.
- Benefits: Without having yet done a comprehensive energy audit, we have estimated the savings from these projects to be significant: 20% of our electrical and gas bill from the installation of the steel roof and ice-making equipment. We also expect the solar to offset 70% of the remaining electrical bill. The accessibility costs have no ROI. So the payback is approx 2-3 years.
- Bottom Line: if LCC is successful, it would be like getting accessibility upgrades and eliminating its annual electricity bill as a bonus for just paying 2/3 of the costs of upgrading the ice making equipment, which LCC will need to do regardless.
- Government Response: The government may fund any of all of these request. I am hopeful, given the current grant criteria is weighted in favour of accessibility and energy savings requests. LCCs biggest issue is that we are a single use community centre. We are going to be up against centres that use their facilities year round and support more diverse groups of consumers in multiple ways.

i) League report – Bruce Thom See Appendix 3

Motion to accept reports made by Kevin MacDonald and seconded by Rose Kuchynski

6) Ongoing Business Table

Issue	Action	Time Frame	Responsibility	Notes	Status
Replacing Cruiser Tables	Cost Estimates	January 2024	Steve Hobbs Jeanette	-more tables and chairs ordered and are on Back	Complete

			Rose Kuchynski	order - suggestion to have 4 sets in total	
New Director Accessibility	Update BoD accessibility to include Matt Lindsay	Immediate	Greg Lewis		Complete
Frame Team Stockton Banner		Immediate	Greg Lewis		Complete
Popcorn Machine/ Stools	Sell machine and unused stools		Greg Lewis	Posted on kijij – no takers yet for popcorn machine	In progress
SOPs	Upgrading and Posting SOPs		Fay Weiler Greg Lewis		In Progress
League Play- Convener Forum	Committee to recommend changes to scheduling and pricing to promote increase in club membership	Before February 13, BoD	Gary Peters	See Appendix 2	Complete
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	- Emails will be sent out in the summer -Include Matt in process as part of membership	In Progress
XYU Relocation	Updating BoD	Before 2027	Greg Lewis, Dave Beckett, Rod White	-Still waiting for quotes from engineering firm -Request an estimate by summer?	In Progress
Club Liaisons	It is suggested that our promotions committee liaise with other clubs to help determine a recruitment plan	Before Summer	Rose Kuchynski Matt Lindsay	-Team Stockton going to Thunder Bay – Matt going to take photos and will meet with people at curling clubs to get ideas and feedback -Zoom with Halifax and Vancouver clubs for ideas??	In Progress

	for next season.				
Nomination Committee Update	Searching for candidates to fill positions Meeting on Feb. 14 th for committee	Before AGM	Steve Hobbs, Rose Kuchynski, Gary Peters	Communications, Vice President, Leagues, Treasurer needed -Meeting with marketing candidates on Feb. 22 nd -Bruce has a couple of possible candidates for League directors	Ongoing
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	Ongoing
Heaving of post, ice on sheet 1	Update from Mark Flynn		Mark Flynn	-work crew in summer to fix drainage problem	Complete
Spirit of Curling Award	Processing of Spirit of Curling Nominees	March-April	Fay Weiler Matt Lindsay	Matt will summarize and forward nominees to Board -Vote will take place by email or survey	Complete

7) New Business Table

Issue	Action	Time Frame	Responsibility	Notes	Status
Bar Stools	Selling two recently purchased stools since they were somewhat unsteady	Immediate	Greg Lewis		New
Scaffolding, Safety Cable Purchase	Use for overhead maintenance Staff Training	Getting Board Committee Approval	Mark Flynn / Kevin MacDonald	Scaffolding needed to do overhead work in arena area Safety concern	New
Laser Measuring Device	Alternative method to measure stones proximity to the pin	Getting Board Committee Approval	Rose Kuchynski, Greg Lewis, Mark Flynn, Kevin MacDonald	-\$400 for new lasers -Alternative laser devices could be constructed for \$150 -Purchase two – one for each end of ice -Place them in a box between sheets 3 -4 -Workshop for how to use	New

				will be needed	
Nylon Broom	Use in place of corn brooms- cleaning out the hack areas	Consultation with other Ice Technicians and possible purchase	Mark Flynn	-corn brooms much better at picking up snow	New
Member Services Meeting	Zoom meeting tentatively planned for Feb. 22nd with Matt from CurlION	February 2024	Rose Kuchynski Matt Lindsay	-Ideas from Matt , Greg, Learn to Curl to come up with what our primary initiatives are -Ideas for 2025 or 2026 -Meeting on February 22 nd at 6:00 pm	New
Upgrading security system to include more cameras and monitors	Establish timeline and secure estimates	Summer 2024	Kevin MacDonald, Greg Lewis	-more cameras needed in parking lot -manager or bartenders cannot see monitors easily -more cameras on parking lot, side, front of building -more monitors needed/different locations (bar/office)	New
League Names	Reevaluate League names (eg Winexpert, Teasdale, Miller, etc)		Greg Lewis	-lost Winexpert sponsor so remove name from league? -have generic names for example Monday Men's Competitive sponsored by.. -no leagues are sponsored currently -options for marketing?	New
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 -Make sure all doors checked at end of night	New
Code of Conduct	required for ONCA	Summer 2024	Rose Kuchynski	-Matt from CurlION providing a template -ministry has a document -addresses any inappropriate conduct	New

Rogers TV-Goin for 2	Mini-Documentary-Sha info@goinfor2.com		Rose Kuchynski	Interested in LCC participating in this. Free advertising -meeting on Feb 22nd at 5 pm about lighting etc	New
Article in Old East Villager	Article		Greg Lewis	-free publicity	New
Spirit of Curling To be presented during League Closing meeting or game.	Criteria for Awards will be in Portfolio section of Google		Fay Weiler, Greg Lewis	- Hard copies of nominee forms - Serving of refreshments is optional. -Photos will be taken of presentation	New
Member at Large	Are we filling this position for the 24-25 season		Nomination Committee, (Steve Hobbs, Gary Peters, Rose Kuchynski)	Position could be used to promote Board. The expectation is the member would move into Board afterwards	New
Repainting Upper East Fire Door-Door Damage due to tape	Tape used to hold decoration for the Grandmother's Bonspiel removed paint from the door	ASAP	Greg Lewis Lisa Flesher	Did someone take ownership? -Repaint door with either touch up or complete refinish. -money has been paid to Dave Mann to repair paint on doors damaged by tape	New
Advertising Budget request	To Promote Curling at LCC		Rose Kuchynski	-is there an advertising budget? -money available is based on what was spent in past -apply for what you need	New
Bartender request	Suggested that they take orders after the initial rush		Gary Peters Greg Lewis Matt Lindsay	-place drink list on table upstairs to make process more efficient	New
Bonspiel Fees	\$5-10 per person to recoup costs	2024-2025 season Fees should be known to	Greg Lewis	-fees should cover club costs -for example, \$5 of every registration fee should go to club to cover cost of using	New

	Suggest that the Club Manager can use their discretion	convenors before next season		club -Saturday Bonspiels require extra staff and extra hours with no extra money coming to the club from the Bonspiel -some clubs charge \$60 per sheet of ice	
Refund policy	Do we need to update the refund policy?		Greg Lewis	-Refund policy states clearly when and why money will be refunded -pro-rated -people are requesting refunds when away for 2 months or reduced fees at start of year -refunds should only be given for reasons stated	New
Membership Fees for 2024-2025	https://docs.google.com/spreadsheets/d/11pN1c0haJpJo6Del9wn2YGGk4siY22Wp/edit#gid=2026606952 Future committee – Greg, Matt, Gary, Jeanette	April 2024	Greg Lewis	-should Learn to Curl be cheaper? -offer free curling before games start to encourage new members? -already have Brooms and Brews -have a Launch Party at the start of the season? -should the capitol fee be removed (needed for maintenance) and increase membership fee? -should members be surveyed about fees? -committee needed to discuss ideas for future budgets -goal is to have fees designated sooner rather than later	New

8) Summary of Motions

Motion 1

Jeanette Walker moved that we roll the Capital account GIC at the going rate at March 3rd.

Jeanette Walker moved that the Operating account GIC be increased by \$50,000.00 and invested at the going rate on February 25th.

Moved by Kevin MacDonald, seconded by Lisa Flesher

Motion 2

Kevin MacDonald moved that scaffolding be purchased that can be used by Mark and contractors when doing

arena work. All were in agreement.

Motion 3

Rose Kuchynski moved that two lasers be purchased to measure stone's proximity to pin. All were in agreement.

Motion 4

Re the Spirit of curling award SOP 210: Fay moved that the nominations go to the Board (not the Executive) for decision on recipients, seconded by Matt Lindsay. Carried.

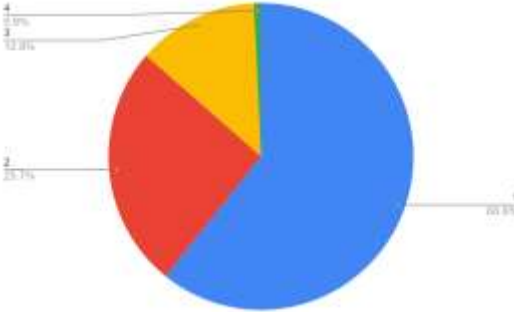
7) Future Board Meeting is scheduled for April 16th, 2024 (In Person)

8) Adjournment at 9:09 pm

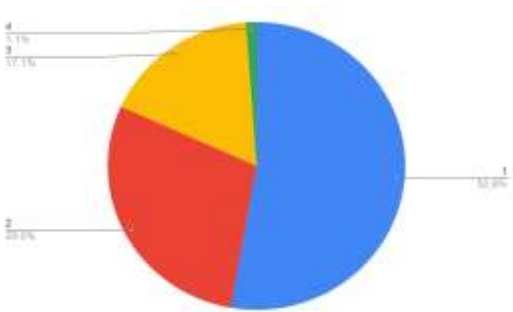
Motion to adjourn made by Lisa Flesher and seconded by Kevin MacDonald

Appendix 1: 2023-24 Registration

Member Registration per League (%)



Revenue per League (%)

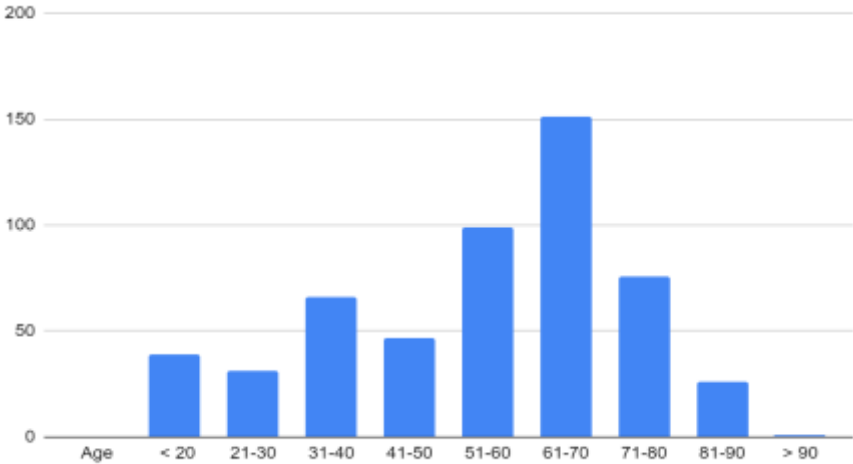


- Approximately 60% of membership is registered for one league
- One league members generate approximately 50% of the registration revenue

Approximate Cost Per Game vs Number of Leagues Registered

Number of Leagues	Approx. Reg. Fee	Total games played	Approx. Cost per game
1	\$600	22	\$27
2	\$780	44	\$18
3	\$920	66	\$14
4	\$1050	88	\$12

Number of Members versus Age



Appendix 2: Action Table from Leagues Forum Agenda, January 30th, 2024

Topic	Details	Ownership	Status
Bring LTC to daily schedule	Pilot project to invite new curlers to Daily Open Time slots	Gary	ongoing
Reduce LTC fees	Bring forward suggestion to Executive	Gary	ongoing
Monday Evening Time Slot	New competitive league which includes member and non-members (Ken)-needs convener	Gary	ongoing
Friday Evening Time Slot	"Doubles or Mixed Doubles" after Friday Open Mix (Melissa and Dan). Also, there could be a six week time slot for drop-ins.	Gary	ongoing
Increase Membership-LTC	Reach out to former LTC to see if we can get them to come back to LCC	Dan and Melissa	ongoing
Increase Membership-businesses	Reach out to private businesses to see if they are interested in renting ice time. Eg, FCCSC, Social Clubs, Huff N Puff	Gary	ongoing
Increase Public Awareness	Member Services Issue	Sarah?	Ongoing
Fun Night	Saturday Night Recreational Curling with Music, games, food, drink, etc (Dan and Melissa)	Gary	Ongoing
Fun Day	"Boxing Day Format". Have a membership driven family and friend fun day. Eg. 10 dollar per curler	Gary	Ongoing
6 end games	Ask conveners if any leagues want to go to 6 end games	Gary	Ongoing
Bartender Upstairs	Can Bartender serve tables upstairs after the initial rush	Gary	Ongoing
Improve Calendar	Set up web page to book practice times. Set up web page to register for a "Fun Day" or a "Fun Night"	Gary	Ongoing
Improve Registration	Provide more detailed pre registration information. Eg. If I join two leagues, what is the total cost and how much money per game does it cost?	Gary	Ongoing

Appendix 3 League Report

Category	Eligibility	Practice	Recreational		Competition	
			FunSpiels	Adult Leagues	Slams	Provincials & Nationals
Little Rocks	Age: 8+	Sunday 11:30 – 1:00 pm	n/a	n/a	n/a	n/a
U12	Can throw full ice game	Sunday 11:30 – 3:00 pm	1-2 per month 2 games 1 day Cost ~\$40	n/a	n/a	n/a
U15	Can play unsupervised for an entire 8 end game			Spare @ No Cost	1-2 per month 2 Days 4 games Cost ~\$100 plus (see note)	n/a
U18				Team Entry @ \$60 per season	1 - 2 per month 3 Days 5-6 games Cost ~\$150 plus (see note)	Yes
U21				n/a		Yes

Slam Costs will also include accommodation costs, uniform costs, equipment costs, and covering coach's expenses. These costs can be offset by advertising & fundraising. At the U18 and U21 levels there is also prize money ... but only expect that in you final year in each category. Budget \$2-3,000 per year.

Note the category labels are not meant to be correlated to one's age. They are labels only... i.e., if a 12-year-old player was extremely good, I would consider them eligible to be in the U18 category.

LCC - Operating Revenue

May 1, 2023 to January 31, 2024

& Expense	9 MTHS	9 MTHS	%	CURRENT	PRIOR YEAR		%
	to Jan 2024	to Jan 2023	Change	YR BUDGET	2022/2023	BUDGET	Change
Revenue							
Membership Dues	269,937	242,212	11	301,358	230,962	217,648	17
Capital Fees & Fundraising	27,090	23,540	15	25,800	20,625	18,500	31
OCA/OLCA Dues	4,650	8,118	-43	4,400	7,470	7,380	17
Bar Sales	49,870	58,973	-15	100,806	71,970	75,000	-31
Pro Shop Sales	11,605	16,163	-28	20,161	14,394	20,000	-19
Bonspiels	8,495	10,640	-20	15,000	15,000	0	-43
Club Events+Ladies section	2,423	2,015	20	2,000	2,000	500	21
Ice Rental	11,620	12,246	-5	15,000	12,000	10,000	-3
Advertising Income	9,460	8,360	13	8,500	8,500	8,000	11
Locker Rental	8,310	7,138	16	7,500	5,938	5,875	40
Interest Earned	12,722	81	15,659	21,800	9,900	2,000	29
Government Grants - CEWS	0	8,975	-100	0	28,000	60,000	-100
Donations	741	100	641	1,500	1,500	0	-51
Misc.Income	956	911	5	600	600	600	59
Tim Horten's Brier	49,248	0	#DIV/0!	0	2,000	5,000	2,362
Total	467,127	399,470	17	524,426	430,858	430,503	8
Expenses							
Utilities	27,021	26,153	3	59,918	47,172	50,000	-43
General Supplies	2,223	2,344	-5	5,000	2,500	7,200	-11
Ice Maintenance & Repairs	13,597	9,438	44	15,000	15,000	21,800	-9
Maintenance & Repairs (Non-Ice)	11,456	10,700	7	20,000	20,000	20,000	-43
Ice Tech/Cleaning Wages	63,059	62,148	1	84,991	82,356	81,174	-23
Housekeeping Wages	8,844	6,187	43	9,731	8,046	6,750	10
Office Wages	40,671	43,135	-6	63,115	59,967	59,275	-32
Wages & Payroll Expenses-Other	8,086	8,817	-8	11,600	11,600	11,600	-30
Workplace Safety Insurance	1,371	1,823	-25	2,800	2,800	2,800	-51
Bar Wages	18,358	15,328	20	22,810	18,981	30,600	-3
Bar Other Purchases	1,072	9,410	-89	15,200	9,000	6,900	-88
Bar Equipment & Supplies	331	298	11	500	2,500	1,000	-87
Bar Liq. & Beer Purchased	19,513	18,917	3	35,282	25,189	35,000	-23
Pro Shop Purchases	9,363	11,364	-18	14,113	10,076	20,000	-7
Member Services/Communications	0	0	#DIV/0!	2,000	2,000	2,000	-100
Contract Services	1,400	2,800	-50	0	0	0	#DIV/0!
Promotions Expense	0	787	-100	1,000	0	0	#DIV/0!
Advertising Expense	1,378	594	132	700	3,500	500	-61
Bonspiels Expenses	5,883	8,726	-33	15,000	15,000	0	-61
Club Events+ junior+ladies+little rocks	1,759	2,153	-18	2,000	2,000	500	-12
OCA/OLCA Remittances	4,610	3,000	54	4,000	7,470	7,380	-38
Telephone & Internet	1,932	1,200	61	2,000	2,000	2,000	-3
Office Expenses	4,674	2,806	67	4,000	8,000	8,000	-42
Bank Charges & C/C Fees	7,908	7,804	1	9,000	11,600	11,600	-32
Insurance	13,270	20,729	-36	16,260	25,800	16,900	-49
Depreciation	0	0	#DIV/0!	35,000	34,000	31,000	-100
Property Taxes	9,760	8,070	21	14,010	13,700	13,300	-29
Skills and development	1,458		#DIV/0!	1,000	1,000	0	46

Misc Expenses	1,864	10,031	-81	2,000	2,000	2,000	-7
Professional & Consul Fees	10,500	13,510	-22	16,000	16,000	12,000	-34
Capital Expenses	13,543	0	#DIV/0!	0	0	0	#DIV/0!
Renovation Expense	42,648	0	#DIV/0!	0			
Income Tax Expense	0	0	#DIV/0!	9,900	3,950	0	-100
<u>Total Expense</u>	347,553	308,273	13	493,931	463,208	461,279	-25
<u>Net Profit</u>	119,573	91,198	31	30,495	-32,349	-30,776	-470