

Union Hall Community Centre  
c/o Linda Camponi  
1518 Tatlock Road  
Almonte, Ontario  
K0A 1A0

July 17, 2020

Mr. Ken T. Kelly  
Chief Administrative Officer  
Municipality of Mississippi Mills  
P. O. Box 400  
Almonte, Ontario  
K0A 1A0

Dear Mr. Kelly,

Attached is a Five Year Business Plan for the Union Hall Community Centre, provided in support of the new funding model approved by Mississippi Mills Council on March 3, 2020. We have based the document on a template provided by Mississippi Mills staff.

As outlined in the Business Plan, the Union Hall Community Centre is an incorporated body and a Registered Charity. The facility has been continuously owned and operated by local community members since its construction, through volunteer labour, in 1857. Over the years, it has been almost entirely self-sustaining, through rental fees and private donations, with the welcome addition of annual grants from the municipality.

With the resurgence of interest in small halls such as ours in recent years, we have seen many similar facilities upgraded in order to bring them in line with modern standards and expectations for safety, comfort and convenience. At Union Hall, we began a similar undertaking in earnest about two years ago. We have embarked on a series of improvements, including new washrooms, one of which is accessible (completed), replacement of exterior ramp (in planning stages), as well as kitchen remodelling and additional storage (when funds permit). These improvements have been possible through the use of funds on hand, income from hall and sign rentals and money made available from grants and private donations. During this time we have continued with routine maintenance activities, including roof repairs, electrical upgrades, and so on.

We were gratified to learn of the new approach to funding Union Hall and Clayton Hall approved by Mississippi Mills Council, which will improve our ability to plan and predict revenues over a longer period of time. The grant of \$4,881.32 which we received in 2020 was much appreciated and has allowed us to proceed with confidence on planning for the completion of the ramp and other improvements during this period of reduced activity.

We understand the difficulties faced by all levels of government during this unprecedented public health crisis and are doing our part to keep the community informed on how to remain safe and healthy. With Stage 3 now in place, we are allowing for limited use of the hall while following or exceeding recommended guidelines for sanitation and physical distancing. The ongoing support of Mississippi Mills is very much appreciated as we all work together to keep up morale and engender a sense that “we are all in this together”.

Do not hesitate to contact me if you require additional information or clarification the Business Plan. If you have specific questions about the financial documents appended to the Plan, you may wish to contact our Treasurer, John Moore, directly. He can be reached at [jandmmoore@yahoo.ca](mailto:jandmmoore@yahoo.ca) or 613-256-0660.

Yours sincerely,

Linda Camponi  
President  
Union Hall Community Centre  
613-256-2277  
[camponi@storm.ca](mailto:camponi@storm.ca)

# **UNION HALL COMMUNITY CENTRE FIVE-YEAR BUSINESS PLAN**

This Business Plan has been prepared to support the request for long-term stable funding from the Municipality of Mississippi Mills. This will assist in efforts to continue and increase the use of Union Hall, contributing to the well-being and security of local residents, particularly seniors. Vibrant community hubs such as this contribute to the attractiveness of the community for newcomers seeking the rural lifestyle.

## **1.0 Executive Summary**

### **Organization Profile Summary**

The purpose of the organization is to own and manage the property for the use and benefit of the community. Since 1857, the hall has been providing a venue for local get-togethers and commercial and cultural activities.

### **Position in Local Market Summary**

Well-positioned in a market where small historical halls are enjoying new-found popularity, Union Hall is upgrading its facility for continued operation, with improved safety and accessibility, while maintaining its rustic character. A strong volunteer base ensures the continued viability of Union Hall. With increased use of the hall, we are continuing to seek new volunteers to ensure ongoing maintenance of the facility in the years to come.

### **Marketing Summary**

Priced for affordability, Union Hall is dedicated to serving the community. A detailed plan for necessary repairs and renovations is geared toward upgrading its usefulness and desirability as a venue for a variety of activities.

### **Financial Summary**

This is a request to the Municipality of Mississippi Mills for long-term stable funding for the Union Hall Community Centre, which provides important services to Mississippi Mills residents at a modest cost. We estimate that a grant of approximately \$5,000 per year, supplementing our rental income and money raised through fundraising efforts, will allow us to maintain the facility and undertake necessary improvements so that we can continue to serve the community into the future. Financial projections are detailed in Section 6.

## 2.0 Organization Profile

### Business Overview

Rural Mississippi Mills is home to a mix of farmers, commuters, teleworkers, retirees and those operating small businesses. The availability of the hall is an important factor in maintaining a sense of community and reducing isolation among residents. We provide a low-cost, comfortable meeting and celebration hub and provide a welcoming space for people of all ages. Regular hall-sponsored events, which include a Pancake Breakfast in the spring, a Blueberry Tea in the summer and a community Potluck and Talent Show in the fall, allow local residents to meet old friends and welcome new people into the community.

We also rent the hall at a reasonable rate for family, community, cultural and commercial events. The venue is particularly well-suited for birthday parties, anniversary celebrations, memorial services and the like. The Crown and Pumpkin Studio Tour and local members of the Ottawa Bicycle Club are regular users, as is a yoga instructor who holds weekly classes throughout the warmer months. Union Hall is also an important venue for public meetings to discuss important issues, such as proposed developments, environmental issues and connectivity.

Yearly since 2015, Union Hall has been a venue for the acclaimed Festival of Small Halls. Sold-out concerts featuring nationally-recognized performers and musicians closer to home and just launching their careers bring enthusiastic feedback from audiences and performers alike. This event draws audiences from a wide geographical area, and brings in much-needed revenue while raising the profile of the facility in the local area.

### Organization History

Constructed in 1857 through the efforts of local farmers and the Ramsay District Library Board, Union Hall has been used continuously for over 160 years as a library, meeting space, place of worship, and venue for family celebrations, dances, children's parties, and cultural activities. Minute books going back generations document the work of local volunteers, notably the Union Hall Women's Institute, to keep the hall alive and in continuous use.

### Management

The Union Hall Community Centre is an incorporated entity. Operations are entrusted to a volunteer Board of Directors, elected annually for a term of one year. The current Board consists of:

Linda Camponi	President	Howard Dunlop	Director
Les Humphreys	Vice-President	Glennis Harwig	Director
Mary Robinson	Secretary	Ken Kicksee	Director
John Moore	Treasurer		

## **Location**

Union Hall Community Centre is located at 1984 Wolf Grove Road at the corner of Tatlock Road in Mississippi Mills. Its mailing address is c/o John Moore, 2581 Wolf Grove Road, Almonte, Ontario, K0A 1A0.

## **Legal Structure**

Union Hall Community Centre (Lanark) Inc. became a Registered Charity on May 1, 1989 (Charitable Registration (BN) # 131595324RR001).

The organization was incorporated on March 7, 1990 (Ontario Corporation #0008855363).

## **Vision & Mission**

The vision and mission statement are comprised in Section II of Union Hall's Constitution: "The purpose of this organization is to own and manage the property known as the Union Hall for the use and benefit of the community." The Board of Directors takes this declaration seriously, always mindful that the primary purpose of the hall is to serve the community. We take care to charge fees that are not out of reach for families or charitable organizations and make sure we hold spots for annual events such as the Crown and Pumpkin Studio Tour.

The same philosophy governs the outdoor sign rentals. When requests come in for commercial bookings which would tie up the sign for large blocks of time, we work with customers to make sure it continues to be available for messages publicizing regularly-scheduled church socials or the like. To date, we have found that those using the sign are appreciative and more than willing to accommodate other users.

## **Goals & Objectives**

We strive to encourage and promote the use of the hall by families, community groups, businesses and local artists/performers. Regular maintenance as well as physical improvements to the hall will continue to be undertaken by volunteers, except when building regulations, the lack of expertise or safety concerns make it inadvisable to do so. In these cases we contribute to the local economy by hiring local contractors at commercial rates. We will continue to create and maintain partnerships with other organizations such as The Hub and MM2020 for the benefit of local residents.

Planned maintenance projects include:

1. Making necessary repairs to the building exterior and repainting the metal cladding.
2. Re-finishing the hardwood floor in the main building.

Our Renovation Fund will be used to:

1. Replace the external entrance ramp to ensure accessibility for wheel-chair visitors and facilitate moving heavy equipment.
2. Replace hand-me-down cupboards and open shelving with pest-resistant, ergonomically improved facilities for enhanced safety for volunteers and renters using the kitchen and coffee bar; and add a full-size refrigerator for safer food storage and to eliminate need for temporary coolers.
3. Build an external storage shed to store infrequently used items (ladders, mops, etc.), clearing up space in the hall. The shed will also help to improve kitchen safety and hygiene by moving large garbage/recycling containers off-site.

### **Professional Advisors**

John Moore, retired accountant

Stephen Robinson, CPA, CMA, B.A. Econ.

Noel Noyes-Brown, engineering technologist

Sadie Dupuis, construction technologist

Bill Janes, journeyman carpenter

Ken Kicksee, event planning and organization, information technology specialist

Claudia Smith, local historian and published author

## **3.0 Position in Local Market**

### **Profile & Outlook**

Small halls with visible links to our history are enjoying new-found interest throughout eastern Ontario. City-dwellers as well as those who have recently re-located to the area appreciate this connection with local history and culture. Area halls that have managed to continue in operation have seen a resurgence in popularity, reflecting the need for meaningful connections in people's lives.

### **Local Market**

The size and construction materials of Union Hall make it ideal for family/community events, and particularly well-suited to intimate concerts due to its layout (including a stage and spotlights) and excellent acoustics. Nearby Clayton Hall is a much larger facility with a commensurate rental rate.

## **Target Market**

We serve the entire population of Mississippi Mills and other parts of Lanark County, particularly neighbouring Lanark Highlands. Hall events such as the Pancake Breakfast, Blueberry Tea and annual Potluck and Talent Show are fun for all ages. Seniors who grew up in the area are gratified to know that the hall and its traditions are being kept up and come to reminisce about experiences at the hall in their younger days. At the same time, we make a special effort to attract new families to welcome them to the community and introduce them to their neighbours. Some visitors and users of the hall come from farther afield – for example, audience members for Small Halls concerts.

The arts community and local charities and clubs, as well as small businesses, rely on the hall and our outside sign to help them continue their work and provide an important source of income to keep the hall going.

## **Keys to Success**

The success of the hall is grounded in the innate charm of the facility which has been lovingly maintained by generations of volunteers for more than 160 years. Knowing the importance of the hall to the local community provides motivation for volunteers to continue their work, which they see as directly benefitting their neighbourhood.

## **Customer Survey Summary**

Instead of surveys, we rely on the old-fashioned way of calculating success: the people who approach us wanting to rent the hall, the crowds that come out to our own events and the comments on the hall's charm and ambience. Our emphasis on providing quality home-made goodies and locally roasted coffee for hall-sponsored events also keep people coming back. Our one complaint at the 2019 Pancake Breakfast: "the pancakes were too big!"

## **3.1 Marketing**

### **Pricing Strategy**

Our policy is to provide access to the hall to all residents of Mississippi Mills and surrounding area at the lowest cost that will allow us to maintain and operate the facility.

### **Marketing Strategy**

Union Hall uses local media, including newspapers and The Millstone, to publicize activities and events. We also have a following of people who receive direct communication through an e-mail list.

In addition, we now have a Facebook page which keeps interested parties informed. Using this platform increases public awareness of Union Hall and brands it as a fun and vibrant local community resource with upbeat, informative and often humorous messaging. It is used to promote Union Hall events, other local events and public service messages. We are reaching a wide audience: a post made May 29 reached over 2,000 people by July 6, and a July 2 post reached over 250 people by July 6. The Facebook page had been dormant for three years until we regained administrative control in February 2020. Since then, our total page likes have increased by more than 20%.

### Marketing Activities

Marketing efforts to encourage enhanced community engagement will be tailored toward promoting the use of the hall, once COVID 19 lockdowns have been eased.

- Publicity of upcoming projects to alert the community to the planned work and attract additional volunteers;
- Additional communication upon grant announcement to publicize plans and spark interest in our soon-to-be-improved facility;
- Continued fundraising efforts, including sale of volunteer-made craft items at local markets and fairs, to ensure cash flow and funds for renovation projects;
- Open house to thank volunteers/contributors toward the end of the project;
- Upon completion, publicity blitz with photos to showcase improved facility
- Regular hall-sponsored events and concerts to get people into the hall and see what we have to offer.
- Promote rental of sign and hall to ensure adequate funding for hall maintenance and operation;

### Marketing Objectives

The goal is not only to bring in much-needed revenue, but to raise the profile of Union Hall in the community. The benefits to the community will be seen in maintaining or increasing the number of rentals of the hall and sign and the level of attendance at hall-sponsored events, as well as feedback from those participating in events at the hall.

### **Positioning Statement**

The Union Hall Community Centre is unique among smaller halls in the area in that it is community-owned and self-sufficient, whereas others (such as the Cedar Hill School) are owned by the municipality, which assumes much of the responsibility for their upkeep.



## **Strategic Alliances**

Union Hall Community Centre has a mutually supportive relationship with The Hub in Almonte, whereby we provide free use of our sign to help in publicize their efforts in appreciation for their monetary donations and assistance in marketing our craft items. On the sign and in our publicity, we also make a point of highlighting local businesses, such as Equator Coffee Roasters and Levi Home Hardware, which support us through discounted prices.

Union Hall has also worked closely with the MM/2020 organization by helping with publicity and providing free use of the hall. The Crown & Pumpkin Studio Tour, a long-time renter of the hall, has come to rely on our facility as an important link stop in their annual event. C & P affiliated artist Laurel Cook has taken a special interest in the hall and has provided enhancements through interior and exterior murals depicting the history of the Union Hall community, free of charge.

## **5.0 Operations**

### **Location**

The Union Hall Community Centre is located at 1984 Wolf Grove Road (corner of Tatlock Road) in Mississippi Mills.

### **Website/Facebook Page**

Union Hall Community Centre does not have a website, but can be found on Facebook at Union Hall – Almonte.

### **Legal Issues**

The Corporation holds title to the Union Hall property in the name of the community. Interested members of the community provide input into actions of the Board of Directors both informally and through participation at the Annual General Meeting, where past activities are reviewed, financial statements are approved and Board members are elected.

### **Insurance Issues**

Fire insurance is provided by the Municipality of Mississippi Mills. General and Directors' Liability insurance is paid for through Union Hall's operating revenues.

## **6.0 Financial**

### **Current Position**

The Union Hall Community Centre is owned and operated by a registered charity, and is almost entirely self-sustaining. Operations have been supported from hall and sign rental, as well as annual grants from Mississippi Mills, prior to Council's decision to provide a separate stream of funding for independent community halls.

To ensure continued viability, the facility must be brought up to modern standards for safety, accessibility and hygiene. Through ramped-up fundraising efforts including 50/50 draws, craft sales, raffles and donations, we have added over \$5,000 to our Renovation Fund. Our Fundraising Committee has explored a number of additional sources for grants and has applied for several over the past year. We were disappointed that a submission to the Ontario Trillium Foundation, prepared with professional assistance, did not meet with success, due to their requirement that we be able to provide evidence (for example) of social isolation in the community, and of how we might be able to measure the positive outcome of our proposed modest renovations on that isolation. More encouraging is the support we have received from Almonte Community Coordinators (The Hub), the Ottawa Community Foundation and private donors.

Some important renovations have already been done, such as new washrooms, one of which is fully accessible. With the completion of some of the remaining projects, such as a reconstructed exterior ramp and improvements to the kitchen, we will be able to offer a modern facility which still retains its old-time charm. This will enable us to increase rental fees in order to keep pace with operating costs.

### **Income Statement**

Please see the attached detailed income statement (and Exhibits A and B) for the current year and our forecast for the next five years.

Our financial statements are prepared on a cash basis.

Union Hall Community Centre  
Reserve Future Renovations  
Five year plan

EXHIBIT B

	Actual April 30 2019	Actual April 30 2020	April 30 2021	April 30 2022	April 30 2023	April 30 2024	April 30 2025
Balance carried forward	Nil	\$ 4,800	\$ 10,879	-\$ 691	-\$ 1,741	-\$ 1,791	\$ 659
Donations from fund raising events							
Blueberry Tea donations (Note 1)	409	734		740	740	740	740
50/50 draw Small Halls	80	300		150	150	150	150
Musical performances		137					
Pot Luck 50/50 draw	220	130		130	130	130	130
Pancake breakfast (Note 2)			130	130	130	130	130
	709	1,301	130	1,150	1,150	1,150	1,150
Donations from other organizations							
Mississippi Mills (Note 3)	1,300	3,181	3,300	3,300	3,300	3,300	3,300
The Hub	928	500			500	500	500
Ottawa Community Foundation		500			500	500	500
	2,228	4,181	3,300	3,300	4,300	4,300	4,300
Donations from public	551	700	500	500	500	500	500
HST rebate	967	47					
Sale of crafts	346	580	500	500	500	500	500
Donations received re renovations	4,800	6,809	4,430	5,450	6,450	6,450	6,450
Less: renovation projects							
Hallway		730					
Ramp			8,000				
Outside painting			5,000				
Kitchen – windows & cabinets south wall			3,000				
Kitchen – cabinets north & east wall				6,500	6,500		
Counter in main hall							1,700
Outside storage shed						4,000	
	-	730	16,000	6,500	6,500	4,000	1,700
Balance in reserve	\$ 4,800	\$ 10,879	\$ (691)	\$ (1,741)	\$ (1,791)	\$ 659	\$ 5,409

Note 1 At the Blueberry Tea we raffle off a box of locally grown food  
The proceeds from the raffle go towards the costs of the event  
The donations are in addition to the proceeds of the raffle

Note 2 At the Pancake Breakfast proceeds are always in excess of the  
cash received from the sale of tickets e.g " keep the change"  
The excess receipts are allocated to the reserve fund

Note 3 See Note 3 on the financial statements

## Union Hall Community Centre

## Financial Statements

May 1, 2019 to April 30, 2020

April 30

2019

April 30

2020

Bank Statement and term deposits - Opening Balance

\$ 13,946.64 \$ 12,042.22

Funds for future renovations

(625.00) (4,799.78)

Operating funds opening balance

13,321.64 7,242.44

## INCOME

## Fund Raisers

Blueberry Social

83.31 33.19

Music Performance

280.90 237.51

Pancake Breakfast

1,023.09 12.28

Pot Luck

(52.98) (1.07)

1,334.32 281.91

Donations

203.00 330.55

Booklets

18.00

Grants – Mississippi Mills

1,700.00 1,700.00

Hall Rentals

2,175.00 1,270.00

Interest Inc

32.52 33.43

Sign Rental

960.00 630.00

TOTAL INCOME

6,422.84 4,245.89

## EXPENSES

Bank Charge

24.50

Hydro

803.93 593.93

Insurance

1,870.19 1,817.56

Maintenance

571.50 1,692.40

Miscellaneous

231.08 154.66

Printing and Reproduction

66.42

Property Tax

681.77 682.17

Supplies

361.70 (7.55)

TOTAL EXPENSES

4,611.09 4,933.17

Surplus (Deficit) From Operations

\$ 1,811.75 \$ (687.28)

Capital Expenditures Current year

7,890.95

Closing operating cash

\$ 7,242.44 \$ 6,555.16

Reserve - Future Renovations

4,799.78 10,878.93

Closing Balance

\$ 12,042.22 \$ 17,434.09

Bank of Montreal

\$ 10,027.22 \$ 17,434.09

Bridge financing

Term deposits

2,015.00

Total Bank Accounts and Term Deposits

\$ 12,042.22 \$ 17,434.09

Union Hall Community Centre Financial Statements May 1, 2019 to April 30,2020	Actual April 30 2020	April 30 2021	April 30 2022	April 30 2023	April 30 2024	April 30 2025
Opreating funds opening balance	\$ 7,242	\$ 7,242	\$ 6,409	\$ 5,574	\$ 6,849	\$ 6,259
Income from operations	4,246	4,030	6,270	6,270	6,270	6,270
Less Expenses	(5,079)	(4,865)	(4,995)	(4,875)	(8,255)	(6,395)
Surplus (Deficit) from operations	(833)	(835)	1,275	1,395	(1,985)	(125)
Closing operating cash	6,409	6,407	7,684	6,969	4,864	6,134
Reserve - Future renovations opening balance	4,800	10,879	(691)	(1,741)	659	5,409
Donations received re renovations	6,809	4,430	5,450	6,450	6,450	6,450
Less: cost of renovations	(730)	(16,000)	(6,500)	(6,500)	(4,000)	(1,700)
Balance in reserve	10,879	(691)	(1,741)	(1,791)	3,109	10,159
Bank Statement - Closing Balance	\$ 17,288	\$ 4,883	\$ 5,108	\$ 6,453	\$ 6,918	\$ 11,543
Cost of renovations						
Hallway	2020			\$ 730		
Ramp	2021	8,000				
Outside painting	2021	5,000				
Kitchen – windows & cabinets south wall	2021	3,000	16,000			
Kitchen – cabinets north & east wall	2022		6,500			
Kitchen – cabinets north & east wall			6,500			
Outside storage shed	2023		4,000			
Counter in main hall	2024		1,700			
Total estimated cost of renovations				\$ 35,430		

Union Hall Community Centre  
Financial Statements  
Five year plan

	Actual April 30 2019	Actual April 30 2020	April 30 2021	April 30 2022	April 30 2023	April 30 2024	April 30 2025
Bank Statement - Opening Balance	\$ 13,947	\$ 12,042	\$ 17,288	\$ 4,883	\$ 5,108	\$ 6,453	\$ 6,918
Funds for future renovations	(625)	(4,800)	(10,879)	691	1,741	1,791	(659)
Operating funds opening balance	13,322	7,242	6,409	5,574	6,849	8,244	6,259
<b>INCOME</b>							
Fund Raisers							
Blueberry Tea (Note 1)	83	33		40	40	40	40
Music Performance	281	238		250	250	250	250
Pancake Breakfast	1,023	12	1,100	1,100	1,100	1,100	1,100
Pot Luck (Note 2)	(53)	(1)		80	80	80	80
	1,334.32	282	1,100	1,470	1,470	1,470	1,470
Donations	203	331	400	400	400	400	400
Booklets	18						
Funding – Mississippi Mills (Note 3)	1,700	1,700	1,700	1,700	1,700	1,700	1,700
Hall Rentals	2,175	1,270	200	1,800	1,800	1,800	1,800
Interest Income	33	33					
Sign Rental	960	630	630	900	900	900	900
<b>TOTAL INCOME</b>	<b>6,423</b>	<b>4,246</b>	<b>4,030</b>	<b>6,270</b>	<b>6,270</b>	<b>6,270</b>	<b>6,270</b>
<b>EXPENSES</b>							
Bank Charge	25						
Hydro	804	594	500	775	800	825	850
Insurance	1,870	1,818	2,000	2,100	2,200	2,300	2,400
Maintenance <b>(See Exhibit A)</b>	572	1,839	1,180	930	680	3,930	1,940
Miscellaneous	231	155	200	200	200	200	200
Printing and Reproduction	66		50	50	50	50	50
Property Tax	682	682	685	690	695	700	705
Supplies	362	(8)	250	250	250	250	250
<b>TOTAL EXPENSES</b>	<b>4,611</b>	<b>5,079</b>	<b>4,865</b>	<b>4,995</b>	<b>4,875</b>	<b>8,255</b>	<b>6,395</b>
Surplus (Deficit) From Operations	1,812	(833)	(835)	1,275	1,395	(1,985)	(125)
Bathroom Renovation	7,891						
Closing operating cash	\$ 7,242	6,409	5,574	6,849	8,244	6,259	6,134
Reserve - Future Renovations <b>(See Exhibit A)</b>	4,800	10,879	(691)	(1,741)	(1,791)	659	5,409
Bank Statement - Closing Balance	\$ 12,042	\$ 17,288	\$ 4,883	\$ 5,108	\$ 6,453	\$ 6,918	\$ 11,543

Note 1 At the Blueberry Tea we raffle off a box of locally grown food.  
The proceeds from the raffle go towards the costs of the event  
The donations are in addition to the proceeds of the raffle

Note 2 In the case of the Pot Luck event, donations at the door are used to cover the costs of the event.  
The 50/50 draw proceeds are allocated to the reserve fund as the draw is represented as  
part of our renovation fund raising  
In the past there was no raffle at the Pot Luck

Note 3 In the past, the entire amount of the grant from Mississippi Mills (\$1,700) was recorded as  
operating income.

In the year ending April 30, 2019, we received \$3,000 which was \$1,300 in addition to the \$1,700

Under the new funding process, any additional funds in excess of \$1,700 will be allocated to the reserve  
In the year ending April 30, 2020, of the \$4,881 received from Mississippi Mills, \$3,181 was allocated  
to the reserve. In future, of the \$5,000 funding proposed, \$3,000 will be allocated to the reserve.

## Union Hall Community Centre

## Maintenance expense

## Five year plan

## EXHIBIT A

Date last Done	Cost	Actual April 30 2019	Actual April 30 2020	April 30 2021	April 30 2022	April 30 2023	April 30 2024	April 30 2025
Regular maintenance								
Hall Cleaning		\$ 381	\$ 194	\$ 250	\$ 300	\$ 300	\$ 300	\$ 300
ABC FIRE EXTINGUISHERS		136	146	180	180	180	180	180
Small repairs		10		200	200	200	200	200
Grass cutting		45						
		572	340	630	680	680	680	680
Periodic maintenance								
Chimney Sweep	04/04/2016	230			250			260
Septic tank	26/06/2019	220	220				250	
Floor refinishing	17/10/2013	2,650					3,000	
Cleaning kit water dispenser			13					
Replaced broken window			220					
Caulking & paint hallway								
Kitchen ceiling / roof repair				500				
Front door weather stripping				50				
Interior wall repainting								1,000
No Parking Signs			153					
Roof repair			1,017					
HST rebate			(124)					
Total maintenance expense		\$ 572	\$ 1,839	\$ 1,180	\$ 930	\$ 680	\$ 3,930	\$ 1,940

Financial Statements  
May 1, 2018 to April 30, 2019

Financial Statements			Discretionary	Non Discretionary	Fund raising	Craft Sales	Public Donations	50/50	OCF Hub	Mississippi Mills	HST	Music
May 1, 2018 to April 30,2019												
Reserve Future Renovations												
26/08/2018	Donations Blueberry Social	\$ 408.50	\$ 408.50		408.50							
24/09/2018	Cash donations – Small Halls	50.00	50.00				50.00					
	50% of 50/50 draw	80.00		\$ 80.00	80.00							
30/10/2018	Pot luck 50/50 \$220 - Donations	150.05	370.05	150.05	220.00	220.00		150.50				
22/11/2018	Donation	250.00			250.00			250.00				
12/12/2018	Craft Sale Nov 24 expenses	(21.53)			(21.53)		(21.53)					
17/12/2018	The Hub, Donation \$500; Linda draw \$200	700.00	200.00		500.00				700.00			
	Craft Sale Nov 24	163.00			163.00		163.00					
07/01/2019	Craft Sale The Millstone	105.00			105.00	105.00						
26/02/2019	Additional grant Mississippi Mills	1,300.00			1,300.00					1300		
27/02/2019	HST Rebate Prior years	967.26	967.26									967.26
26/03/2019	Donation	100.00			100.00		100.00					
09/04/2019	The Hub 272.50 - Linda 100.00 re crafts	327.50			327.50	100.00			227.50			
Reserve Future Renovations - April 30, 2019		4,799.78	1,775.81		3,023.97	708.50	346.47	550.50	-	927.50	1,300.00	967.26
17/05/2019	Donations	35.00				35.00						
08/08/2019	Sale of tray donated	25.00				25.00						
22/06/2019	Life of Pearls											
	Tickets	360.00										
	Refreshments	56.75										
		416.75										
	Posters	(13.22)										
	Refreshments	(81.30)										
	The Humm	(185.32)										
		(279.84)	136.91		136.91							136.91
26/08/2019	Blueberry Tea donations	733.95			733.95		733.95					
24/09/2019	50/50 draw Small Halls	300.00			300.00			300.00				
30/10/2019	The Hub \$500 & other \$250	750.00			750.00		250.00					
	Sale of crafts Linda \$35 & John \$20	55.00			55.00	55.00						
	Pot Luck 50/50 draw	130.00			130.00			130.00				
23/12/2019	Clayton Craft Sale	210.00				210.00						
	December Craft sales	240.00				240.00						
	Ottawa Community Foundation	500.00							500.00			
	Tom Mootr	300.00	1,250.00		1,250.00		300.00					
06/01/2020	Craft sales by Linda	15.00			15.00	15.00						
03/02/2020	Donation by Joy Miller	150.00			150.00		150.00					
05/03/2020	HST Rebate	46.98										46.98
09/03/2020	Mississippi Mills Funding	3,181.32			3,181.32					3,181.32		
Hallway Renovation												



# Clayton Community Centre

## Business Plan 2020

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## Executive Summary

Clayton is a small rural community located in Mississippi Mills, 40 minutes west of Ottawa. It has a diverse population consisting of aging seniors, people with disabilities, home-based businesses and young families. The Clayton Community Centre was once the hub of the Village hosting many private & public events, summer camps, etc.

The Centre should still be the automatic choice for staging local events, functions and social programs but the building is entering its 42<sup>nd</sup> year; and other than routine maintenance has seen no significant upgrades which with today's standards has resulted in a tired and uninviting venue.

Our mission is simple ...

To ensure the long-term viability of the Clayton Community Centre as a hub for local activities and community pride. Critical to this effort is promoting a small-community atmosphere, preserving historic resources, and capitalizing on Clayton's unique heritage and hospitality.

Our vision is straight forward ...

To create a community space both inside the Centre and on the surrounding property that will provide and sustain a wide range of year round social and recreational activities for our multi-generational community. We plan to achieve this by completing a series of renovation projects to change and enhance the accessibility, comfort and appearance of the Centre; thus rejuvenating and increasing community participation and reducing social isolation.

While activities may exist in nearby towns, they are generally a minimum of 20 minutes away and with no public transit; this is not a practical alternative for many citizens.

## Programs and Services

Clayton Community Centre has a number of avenues to meet its mission.

Activities hosted by the Board Committee themselves include a New Years Celebration, Summer MusicFest, monthly Dinner/Dance running from October to June, our annual Christmas Bazaar and a host of other ad hoc dances like the Country Hoe Down and Fall Harvest Dance.

Many other organizations rent our space for their annual fundraising events; for example, both our local churches and many farming and agriculture groups.

The space is used as a polling station during the municipal and provincial elections and is the ideal location for community groups such as MM2020 to hold their public information sessions.

Additionally the space is rented by individuals and families for private functions such as birthday parties, bridal & baby showers, wedding receptions, anniversaries, celebrations of life and whatever other life events.

The Clayton Community Club also has a long standing association with the Clayton Ball League for use of the Centre's ball diamond.

The goal is to expand these types of events and attract new and long term activities by enhancing the facility and making it more appealing and less tired.

Of particular interest would be the addition of social & fitness activities like yoga and other types of exercise classes, Bingo, Euchre tournaments and movie nights; all of which could run annually for weeks at a time.

Bringing new activities to life would be welcomed by residents of Clayton and surrounding area. However, in order to bring these activities to life, renovations to the space are required; and in some instances, the scope of these projects is not small.

One of the biggest challenges we face is that to increase the Centre's potential we need to renovate and enhance the space; but to renovate and enhance the space we need to increase our rentals to generate enough revenues in order to have sufficient funding to complete the improvements.

## **Marketing Plan (Advertising and Awareness)**

The public & private rentals described earlier rely on event specific advertising. It is the event that is advertised. While this is important for both the Centre and its renters, it is equally important to advertise the Centre in its own right as a viable event space.

Our aim is to enhance the Clayton Ontario website ([www.claytonontario.ca](http://www.claytonontario.ca)) to provide more current and meaningful information.

Websites are not visited if the information on them does not regularly change and stay current.

At face value this is straightforward, but it is not. The website can be “enhanced” but unless the content is kept current and interesting, it slips back into a stale web page and the intended audience loses interest.

A few initiatives are evolving including monthly newsletters, local business/artist support and advertising; both aimed at the community of Clayton in particular but have the potential of reaching the wider public as well.

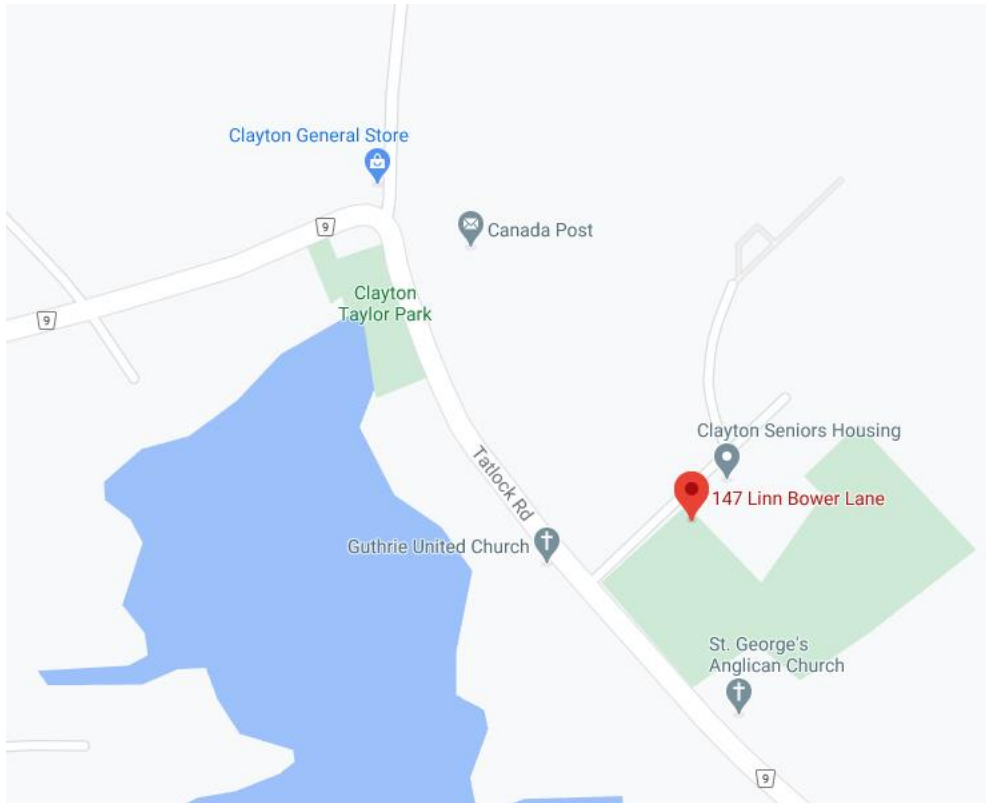
In parallel with the website, our Facebook page provides similar content to a different and maybe younger audience.

We also have a Mailchimp account which allows us to broadcast pertinent information to our list of subscribers.

The Centre runs on volunteers and this is one example where a social media expert together with individuals with a marketing and advertising background could raise the awareness of Clayton Community Centre.

## Operational Plan

The Clayton Community Centre is located at 147 Linn Bower Lane in the Village of Clayton, ON.



The Centre is approximately 100' L x 50' W and has a seating capacity for 233 people.

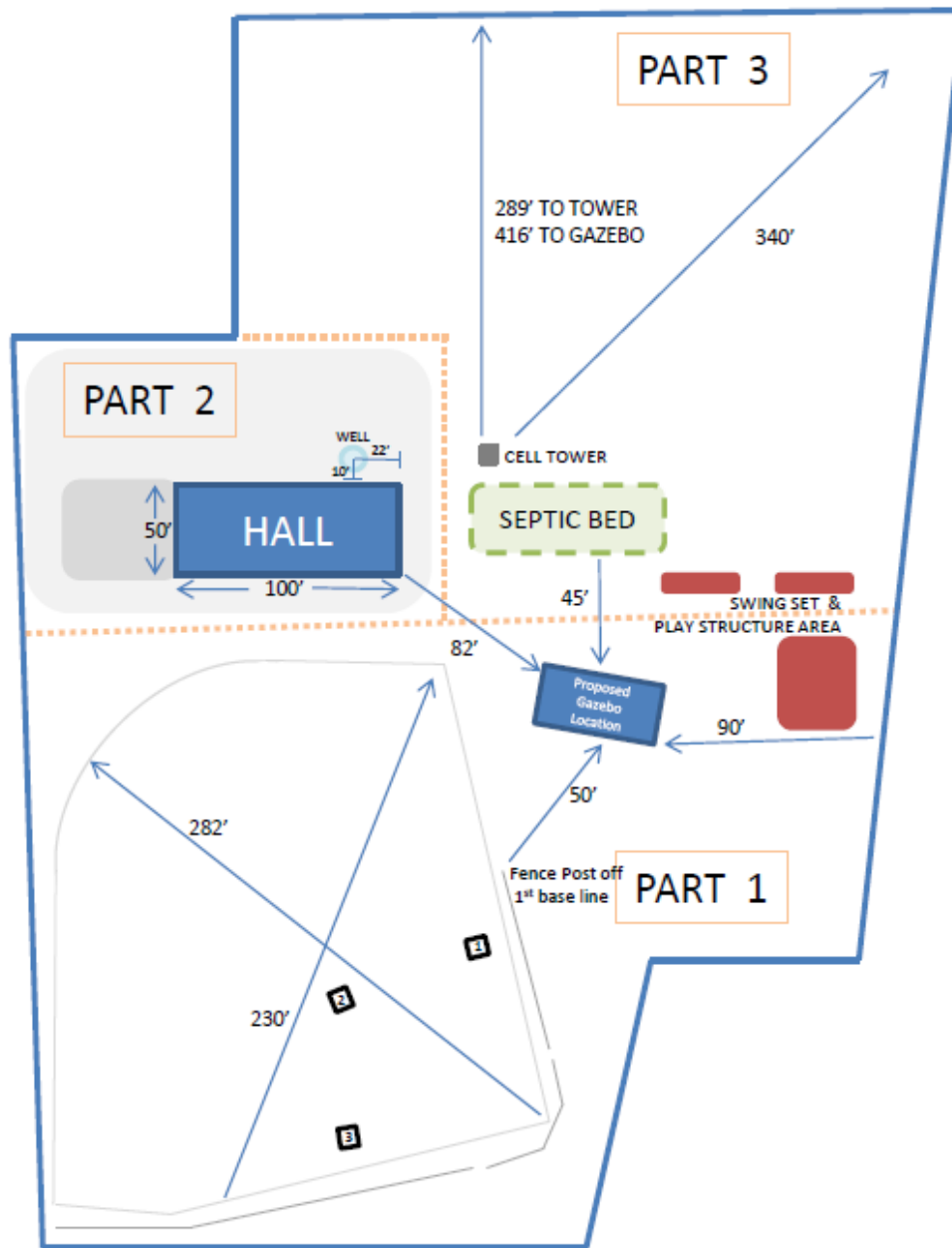




The space is equipped with a spacious hall area, an adequate kitchen, bar and/or canteen facility, a stage/performance area (with piano) and side change room. The surrounding property features an active baseball field, picnic space and a children's swing & play structure area.



## CLAYTON COMMUNITY CENTRE



PT LOT 22 CONC 2 RAMSAY PART 2 & 3, 27R6128  
PART 1, 26R680 - TOWN OF MISSISSIPPI MILLS



## Organizational Structure

Clayton Recreation Club is an incorporated not for profit organization managed by a volunteer Board of Directors and its Officers.

The Role of the Board is to provide overall management and direction of tasks required so that the Clayton Community Centre can fulfil its mandate.

Currently the Board of Directors consists of eight volunteer members, many of whom have regular full-time jobs.

President	Karen Nichols
Treasurer	Vacant (Karen Nichols acting)
Secretary	Graham Jones
Director	Christine McNeely
Director	Tracy Bowden
Director	Anne McCartney
Director	Nancy Stead
Director	Cheryl Regimbald
Director	Mike McManus

**President:** Provides overall guidance and initiatives

**Treasurer:** Looks after day-to-day finances and preparation of financial documentation

**Secretary:** Looks after the legalities of the corporation, administers all meetings, deals with correspondence and maintains custody of all pertinent documentation

Ideally we would like to see Director roles be more focused, for example:

**Director, Marketing & Communication:** Promotes and advertises the Centre

**Director, Administration:** Takes bookings and issues rental contracts for the events

**Director, Event Planning:** Organizes and oversees events

**Director, Facilities:** Maintains the facility and grounds

The Directors would then form and oversee sub-committees for each of their respective areas of responsibility. These sub-committees would be made up of further volunteers. However, since the volunteer base is relatively small, we are experiencing an overlap of duties across the board. Increasing our volunteer base would provide us with additional manpower to cover the basics at events such as kitchen and bar help, and cleaning & maintenance. We would also like to add experience to the Board in the areas such as Social Media, website maintenance, funding awareness and Grant submissions.

## Impact and Project Plan

The 42 year old facility looks tired. Its concrete floor and cinder block walls are uninviting in terms of attracting events.

The kitchen, bar and toilet facilities, although adequate are dated and in need of update.

Improvements to the grounds would provide an opportunity to relocate the ball diamond to the property at the rear of the Centre to allow inclusion of a ¾ pitch soccer field. The addition of a 2<sup>nd</sup> playing field would increase the number of teams using the grounds and open the possibility of running a weekly canteen to bring in additional revenue.

Projects have been identified, and many have plans drawn up; however, unsuccessful grant applications (Trillium Grant and Shade Structure Initiative) have stalled progress.

Self Funded Project Plan	Completed
Advertising Sign	
New floor covering on Stage	
Storage trolleys under Stage	
Drop-Ceilings in Washrooms	
Finish Exterior Trim on Windows	
Fix Toilets	
Interior Paint n Repair	
New Chairs	
New Countertops & Sinks in Washrooms	
New Curtains on stage	
New Fridge for Kitchen	
New Furnace (2009)	
New Sign for Exterior of Building	
New Tables	
Paint Washroom Stalls	
Paint Kitchen & Washroom Floors	
Paint Washrooms	
Re-Drill Existing Well	
Repair Brick at Front Entrance	
Replace Ball Fence	
Salt n Sand Storage Container	
New Garbage Box	
Security System	
Sound system	
Steel Exterior Doors	
Two (2) High Stand Up Tables	

Trillium Grant Project Plan	Completed
Redesign/Expand Kitchen & Bar Area	
Kitchen & Stage Ventilation	
Replace Exterior Siding	
Exterior Windows	
Exterior Storage (20' x 8')	
New Main Entrance at rear (w/covered area)	
Covered Area at Kitchen Entrance	
Redesign/ Increase Interior Storage	
Designated Cloakroom	
Disabled Washroom	
Energy Efficient Lighting	
Hall Ventilation (heating)	
Hall Ventilation (cooling)	
Insulate & Update Floor Covering	
Interior Insulation	
Wall Covering (drywall)	
Faux Beams on Ceiling	
Dividing / Moving Wall	
Kitchen Cupboards and Counters	
Bar Fridge/Cooler	
Upright Freezer	
Commercial Stove	
Outdoor Pavilion	
Relocate Ball Diamond	
Add Ballfield Lighting	
Add 3/4 pitch Soccer Field	
Portable Stage for Outdoor Events	
Upgrade Play Structure	

Post Renovation Project Plan	Completed
Install Dart Boards	
Purchase Fitness Mats	
Purchase Card Tables	
Upgrade Horseshoe Pits	
Upgrade to Electronic Bingo System	
Possible Dog Park Area	
Outdoor Skating Rink	

LEGEND	
Completed (self funded)	
Started but not Complete	
Donated	
Design / Drawing Stage	

A series of renovation projects would change and enhance the accessibility, comfort and appearance, thus rejuvenating the centre, increasing community participation and reducing social isolation. Our long term objective is to transform the Centre from an uncomfortable, inaccessible, unappealing hall to an accessible, safe and appealing Community Center that local area residents can use on a daily basis.

## Financial Plan

Clayton Recreation Club's fixed costs are approximately \$20,000 per year. This covers operating expenses including Hydro (heating), Property Taxes, Telephone, Building & Director's Insurance and maintenance (i.e. snow removal).

Annual equipment & building maintenance costs typically run around \$5,000.

Other expenses are largely event driven.

Revenue sources include rentals, bar proceeds, ticket sales, donations and grants.

Although the organization's recent applications for a Trillium and Shade Structure Grant were unsuccessful, the Municipality of Mississippi Mills has always been supportive with its annual municipal grant and now more recently with its new annual funding model, which includes in-kind grant writing guidance.

Summaries of our 2019 & 2020 Cash Flows, Balance sheets and Income Statements are attached; together with a list of estimated expenses to the end of 2020.

Net Income		
Fiscal Year ?	2019	2020
Income	52,115.96	17,714.39
Expense	41,839.23	20,832.81
Net Income	10,276.73	(3,118.42)

Remaining 2020 Expenses (estimated):

Bank Fee	6 x 4.95	29.70
Furnace Maintenance Plan		200.00
Hydro		1,800.00
Insurance: Director's		370.00
Insurance: Property		1,100.00
Lawncare		600.00
Oil		2,500.00
Property Taxes		450.00
Snow Plowing		700.00
Water Testing		100.00
		7,849.70

# Cash Flow

## Clayton Recreation Club

Date Range: Jan 01, 2019 to Dec 31, 2019

### CASH INFLOW AND OUTFLOW

Jan 01, 2019  
to Dec 31, 2019

Operating Activities	
Sales	\$52,115.96
Purchases	-\$43,519.02
<b>Net Cash from Operating Activities</b>	<b>\$8,596.94</b>
Investing Activities	
<b>Net Cash from Investing Activities</b>	<b>\$0.00</b>
Financing Activities	
<b>Net Cash from Financing Activities</b>	<b>\$0.00</b>

### OVERVIEW

<b>Starting Balance</b>	<b>\$25,749.84</b> As of 2019-01-01
Gross Cash Inflow	\$54,623.72
Gross Cash Outflow	\$46,026.78
<b>Net Cash Change</b>	<b>\$8,596.94</b>
<b>Ending Balance</b>	<b>\$34,346.78</b> As of 2019-12-31

# Balance Sheet

## Clayton Recreation Club

As of Dec 31, 2019

ACCOUNTS	Dec 31, 2019
<b>Assets</b>	
Total Cash and Bank	\$34,346.78
Total Other Current Assets	\$942.93
Total Long-term Assets	\$214,837.04
<b>Total Assets</b>	<b>\$250,126.75</b>
<b>Liabilities</b>	
Total Current Liabilities	\$1,706.86
Total Long-term Liabilities	\$0.00
<b>Total Liabilities</b>	<b>\$1,706.86</b>
<b>Equity</b>	
Total Other Equity	\$0.00
Total Retained Earnings	\$248,419.89
<b>Total Equity</b>	<b>\$248,419.89</b>

# Profit and Loss

## Clayton Recreation Club

Date Range: Jan 01, 2019 to Dec 31, 2019

ACCOUNTS	Jan 01, 2019 to Dec 31, 2019
Income	\$52,115.96
Cost of Goods Sold	\$14,474.84
<b>Gross Profit</b> As a percentage of Total Income	<b>\$37,641.12</b> 72.23%
Operating Expenses	\$27,364.39
<b>Net Profit</b> As a percentage of Total Income	<b>\$10,276.73</b> 19.72%

# Cash Flow

## Clayton Recreation Club

Date Range: Jan 01, 2020 to Dec 31, 2020

### CASH INFLOW AND OUTFLOW

Jan 01, 2020  
to Dec 31, 2020

Operating Activities	
Sales	\$17,712.62
Purchases	-\$21,009.11
<b>Net Cash from Operating Activities</b>	<b>-\$3,296.49</b>
Investing Activities	
Other	-\$1,500.00
<b>Net Cash from Investing Activities</b>	<b>-\$1,500.00</b>
Financing Activities	
<b>Net Cash from Financing Activities</b>	<b>\$0.00</b>

### OVERVIEW

<b>Starting Balance</b>	<b>\$34,346.78</b> As of 2020-01-01
Gross Cash Inflow	\$21,140.67
Gross Cash Outflow	\$25,937.16
<b>Net Cash Change</b>	<b>-\$4,796.49</b>
<b>Ending Balance</b>	<b>\$29,550.29</b> As of 2020-12-31

# Balance Sheet

## Clayton Recreation Club

As of Aug 31, 2020

ACCOUNTS	Aug 31, 2020
<b>Assets</b>	
Total Cash and Bank	\$29,550.29
Total Other Current Assets	\$0.00
Total Long-term Assets	\$216,338.81
<b>Total Assets</b>	<b>\$245,889.10</b>
<b>Liabilities</b>	
Total Current Liabilities	\$587.63
Total Long-term Liabilities	\$0.00
<b>Total Liabilities</b>	<b>\$587.63</b>
<b>Equity</b>	
Total Other Equity	\$0.00
Total Retained Earnings	\$245,301.47
<b>Total Equity</b>	<b>\$245,301.47</b>



# Profit and Loss

## Clayton Recreation Club

Date Range: Jan 01, 2020 to Aug 31, 2020

ACCOUNTS	Jan 01, 2020 to Aug 31, 2020
Income	\$17,714.39
Cost of Goods Sold	\$1,596.42
<b>Gross Profit</b> As a percentage of Total Income	<b>\$16,117.97</b> 90.99%
Operating Expenses	\$19,236.39
<b>Net Profit</b> As a percentage of Total Income	<b>-\$3,118.42</b> -17.60%