

# Lucknow & District Joint Recreation Board

# AGENDA



7:00 p.m.

November 18, 2020

## AGENDA

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The Lucknow & District Joint Recreation Board will meet on the 18<sup>th</sup> day of November 2020, at 7:00 p.m. through Zoom, an online video conferencing platform.

This meeting is being held electronically as per the Township of Ashfield-Colborne-Wawanosh By-Law #52-2020, Section 3.10 which allows for Electronic Participation of Board Meetings.

### MEMBERS

Jennifer Miltenburg	( )
Lillian Abbott	( )
Jim Hanna	( )
Glen McNeil	( )
Don Murray	( )
Anita Snobelen	( )

### OTHERS

Steve Bushell, Facility Manager / Recreation Co-ordinator	( )
Mark Becker, CAO/Deputy-Clerk (Board Secretary)	( )

### 1.0 CALL TO ORDER

Chairperson Jennifer Miltenburg.

### 2.0 DISCLOSURE OF PECUNIARY INTEREST / POTENTIAL CONFLICT OF INTEREST

### 3.0 ADOPTION OF PREVIOUS MEETING MINUTES

#### 3.1 Lucknow & District Joint Recreation Board Minutes – September 16, 2020

Moved by  
Seconded by

ADOPTION  
OF  
MINUTES

THAT the Lucknow & District Joint Recreation Board hereby adopts the September 16, 2020 Meeting Minutes as written.

#### **4.0 DELEGATIONS**

##### 4.1 7:00 p.m. – Melissa Kosterman / Dillon Consulting (On Behalf of the Township of Huron-Kinloss)

Parks & Recreation Service Delivery and Modernization Opportunities Review

We have provided the Board with a copy of the power point presentation which outlines the summary of the report details as prepared by Dillon Consulting for your information purposes. Ms. Kosterman will be joining the meeting via Zoom to answer any questions of the Board.

STAFF COMMENTS: None.

#### **5.0 REPORT OF THE CHAIRPERSON**

Chairperson Jennifer Miltenburg.

#### **6.0 REPORT OF FACILITY MANAGER / RECREATION CO-ORDINATOR**

##### 6.1 Winter Part Time Staff Employment

Mark Becker and Steve Bushell reviewed the applications received, contacted those chosen for interviews, perform the interviews, and proceeded to offer the part-time position to the successful applicant being Chris Plant. Chris has a few shifts completed now and is getting along well.

STAFF COMMENTS: For your information purposes.

##### 6.2 Winter Part Time Students

Staff received six applications for the Part Time Student positions, four of which have previously been employed as part timers. Staff has offered the four previously employed applicants a position with a start date to be determined and all have accepted. Since this time, one applicant has taken employment elsewhere and informed staff that they will no longer be available. For the time being, with the unknowns of Covid-19, staff will proceed with three part-timers and review the remaining applicants later if more help is needed. Those rehired are Easton Stanley, Treyton Stanley, and Damon Murray.

STAFF COMMENTS: For your information purposes.

##### 6.3 Hockey Programming

Huron Bruce Minor Hockey Association have adjusted to the restrictions in place due to Covid-19. On October 13th, Huron Bruce Minor Hockey started to use both the Lucknow & District Sports Complex as well as the Ripley Arena and are using a similar average weekly rental as last year. As December approaches, Minor Hockey will be preparing to start playing modified games with surrounding teams in the Grey Bruce Public Health jurisdiction such as Kincardine, Walkerton and South Bruce. For Minor Hockey teams to play modified games such as 3 on 3, team rosters will be reduced to around 10 per team, which will require more ice times to accommodate the additional teams. At the time of this report, staff is still awaiting Minor Hockey's updated ice calendar.

The Lucknow Lancer's and the Lucknow Legend's seasons have been cancelled and neither groups have intentions for a recurring ice rental this year, however plan to book periodic ice times. The Lucknow Men's Rec hockey league has started with the same amount of ice rented as in previous years.

STAFF COMMENTS: For your information purposes.

#### 6.4 Canada Summer Jobs Grant

As the Board may recall from the February Lucknow & District Joint Recreation Board meeting, staff completed the Canada Summer Jobs Grant applying for money towards the Pool Supervisor, 3 Lifeguards, Parks and Rec Summer Student and Day Camp Leader positions. Due to Covid-19, these positions were put on hold, as well as any funds from the Canada Summer Jobs program. At this time, staff indicated that should funds become available, we would be interested in re-visiting.

In mid-October, Canada Summer Jobs reached out to confirm the continued interest. As most of the positions are summer positions, staff looked into the ability to change the positions. Canada Summer Jobs noted that if approved for the original application submitted in February, applicants would have the opportunity to modify the positions, as long as they still meet the criteria listed.

On October 30th, Canada Summer Jobs 2020 approved the funding request, and staff is now working with Canada Summer grants to see if the positions can be modified to cover an Arena Student or Students.

STAFF COMMENTS: For your information purposes.

### 7.0 ACCOUNTS

#### 7.1 Revenue/Expenditure Report

Moved by  
Seconded by

REVENUE/  
EXPENDITURE  
REPORT

THAT the Lucknow & District Joint Recreation Board hereby accepts the Revenue/Expenditure Report as written.

#### 7.2 September 2020 Cheque Listing

Moved by  
Seconded by

CHEQUE  
LISTING

THAT the Lucknow & District Joint Recreation Board hereby accepts the September 2020 cheque listing as presented in the total amount of \$ 18,991.01.

#### 7.3 October 2020 Cheque Listing

Moved by  
Seconded by

CHEQUE  
LISTING

THAT the Lucknow & District Joint Recreation Board hereby accepts the October 2020 cheque listing as presented in the total amount of \$ 100,282.76.

### 8.0 OTHER BUSINESS

No items scheduled.

**9.0 IN-CAMERA / CLOSED SESSION**

No items scheduled.

**10.0 ADJOURNMENT**

Moved by  
Seconded by

ADJOURN

THAT the Lucknow and District Joint Recreation Board do now adjourn to meet again on December 16, 2020 at 7:00 p.m. or at the Call of the Chairperson.

~



7:00 p.m.

September 16, 2020

**MINUTES**

The Lucknow & District Joint Recreation Board met on the 16<sup>th</sup> day of September 2020, at 7:00 p.m. through Zoom, an online video conferencing platform.

This meeting is being held electronically as per the Township of Ashfield-Colborne-Wawanosh By-Law #52-2020, Section 3.10 which allows for Electronic Participation of Board Meetings.

**MEMBERS**

Jennifer Miltenburg	(X)
Lillian Abbott	(X) Arrived at 7:07 p.m.
Jim Hanna	(X)
Glen McNeil	(X)
Don Murray	(X)
Anita Snobelen	(X)

**OTHERS**

Steve Bushell, Facility Manager / Recreation Co-ordinator	(X)
Mark Becker, CAO/Deputy-Clerk (Board Secretary)	(X)
Melissa Kosterman / Dillon Consulting	

**1.0 CALL TO ORDER**

Chairperson Jennifer Miltenburg.

**2.0 DISCLOSURE OF PECUNIARY INTEREST / POTENTIAL CONFLICT OF INTEREST**

None disclosed.

**3.0 ADOPTION OF PREVIOUS MEETING MINUTES**

3.1 Lucknow & District Joint Recreation Board Minutes - June 17, 2020

Moved by Glen McNeil  
 Seconded by Don Murray

ADOPTION #1 OF MINUTES THAT the Lucknow & District Joint Recreation Board hereby adopts the June 17, 2020 Meeting Minutes as written. Carried.

**4.0 DELEGATIONS**

4.1 7:15 p.m. – Melissa Kosterman / Dillon Consulting (On Behalf of the Township of Huron-Kinloss)

Parks & Recreation Service Delivery and Modernization Opportunities Review

We have provided the Board with a copy of the presentation. Ms. Kosterman joined the meeting via Zoom and made her presentation.

STAFF COMMENTS: None.

ACTION: The Board agreed to participate in the Township of Huron-Kinloss “Parks & Recreation Service Delivery and Modernization Opportunities Review”. Steve Bushell, Facility Manager / Recreation Co-ordinator will be the contact person for the review.

**5.0 REPORT OF THE CHAIRPERSON**

Nothing to report.

## **6.0 REPORT OF FACILITY MANAGER / RECREATION CO-ORDINATOR**

### 6.1 Personal Matters About an Identifiable Individual / Municipal or Local Board Employee

Please refer to the "In-Camera Session" (personal matters)

### 6.2 Concession Booth Operation

At the present time L.A.W.S (Lucknow's Auxiliary to Winter Sports) has expressed verbal interest in operating the Concession Booth. However due to Covid-19, L.A.W.S is unsure if the operation of the Concession Booth can commence. In 2019/2020, the Board agreed to waive the rental fee to offer the same service as the neighbouring Ripley Huron Parents Auxiliary who operate the Concession Booth at the Ripley Arena receive.

**STAFF COMMENTS:** Staff recommends that L.A.W.S. be permitted to operate the Concession Booth at the Lucknow & District Sports Complex pending the approval of the Grey Bruce Public Health Unit in regards to Covid-19 restrictions. Furthermore, staff recommends that the rental fee be waived for the 2020/2021 hockey season. We seek your direction.

**ACTION:** The Board agreed to permit L.A.W.S. to operate the Concession Booth at the Lucknow & District Sports Complex pending the approval of the Grey Bruce Public Health Unit in regards to Covid-19 restrictions. Furthermore, the Board agrees that the rental fee be waived for the 2020/2021 hockey season.

### 6.3 Room Rentals

Meeting rooms at the Lucknow & District Sports Complex have been re-opened for meetings with restrictions and maximum attendance should a group wish to rent the space. There have been a few rentals since partially re-opening and staff has not received any concerns from user groups regarding the restrictions in place.

**STAFF COMMENTS:** For your information purposes.

**ACTION:** Noted.

### 6.4 Return to Play Policy / Return to Operation Policy – COVID-19

With the re-opening of the Facility, staff created a "Return to Play Policy" and a "Return to Operation Policy" which was submitted to the Grey Bruce Public Health Unit with approval.

Staff will continue to update and/or change the policies as restrictions and orders change, or to better accommodate and promote the safe and efficient return to operation.

**STAFF COMMENTS:** For your information purposes.

**ACTION:** Noted.

### 6.5 Installation of Ice

With the Lucknow Agricultural Fall Fair being cancelled this year, which is held at the Lucknow & District Sports Complex, Huron Bruce Minor Hockey Association (HBMHA) has submitted a request to have the ice installed a week earlier than previously scheduled.

Staff has reached out to the Lucknow Agricultural Society and confirmed that they would not be using the Arena Floor during this time.

Staff has worked with HBMHA to ensure that the actions noted in the Lucknow Recreation Departments Return to Play Policy are met.

After consultation with Mark Becker, staff created a rental agreement including a minimum weekly booking requirement to take place until mid-October when other rentals are looking to start.

HBMHA have agreed to the terms in the rental agreement, and have now provided the required documentation. Staff will proceed with the installation of the ice on September 21<sup>st</sup>, which is the normal start date.

**STAFF COMMENTS:** For your information purposes.

**ACTION:** Noted.

6.6 Hockey Programming

Staff has been in contact with Huron Bruce Minor Hockey (HBMHA) as well as the Lucknow Lancers, Legends, and Men’s Rec Hockey League, in regards to their intentions for the upcoming season. At this time, all user groups intend to proceed with similar ice bookings as in previous years.

After the first month of rentals, HBMHA is looking to book approximately 36 hours per week between the two facilities, which is similar to their average usage last year. HBMHA will be using the ice for practices and game play within their association to start, then once permitted to do so, will proceed to modified gameplay within their Public Health jurisdiction.

The Lucknow Lancers and Legends are looking to book the same ice however, plan on starting later in the year due to Covid-19. The Men’s Recreational Hockey teams have all stated that they are interested in using the same ice as previous years.

STAFF COMMENTS: For your information purposes.

ACTION: Noted.

6.7 Learn to Skate Program

Staff is in the process of planning the Learn to Skate for the 2020-2021 season. Class sizes will need to be capped at 20 registrants to keep within the maximum capacities permitted in the facility at one time. Given last year’s registration numbers, this would suggest that rather than running two classes, one junior and one senior class, two classes would be required for each group.

STAFF COMMENTS: For your information purposes.

ACTION: Noted.

6.8 Rental Agreements & Waivers

Staff has updated the rental agreements and/or waivers to include the ongoing Covid-19 pandemic.

STAFF COMMENTS: For your information purposes.

ACTION: Noted.

6.9 Lucknow Outdoor Pool and Fitness Centre Renovation Update

The scheduled work on the Outdoor Pool and Fitness Centre has been completed. Staff has been in contact with the Ontario Trillium Foundation regards to completing the recognition event requirements and have been informed that all recognition events are currently on hold. Staff continues to keep in contact with the Ontario Trillium Foundation Communication Advisor to ensure that remaining benchmarks are met.

STAFF COMMENTS: For your information purposes.

ACTION: Noted.

**7.0 ACCOUNTS**

7.1 Revenue/Expenditure Report

Moved by Glen McNeil  
 Seconded by Don Murray

REVENUE/ #2 THAT the Lucknow & District Joint Recreation Board hereby accepts  
 EXPENDITURE the Revenue/Expenditure Report as written.  
 REPORT Carried.

7.2 June 2020 Cheque Listing

Moved by Anita Snobelen  
 Seconded by Don Murray

CHEQUE #3 THAT the Lucknow & District Joint Recreation Board hereby accepts the  
 LISTING June 2020 cheque listing as presented in the total amount of \$ 25,634.24.  
 Carried.

## 7.3 July 2020 Cheque Listing

Moved by Lillian Abbott  
 Seconded by Anita Snobelen

CHEQUE #4 THAT the Lucknow & District Joint Recreation Board hereby accepts the  
 LISTING July 2020 cheque listing as presented in the total amount of \$ 95,313.51.  
 Carried.

## 7.4 August 2020 Cheque Listing

Moved by Glen McNeil  
 Seconded by Anita Snobelen

CHEQUE #5 THAT the Lucknow & District Joint Recreation Board hereby accepts  
 LISTING the August 2020 cheque listing as presented in the total amount of  
 \$ 33,339.62.  
 Carried.

**8.0 OTHER BUSINESS**

No items scheduled.

**9.0 IN-CAMERA / CLOSED SESSION**

Moved by Don Murray  
 Seconded by Lillian Abbott

MOVE TO #6 THAT the Lucknow and District Joint Recreation Board move into  
 IN- "In-Camera" session at 8:03 p.m. for the purpose of discussing:  
 CAMERA  
 1) Personal matters about an identifiable individual, including  
 municipal or local board employee.  
 Carried.  
 ~

**9.1 RETURN TO OPEN SESSION**

Moved by Anita Snobelen  
 Seconded by Don Murray

RISE FROM #7 THAT the Lucknow and District Joint Recreation Board rise from  
 IN-CAMERA the "In- Camera" session at 8:05 p.m.  
 Carried.

**9.2 BUSINESS ARISING FROM IN-CAMERA SESSION**

Nothing to report.

**10.0 ADJOURNMENT**

Moved by Don Murray  
 Seconded by Lillian Abbott

ADJOURN #8 THAT the Lucknow and District Joint Recreation Board do now adjourn to  
 meet again on October 21, 2020 at 7:00 p.m. or at the Call of the  
 Chairperson.  
 Carried.  
 ~

# Lucknow & District Recreation Joint Board

Presentation  
November 18, 2020

DRAFT REPORT



**Parks & Recreation Service  
Delivery and Modernization  
Opportunities Review**



4.1



# Agenda

1. **Welcome**
2. Project Overview
3. Current State (“As Is”)
4. Future State (“As Should Be”)
  - Recommendations



# Agenda

1. Welcome
2. **Project Overview**
3. Current State (“As Is”)
4. Future State (“As Should Be”)
  - Recommendations



# Project Overview

## Project Purpose

- Evaluate the Parks and Recreation services:
  - Provided by the Community Services department;
  - Purchased from Kincardine; and
  - Jointly provided with Ashfield-Colborne-Wawanosh.
- Review and assess current state (“as is”)
- What are the gaps in the context of best and appropriate practice? (“as should be”).
- Identify opportunities to modernize operations.

## Project Funding

- Project is funded by the province through the Municipal Modernization Program grant.

# Project Work Plan

## Task 1

Background & “As Is”  
Current State Review

## Task 2

Consultation &  
Interviews

## Task 3

Analysis, Recommendations  
& Report

**Township of  
Huron-Kinloss  
population  
6,709**

### **Peer Municipalities selected for comparison:**

- Town of Arnprior (population 8,795)
- Town of Renfrew (population 8,223)
- Township of Whitewater Region (population 7,009)

# Service Review Focus

The service review includes the following areas of focus:

1. **Recreation Programs and Services**
2. **Facilities**
3. **Parks, Trails and Cemetery**
4. **Other** (beach management, climate impact/energy conservation program, etc.)

**Provided by**

- Community Services Department, Huron-Kinloss

**Purchased from**

- Municipality of Kincardine

**Jointly provided with**

- Ashfield-Colborne-Wawanosh through the Lucknow and District Joint Recreation Board

# Efficiency Lenses

Cost efficiencies (lower cost, mitigate cost increase)

Improve operational levels of services (align to need)

Modernization opportunities to remain relevant

Process streamlining and technology

# Agenda

1. Welcome
2. Project Overview
3. **Current State (“As Is”)**
4. Future State (“As Should Be”)
  - Recommendations



# Snapshot of “As Is” State (1) Recreation Programming

Township of Huron-Kinloss	Lucknow Recreation	Town of Arnprior	Town of Renfrew	Township of Whitewater Region
<p>Provides Direct Programming</p> <p>Fund programming from Lucknow Recreation (A-C-W) at 50%</p> <p>Purchase programming from <b>Kincardine</b></p>	<p>Provides Direct Programming</p> <p>+ Provide programming to <b>Huron-Kinloss and A-C-W</b></p>	<p>Provides Direct Programming</p> <p>+ Provide programming to <b>McNab/Braeside</b></p>	<p>Provides Direct Programming</p> <p>+ Provide programming to <b>Admaston/Bromley, Greater Madawaska, Horton, McNab/Braeside</b></p>	<p>No Direct Programming</p> <p>Provided by 3<sup>rd</sup> parties/ groups</p>

# Snapshot of “As Is” State (2) Facilities

Township of Huron-Kinloss*	Lucknow Recreation	Town of Arnprior	Town of Renfrew	Township of Whitewater Region
<p><b>1 major facility / sports complex:</b></p> <ul style="list-style-type: none"> <li>• 1 arena</li> <li>• Banquet hall</li> <li>• Social room</li> </ul> <p><b>Community Centre</b></p> <ul style="list-style-type: none"> <li>• Banquet hall</li> </ul> <p><b>Library / Theatre</b></p> <ul style="list-style-type: none"> <li>• Auditorium</li> <li>• 2 meeting rooms</li> </ul> <p><b>Splash pad</b></p> <p><b>Skateboard park</b></p> <p><b>7 baseball diamonds</b></p> <p><b>6 soccer fields</b></p>	<p><b>1 major facility / sports complex:</b></p> <ul style="list-style-type: none"> <li>• 1 arena</li> <li>• Banquet hall</li> <li>• Social room</li> <li>• Fitness centre</li> </ul> <p><b>Splash pad</b></p> <p><b>Skate park</b></p> <p><b>Outdoor pool</b></p> <p><b>2 Baseball diamonds</b></p> <p><b>3 Soccer fields</b></p>	<p><b>1 major facility / sports complex:</b></p> <ul style="list-style-type: none"> <li>• 2 arenas</li> <li>• Indoor pool</li> <li>• Community room</li> </ul> <p><b>Outdoor rink</b></p> <p><b>3 Baseball diamonds</b></p> <p><b>Basketball court</b></p> <p><b>Municipal marina</b></p>	<p><b>1 major facility / sports complex:</b></p> <ul style="list-style-type: none"> <li>• 1 arena</li> <li>• Community hall</li> </ul> <p><b>Community Centre</b></p> <ul style="list-style-type: none"> <li>• Fitness centre</li> <li>• Gymnasium</li> <li>• 2 meeting rooms</li> </ul> <p><b>3 Baseball diamonds</b></p> <p><b>Football field</b></p> <p><b>400m track</b></p> <p><b>Soccer field</b></p> <p><b>4 tennis courts</b></p> <p><b>Outdoor rink</b></p>	<p><b>3 major facilities:</b></p> <ul style="list-style-type: none"> <li>• 3 arenas</li> </ul> <p><b>2 Community Halls</b></p> <ul style="list-style-type: none"> <li>• 2 community halls</li> <li>• Social room</li> </ul> <p><b>2 Outdoor rinks</b></p> <ul style="list-style-type: none"> <li>• 1 permanent</li> <li>• 1 temporary</li> </ul>

Facility management of:  
**Ripley Firehall, Medical Centre/ Daycare, Municipal Office, Point Clark Lighthouse, Whitechurch Hall**

# Snapshot of “As Is” State (3) Parks, Trails, Cemeteries

Township of Huron-Kinloss	Lucknow Recreation	Town of Arnprior	Town of Renfrew	Township of Whitewater Region
<ul style="list-style-type: none"> <li>• 19 municipally managed parks</li> <li>• 23 km of shoreline with 40 beach accesses</li> </ul>		<ul style="list-style-type: none"> <li>• 13 municipally managed parks</li> <li>• 1 non-municipally managed park</li> <li>• 1 beach</li> </ul>	<ul style="list-style-type: none"> <li>• 15 municipally managed parks</li> </ul>	<ul style="list-style-type: none"> <li>• 10 municipally managed parks</li> <li>• 1 non-municipally managed parks</li> <li>• 2 beaches</li> </ul>
<ul style="list-style-type: none"> <li>• 18 km municipally managed trails</li> </ul>		<ul style="list-style-type: none"> <li>• 2 municipally managed trails</li> <li>• 2 group managed trails</li> <li>• Algonquin Trail (County)</li> </ul>	<ul style="list-style-type: none"> <li>• 1 municipally managed trail</li> <li>• Millennium Trail</li> </ul>	<ul style="list-style-type: none"> <li>• No municipal trails</li> <li>• Algonquin Trail (County)</li> </ul>
<ul style="list-style-type: none"> <li>• 1 cemetery</li> </ul>		<ul style="list-style-type: none"> <li>• 2 cemeteries</li> </ul>		

# Snapshot of “As Is” State (4) Other

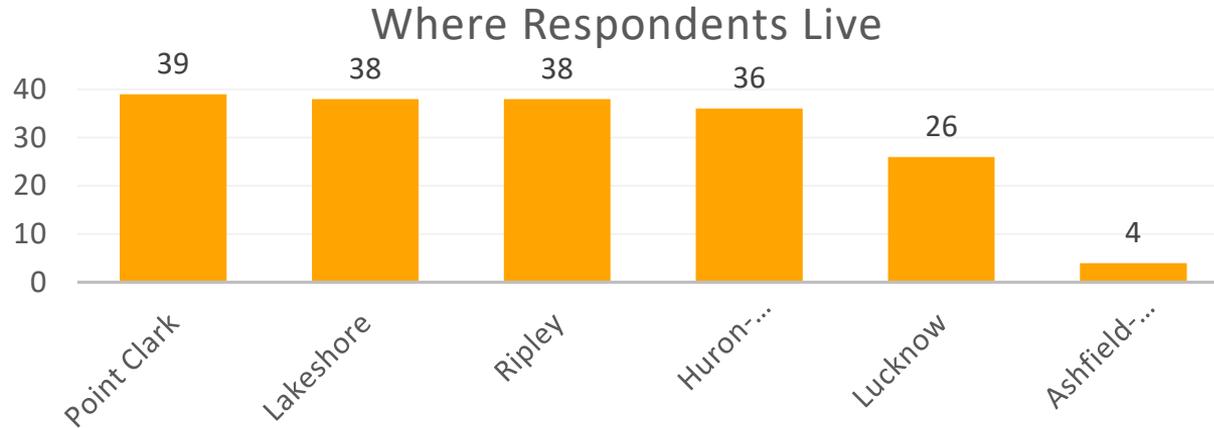
Township of Huron-Kinloss	Lucknow Recreation	Town of Arnprior	Town of Renfrew	Township of Whitewater Region
Beach and shoreline management				
Tree preservation (Algonquin bluff)				
Monitoring invasive species				
Algae harvesting program				
Energy management (climate change)				

# Survey Overview

- Online survey collected data from October 26, 2020 – November 11, 2020
- Survey intended to assess the effectiveness, efficiency, and value-for-money of Parks and Recreation Services
- Invitation sent to Huron-Kinloss staff, posted on the website and distributed through stakeholder networks
- A total of 196 responses; 138 complete responses
  
- Questions focused on:
  - Huron-Kinloss Community Services Department delivered services;
  - Services purchased from the Municipality of Kincardine; and,
  - Services provided jointly with the Township of Ashfield-Colborne-Wawanosh, delivered by the Lucknow Recreation Department.



# Survey Overview



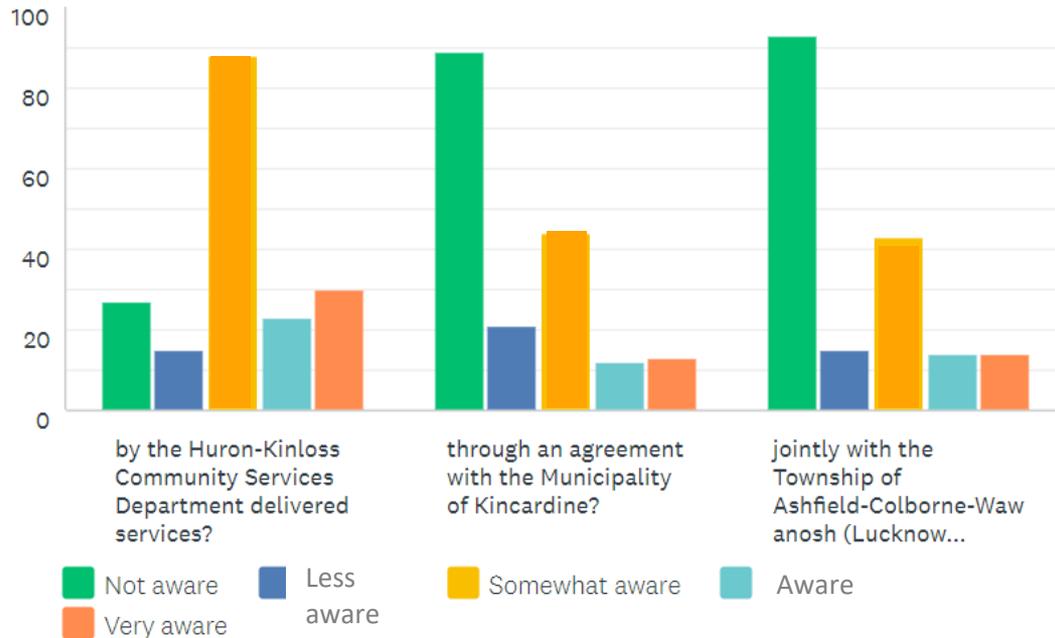
#### Demographic profile:

- ~39% of respondents are over the age of 55
- ~48% of respondents were families with young children
- ~13% of respondents were adult households under the age of 55



# Survey Overview

## Familiarity with the programs and services offered

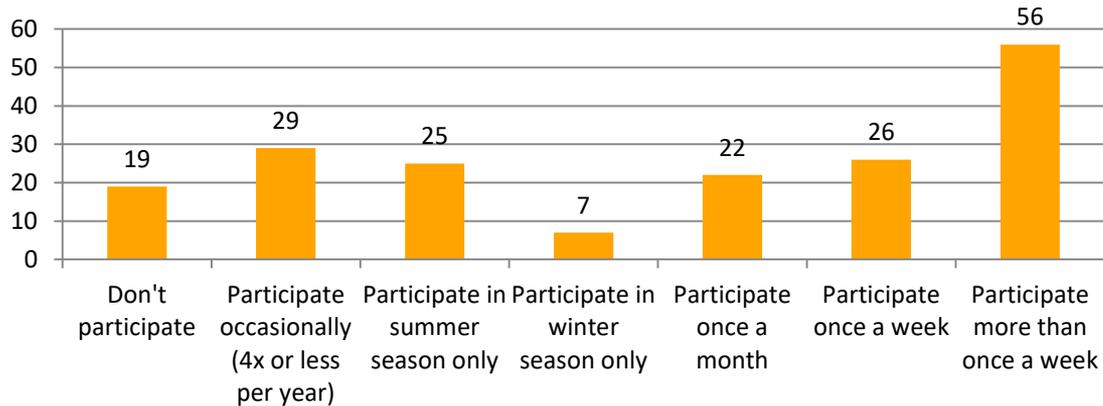


- Most individuals are **somewhat aware** of the programs and services offered by the Huron-Kinloss Community Services Department
- Most individuals are **not aware** of the programs and services offered through an agreement with the Municipality of Kincardine
- Most individual are **not aware** of the programs and services offered jointly with the Township of Ashfield-Colborne-Wawanosh



# Survey Overview

What is your level of engagement in parks and recreation? Examples include visiting parks/recreation facilities and participating in programs.



87% of respondents said that they visited Huron-Kinloss parks within the past 2 years and 92% said they visited these parks on a weekly or monthly basis.



# Recreation Facilities and Programs

## Facilities

- 55% of respondents said that they visited or booked a community or recreation facility
- The Lucknow and District Sports Complex was the highest scoring facility
- Lucknow Town Hall and Ripley Huron Community Centre were the lowest scoring facilities
- 58% of individuals said that it was easy to book the facilities; 37% said that it was neither easy nor difficult

## Programs

- 57% of respondents have not participated in recreation programs in the past 2 years
- Huron Bruce Minor Hockey, Ripley Public Skates and Ripley Minor Baseball received the highest ranking (Very Much Enjoyed) by the most participants
- Meanwhile, Kickboxing in Lucknow and Learn to Skate in Lucknow received the most votes for the lowest ranking (Did Not Enjoy).
  - Note: each of these programs only received 2 votes each.
- 60% of respondents said that it was easy to register/book into a program.



# Kincardine Recreation Programs

- 60% of respondents said that they have not registered for any of the recreation programs in the Municipality of Kincardine
- Of the 40% that have registered for recreation programs in Kincardine, these were the top responses:

classes exercise Baseball public skating Davidson Centre Pickle Ball  
Hockey Aquaft None Soccer Swimming use  
Swimming lessons Minor hockey fitness summer camp  
Pickleball skating indoor

- 44% of respondents selected Very Much Enjoyed for the program that they registered for
- 58% said that it was very easy to register/book the program



## Other Questions

- Most respondents (57%) were not aware that the Huron-Lakeshore Friendship Club offers programs for seniors aged 55+ such as shuffleboard, cards, and social events at the Point Clark Community Centre.
- Most respondents (62%) were not aware that they could access services provided jointly between the Township of Huron-Kinloss and the Township of Ashfield-Colborne-Wawanosh.
- We received 74 open-ended responses at the end of the survey and several requested online registration option.

For detailed summary results or raw data please contact Jodi MacArthur, Huron-Kinloss Treasurer, at [jmacarthur@huronkinloss.com](mailto:jmacarthur@huronkinloss.com).

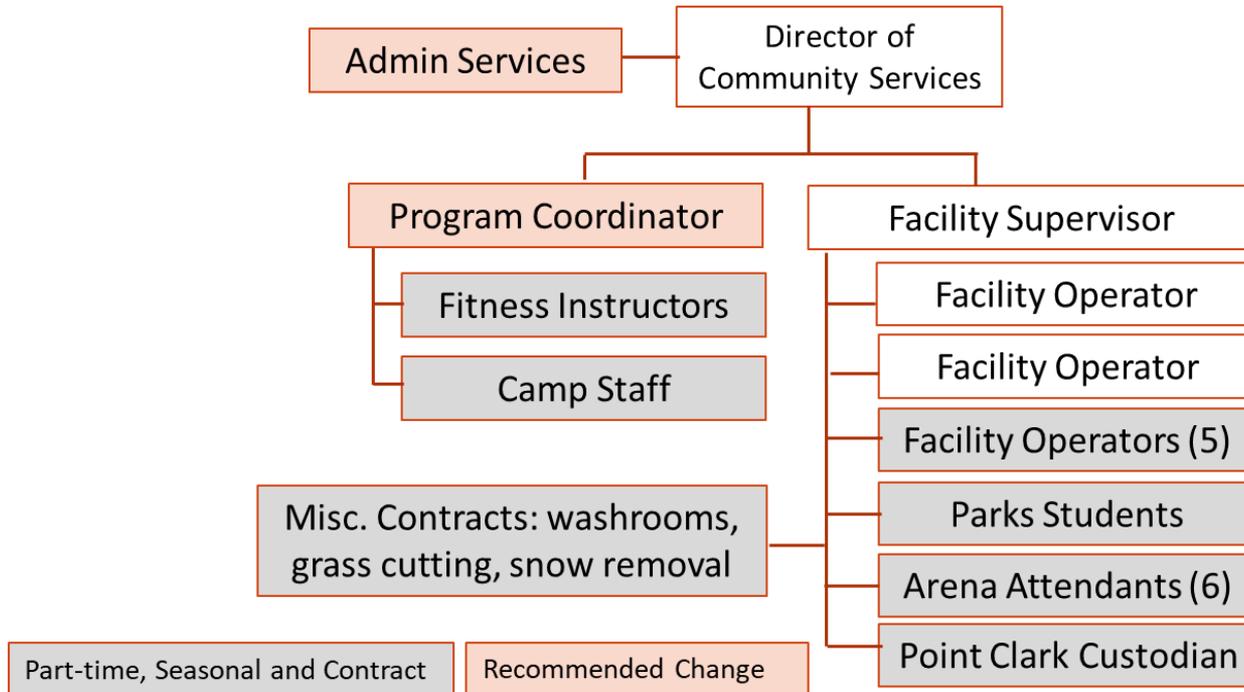


# Agenda

1. Welcome
2. Project Overview
3. Current State (“As Is”)
4. **Future State (“As Should Be”)**
  - Recommendations



**R1: The separation of the admin/program coordinator role into two positions provides clarity, creates efficiency over time and improves operational levels of service.**



## R1

**Recommendation:**  
Separate the admin assistant/program coordinator position. The Program Coordinator will then have capacity to focus on recreational programming and coordinating with Lucknow Recreation. The new position for Admin Services will coordinate energy management, cemetery management and future support for asset management. There is also potential for the Program Coordinator to be a shared role with Lucknow given the 50/50 shared cost and the need for ‘borderless service.’

### Benefits

Clearly defining the roles as two separate positions will generate efficiencies over time as the level of service will immediately improve and future opportunities will be explored.

Applying a "borderless service" mindset to recreation programming, the Program Coordinator can reach out to Lucknow Recreation to coordinate program offerings, discuss future trends and share instructors (where practical) with a goal of increasing program delivery, maximizing class registrations and optimizing utilization of facilities.

Program Coordinator could be the lead user for the on-line registration software (see separate recommendation).

Shared Program Coordinator with Lucknow would add efficiencies between the two municipalities.

## R2: Service delivery can be enhanced by master planning for Recreation, Parks and Trails.

R2

### Recommendation:

- a) Include a more comprehensive analysis of parks, and indoor / outdoor recreation facilities, programs and services in the next update of the Huron-Kinloss Parks and Trails Master Plan as well as improvements to the active transportation network (cycling, bike trails, paved shoulders, hiking trails); and,
- b) Consider developing the Parks, Recreation and Trails Master Plan as a regional-serving plan in partnership with neighbouring municipalities (A-C-W).

### Benefits

Increased level of service providing more parks and trails services to residents in a coordinated manner.

Reduced cost for Master Plan study through economies of scale (i.e. one master plan rather than three individual ones). Consider developing master plan with A-C-W for a more regional approach.

**R3: Service delivery can be enhanced through the use of an online hub for Parks and Recreation.**

**R3**

**Recommendation:**  
Modernize registration process with an on-line hub for Parks and Recreation. Consider "borderless service" by buying the package with Lucknow Recreation.

**Benefits**

Increased level of service to customers when registering with an on-line system.

Also valuable to the municipality to improve tracking and data management

Potential savings when purchasing software with others (economies of scale). Definite advantage to share knowledge in operations with others in the group purchase.

**R4: Increase participation in programs and optimize utilization of facilities with a recreational marketing strategy.**

**R4** **Recommendation:**  
Develop a recreational marketing strategy to attract more people to programs.

**Benefits**

With the growing trends in health and wellness, promote programming to attract more participants. More participants in a program generate more revenue with no additional cost.

**R5: Modernize record keeping with a digital platform for facilities management.**

**R5** **Recommendation:**  
Explore moving to digital platform for data collection, logging and record keeping for efficiencies (tablets) on facilities management.

**Benefits**

With the number of facilities being managed by Community Services, moving away from paper to digital provides an opportunity for data and information to be more readily available, for trending to be observed and reports to be prepared more efficiently.

**R6: Tracking and measuring facility and program utilization allows for optimization of delivery level of service.**

**R6**

**Recommendation:**

Track and analyze utilization of facilities and compare to labour, material and capital expenses to measure KPIs and guide level of service planning and the investment of municipal resources.

**Benefits**

Optimize level of service and programming to actual observed resident demands through changes in programs offered, operating hours or facilities provided.

Optimize financial investment in labour, materials and capital to avoid spending on low demand or utilized services.

Potential near and long term savings.

**R7: Service delivery can be enhanced through knowledge sharing amongst Parks and Recreation staff at neighbouring communities.**

R7

**Recommendation:**  
Begin community of practice with Lucknow Recreation staff (and other neighbours) to discuss wins/lessons learned, operational efficiencies, and move to a complementary vs. competitive offering for programming.

Benefits

The "borderless service" mindset creates efficiencies and improves levels of service in program delivery.

**R8: Engage a “borderless service” mindset in facilities management and recreational programming.**

R8

**Recommendation:**  
Explore expanded sharing agreement with Lucknow Recreation.

Benefits

The "borderless service" mindset creates efficiencies and improves levels of service in program delivery. Explore options to expand the sharing agreement when efficiencies can be found or improvements to service can be made.

Thank you!

## Questions?

**Dillon Consulting**

**Darla Campbell, P.Eng.**

Project Manager

**Melissa Kosterman**

Operations Lead



# General Ledger

## Annual Department Budget vs. Actual Comparison Report

Fiscal Year Ending: DEC 31,2020 - From Period 1 To Period 11 Ending NOV 30,2020

7.1

Account	Description	Previous Year Total	Current Year To Date Actual	Total Budget
<b>Fund: 01 Township General Account</b>				
<b>Category: 9???</b>				
<b>9500 Lucknow &amp; District Recreation - Admin &amp; General</b>				
<b>Revenue</b>				
01-9500-3025	Donations		1,610.00	0.00
01-9500-3030	Advertising Board Rentals		11,925.00	12,000.00
01-9500-3040	Grass Cutting / Watering Revenue		8,000.00	10,000.00
01-9500-3050	Catering Events		252.00	1,200.00
01-9500-3500	Transfer from Reserve		0.00	0.00
01-9500-4000	Penalty & Interest - Accounts Receiv		11.60	0.00
<b>Total Revenue</b>			21,798.60	23,200.00
<b>Expense</b>				
01-9500-7100	Wages		84,429.78	110,000.00
01-9500-7200	Benefits		22,537.61	30,000.00
01-9500-7251	Service Charges		300.00	600.00
01-9500-7252	Administration Fee		5,000.00	5,000.00
01-9500-7254	Office Supplies		163.28	700.00
01-9500-7255	Household Supplies		1,218.58	1,500.00
01-9500-7256	Office Equipment - R & M - Services		45.28	300.00
01-9500-7257	Office Equipment - R & M - Supplies		0.00	300.00
01-9500-7260	Telephone		1,323.08	2,500.00
01-9500-7261	Advertising		723.93	1,500.00
01-9500-7265	Association Memberships		407.04	500.00
01-9500-7266	Insurance		12,061.30	10,500.00
01-9500-7267	Legal		0.00	500.00
01-9500-7268	Audit		1,100.00	1,100.00
01-9500-7271	Meetings - Travel		0.00	100.00
01-9500-7273	Web Site Design		0.00	250.00
01-9500-7275	Miscellaneous		433.01	1,500.00
01-9500-7305	Training - Registration		122.01	3,000.00
01-9500-7306	Training - Accomodations		0.00	500.00
01-9500-7307	Training - Travel & Parking		0.00	500.00
01-9500-7308	Training - Meals		0.00	200.00
01-9500-7320	Utiliites - Hydro		32,170.49	70,000.00
01-9500-7321	Utilities - Water		2,775.39	6,500.00
01-9500-7322	Utilities - Sewage		680.00	650.00
01-9500-7323	Building - R & M - Services		9,525.31	18,000.00
01-9500-7324	Building - R & M - Supplies		2,468.63	6,000.00
01-9500-7325	Socan Fees		202.08	200.00
01-9500-7326	Elevator Lift - R & M - Services / Sup		0.00	500.00
01-9500-7327	Elevator Lift - Contract		1,106.00	1,100.00
01-9500-7330	Catering Events		250.52	1,100.00
01-9500-7348	Vehicle R & M - Services / Supplies		179.97	750.00
01-9500-7349	Vehicle Fuel - Gas		554.08	1,500.00
01-9500-7350	Equipment Fuel - Diesel		787.50	1,200.00
01-9500-7352	Depreciation Expense		0.00	0.00
01-9500-7357	Equipment - R & M - Services		503.76	1,200.00
01-9500-7358	Equipment - R & M - Supplies		2,893.66	3,000.00
01-9500-7362	Yard & Parking Lot - Services / Supp		3,786.14	7,000.00
01-9500-7400	Transfer to Reserve		315.00	0.00
<b>Total Expense</b>			188,063.43	289,750.00

# General Ledger

## Annual Department Budget vs. Actual Comparison Report

Fiscal Year Ending: DEC 31,2020 - From Period 1 To Period 11 Ending NOV 30,2020

Account	Description	Previous Year Total	Current Year To Date Actual	Total Budget
<b>Dept Excess Revenue Over (Under) Expenditures</b>			(166,264.83)	(266,550.00)
<b>9501 Lucknow &amp; District Recreation - Arena Winter</b>				
<b>Revenue</b>				
01-9501-3803	Ice Rental Receipts		20,466.42	58,000.00
01-9501-3804	Public Skating Receipts		3,330.00	5,500.00
01-9501-3820	Time Clock Wage Recovery		75.00	250.00
01-9501-3831	Minor Hockey Ice Rental / Sub		30,525.25	53,000.00
01-9501-3835	Learn to Skate Receipts		3,480.00	8,000.00
<b>Total Revenue</b>			57,876.67	124,750.00
<b>Expense</b>				
01-9501-7100	Wages		26,904.72	44,000.00
01-9501-7200	Benefits		4,543.03	8,500.00
01-9501-7266	Insurance		1,425.60	0.00
01-9501-7318	Utilities - Propane		7,648.83	18,000.00
01-9501-7323	Ice Plant - R & M - Services		7,230.45	10,000.00
01-9501-7324	Ice Plant - R & M - Supplies		254.19	2,800.00
01-9501-7352	Olympia - R & M		328.11	500.00
01-9501-7353	Olympia - Propane		1,098.44	1,800.00
01-9501-7354	Health & Safety		0.00	250.00
01-9501-7356	Learn to Skate		1,091.05	2,750.00
<b>Total Expense</b>			50,524.42	88,600.00
<b>Dept Excess Revenue Over (Under) Expenditures</b>			7,352.25	36,150.00
<b>9502 Lucknow &amp; District Recreation - Arena Summer</b>				
<b>Revenue</b>				
01-9502-3800	Rental Receipts		161.03	4,500.00
<b>Total Revenue</b>			161.03	4,500.00
<b>Expense</b>				
01-9502-7100	Wages		15,736.41	21,000.00
01-9502-7200	Benefits		3,209.92	4,000.00
01-9502-7301	Paid Duty OPP		0.00	1,500.00
01-9502-7354	Health & Safety		171.94	200.00
<b>Total Expense</b>			19,118.27	26,700.00
<b>Dept Excess Revenue Over (Under) Expenditures</b>			(18,957.24)	(22,200.00)
<b>9504 Lucknow &amp; District Recreation - Upstairs</b>				
<b>Revenue</b>				
01-9504-3800	Rental Receipts		425.00	1,000.00
<b>Total Revenue</b>			425.00	1,000.00
<b>Expense</b>				
01-9504-7100	Wages		1,498.55	5,000.00
01-9504-7200	Benefits		281.92	1,500.00
<b>Total Expense</b>			1,780.47	6,500.00
<b>Dept Excess Revenue Over (Under) Expenditures</b>			(1,355.47)	(5,500.00)
<b>9505 Lucknow &amp; District Recreation - Fitness Centre</b>				
<b>Revenue</b>				
01-9505-3810	Donations		702.00	700.00

# General Ledger

## Annual Department Budget vs. Actual Comparison Report

Fiscal Year Ending: DEC 31,2020 - From Period 1 To Period 11 Ending NOV 30,2020

Account	Description	Previous Year Total	Current Year To Date Actual	Total Budget
<b>Total Revenue</b>			702.00	700.00
<b>Expense</b>				
01-9505-7100	Wages		485.63	300.00
01-9505-7200	Benefits		87.89	100.00
01-9505-7323	Building - R & M - Services/Supplies		471.70	300.00
<b>Total Expense</b>			1,045.22	700.00
<b>Dept Excess Revenue Over (Under) Expenditures</b>			(343.22)	0.00
<b>9506 Lucknow &amp; District Recreation - Multi-Purpose Rm</b>				
<b>Revenue</b>				
01-9506-3800	Rental Receipts		1,420.00	4,500.00
<b>Total Revenue</b>			1,420.00	4,500.00
<b>Expense</b>				
01-9506-7100	Wages		886.99	1,500.00
01-9506-7200	Benefits		158.42	400.00
<b>Total Expense</b>			1,045.41	1,900.00
<b>Dept Excess Revenue Over (Under) Expenditures</b>			374.59	2,600.00
<b>9510 Lucknow &amp; District Recreation - Hockey</b>				
<b>Revenue</b>				
01-9510-3500	Transfer from Reserve		1,640.00	0.00
01-9510-3814	Registration Receipts		0.00	0.00
<b>Total Revenue</b>			1,640.00	0.00
<b>Expense</b>				
01-9510-7513	Tournament Expenses		0.00	0.00
01-9510-7515	Sweater Purchases		1,640.00	0.00
01-9510-7518	Trophies/Banners		0.00	0.00
<b>Total Expense</b>			1,640.00	0.00
<b>Dept Excess Revenue Over (Under) Expenditures</b>			0.00	0.00
<b>9520 Lucknow &amp; District Recreation - Bar Sales</b>				
<b>Revenue</b>				
01-9520-3025	Beer Sales		24,578.78	64,000.00
01-9520-3800	Liquor Sales		2,287.61	14,000.00
01-9520-3805	Cooler Sales		584.06	2,500.00
01-9520-3810	Pop Sales		14.16	100.00
01-9520-3815	Chip Sales		0.00	0.00
01-9520-3820	Alcohol Ticket Sales Unused		84.07	500.00
<b>Total Revenue</b>			27,548.68	81,100.00
<b>Expense</b>				
01-9520-7100	Wages		2,516.47	7,500.00
01-9520-7200	Benefits		318.80	1,100.00
01-9520-7261	Advertising		0.00	100.00
01-9520-7266	Insurance		891.00	600.00
01-9520-7326	Chips		0.00	50.00
01-9520-7346	Refrigeration Trailer Rentals		0.00	1,200.00
01-9520-7357	Equipment - R & M - Services		717.32	500.00
01-9520-7358	Equipment - R & M - Supplies		0.00	200.00
01-9520-7510	Beer		14,159.40	34,000.00

**General Ledger**  
**Annual Department Budget vs. Actual Comparison Report**  
 Fiscal Year Ending: DEC 31,2020 - From Period 1 To Period 11 Ending NOV 30,2020

Account	Description	Previous Year Total	Current Year To Date Actual	Total Budget
01-9520-7511	Liquor		364.70	3,500.00
01-9520-7512	Bar Supplies		68.99	500.00
01-9520-7513	Coolers		213.84	1,500.00
01-9520-7514	Pop		321.62	750.00
01-9520-7515	Smart Serve Training		34.95	100.00
01-9520-7525	Profit Share - Lancers		1,737.00	7,250.00
01-9520-7530	Profit Share - Service Clubs		2,920.35	4,000.00
01-9520-7535	Profit Share - Stag & Does		0.00	5,000.00
<b>Total Expense</b>			24,264.44	67,850.00
<b>Dept Excess Revenue Over (Under) Expenditures</b>			3,284.24	13,250.00
<b>9525 Lucknow &amp; District Recreation - Base/Softball</b>				
<b>Revenue</b>				
01-9525-3800	Registration Receipts		0.00	3,500.00
<b>Total Revenue</b>			0.00	3,500.00
<b>Expense</b>				
01-9525-7511	Association Fees		0.00	600.00
01-9525-7513	Tournament Expenses		0.00	1,000.00
01-9525-7514	Equipment		0.00	650.00
01-9525-7517	Umpires		0.00	800.00
<b>Total Expense</b>			0.00	3,050.00
<b>Dept Excess Revenue Over (Under) Expenditures</b>			0.00	450.00
<b>9535 Lucknow &amp; District Recreation - Soccer</b>				
<b>Revenue</b>				
01-9535-3025	Donations		579.70	0.00
01-9535-3800	Registration Receipts		0.00	7,000.00
01-9535-3805	Field Rentals		0.00	0.00
<b>Total Revenue</b>			579.70	7,000.00
<b>Expense</b>				
01-9535-7266	Player Insurance		0.00	750.00
01-9535-7510	Referees		0.00	1,000.00
01-9535-7511	Association Fees		0.00	100.00
01-9535-7513	Tournament Expenses		129.31	300.00
01-9535-7514	Equipment		0.00	500.00
<b>Total Expense</b>			129.31	2,650.00
<b>Dept Excess Revenue Over (Under) Expenditures</b>			450.39	4,350.00
<b>9540 Lucknow &amp; District Recreation - Summer Camp</b>				
<b>Revenue</b>				
01-9540-3800	Registration Receipts		0.00	5,000.00
<b>Total Revenue</b>			0.00	5,000.00
<b>Expense</b>				
01-9540-7100	Wages		0.00	3,000.00
01-9540-7200	Benefits		0.00	250.00
01-9540-7261	Advertising		0.00	200.00
01-9540-7326	Materials & Supplies		0.00	1,000.00
<b>Total Expense</b>			0.00	4,450.00

# General Ledger

## Annual Department Budget vs. Actual Comparison Report

Fiscal Year Ending: DEC 31,2020 - From Period 1 To Period 11 Ending NOV 30,2020

Account	Description	Previous Year Total	Current Year To Date Actual	Total Budget
<b>Dept Excess Revenue Over (Under) Expenditures</b>			0.00	550.00
<b>9542 Lucknow &amp; District Recreation - Splash Pad</b>				
<b>Expense</b>				
01-9542-7100	Wages		337.84	150.00
01-9542-7200	Benefits		83.64	50.00
01-9542-7326	Materials & Supplies		0.00	550.00
01-9542-7514	Equipment		0.00	100.00
<b>Total Expense</b>			421.48	850.00
<b>Dept Excess Revenue Over (Under) Expenditures</b>			(421.48)	(850.00)
<b>9545 Lucknow &amp; District Recreation - Swimming Pool</b>				
<b>Revenue</b>				
01-9545-3025	Donations		0.00	0.00
01-9545-3800	Registration Receipts		0.00	6,000.00
01-9545-3805	Gate Receipts		0.00	3,500.00
01-9545-3810	Public Swimming Sponsorship		0.00	4,500.00
01-9545-4900	Provincial Grant		0.00	0.00
<b>Total Revenue</b>			0.00	14,000.00
<b>Expense</b>				
01-9545-7100	Wages		1,398.53	34,000.00
01-9545-7200	Benefits		219.01	4,000.00
01-9545-7260	Telephone		54.99	0.00
01-9545-7261	Advertising		0.00	150.00
01-9545-7266	Insurance		3,464.34	2,500.00
01-9545-7271	Swim Meets - Travel		0.00	100.00
01-9545-7318	Utilities - Propane		0.00	2,000.00
01-9545-7320	Utilities - Hydro		453.38	2,250.00
01-9545-7321	Utilities - Water		475.00	750.00
01-9545-7322	Utilities - Sewer		680.00	450.00
01-9545-7323	Building - R & M - Services/Supplies		10.09	2,500.00
01-9545-7326	Materials & Supplies		0.00	5,000.00
01-9545-7354	Health & Safety		0.00	100.00
01-9545-7511	Association Fees		162.50	125.00
<b>Total Expense</b>			6,917.84	53,925.00
<b>Dept Excess Revenue Over (Under) Expenditures</b>			(6,917.84)	(39,925.00)
<b>9554 Lucknow &amp; District Recreation - Fitness / Zumba</b>				
<b>Revenue</b>				
01-9554-3800	Fitness / Zumba Receipts		840.00	4,000.00
<b>Total Revenue</b>			840.00	4,000.00
<b>Expense</b>				
01-9554-7351	Class Services		840.00	3,000.00
<b>Total Expense</b>			840.00	3,000.00
<b>Dept Excess Revenue Over (Under) Expenditures</b>			0.00	1,000.00
<b>9555 Lucknow &amp; District Recreation - Lucknow Parks</b>				
<b>Revenue</b>				
01-9555-3800	Slo-Pitch Receipts		2,659.82	9,000.00
01-9555-3810	Ball Diamond Rentals		0.00	0.00

# General Ledger

## Annual Department Budget vs. Actual Comparison Report

Fiscal Year Ending: DEC 31,2020 - From Period 1 To Period 11 Ending NOV 30,2020

Account	Description	Previous Year Total	Current Year To Date Actual	Total Budget
01-9555-3820	Grass Cutting / Maint Etc - Recovery		0.00	0.00
<b>Total Revenue</b>			2,659.82	9,000.00
<b>Expense</b>				
01-9555-7266	Caledonia Ball Diamond & Park		5,487.09	9,000.00
01-9555-7267	Kinsmen Ball Diamond & Park		4,429.65	9,000.00
01-9555-7268	Kinsmen Soccer Field		10,499.77	12,000.00
01-9555-7269	Dungannon North Ball Diamond		1,351.72	5,000.00
01-9555-7270	Skate Board Park		516.33	400.00
<b>Total Expense</b>			22,284.56	35,400.00
<b>Dept Excess Revenue Over (Under) Expenditures</b>			(19,624.74)	(26,400.00)
<b>9560 Lucknow &amp; District Recreation - Capital Projects</b>				
<b>Revenue</b>				
01-9560-3500	Transfer from Reserves		0.00	0.00
01-9560-4900	Grants/Donations		45,932.25	63,000.00
<b>Total Revenue</b>			45,932.25	63,000.00
<b>Expense</b>				
01-9560-9085	New Doors		2,021.23	2,500.00
01-9560-9120	Sprinkler System		6,100.51	7,000.00
01-9560-9125	Surveillance System		7,244.51	8,500.00
01-9560-9135	Arena Lighting		49,026.93	60,000.00
01-9560-9170	Sand for Pool Filtration System		1,450.82	2,500.00
01-9560-9180	Washroom Renovations		31,491.05	35,000.00
01-9560-9260	Pool Changeroom Upgrades		55,158.34	60,000.00
01-9560-9265	Olympia Water Heater		0.00	0.00
01-9560-9280	Chain Hoist		1,291.05	2,000.00
01-9560-9285	Lawn Mower		16,688.64	18,000.00
<b>Total Expense</b>			170,473.08	195,500.00
<b>Dept Excess Revenue Over (Under) Expenditures</b>			(124,540.83)	(132,500.00)
<b>9595 Lucknow &amp; District Recreation - Contributions</b>				
<b>Revenue</b>				
01-9595-3040	Contributions - Ashfield-Colborne-Wa		103,685.08	217,787.50
01-9595-3045	Contributions - Huron-Kinloss		103,685.08	217,787.50
<b>Total Revenue</b>			207,370.16	435,575.00
<b>Dept Excess Revenue Over (Under) Expenditures</b>			207,370.16	435,575.00
<b>Category Excess Revenue Over (Under) Expenditures</b>			(119,594.02)	0.00

**General Ledger**  
**Annual Department Budget vs. Actual Comparison Report**  
 Fiscal Year Ending: DEC 31,2020 - From Period 1 To Period 11 Ending NOV 30,2020

Account	Description	Previous Year Total	Current Year To Date Actual	Total Budget
<b>REPORT SUMMARY</b>				
01-9500	Lucknow & District Recreation - Admin & General		21,798.60	23,200.00
01-9501	Lucknow & District Recreation - Arena Winter		57,876.67	124,750.00
01-9502	Lucknow & District Recreation - Arena Summer		161.03	4,500.00
01-9504	Lucknow & District Recreation - Upstairs		425.00	1,000.00
01-9505	Lucknow & District Recreation - Fitness Centre		702.00	700.00
01-9506	Lucknow & District Recreation - Multi-Purpose Rm		1,420.00	4,500.00
01-9510	Lucknow & District Recreation - Hockey		1,640.00	0.00
01-9520	Lucknow & District Recreation - Bar Sales		27,548.68	81,100.00
01-9525	Lucknow & District Recreation - Base/Softball		0.00	3,500.00
01-9535	Lucknow & District Recreation - Soccer		579.70	7,000.00
01-9540	Lucknow & District Recreation - Summer Camp		0.00	5,000.00
01-9545	Lucknow & District Recreation - Swimming Pool		0.00	14,000.00
01-9554	Lucknow & District Recreation - Fitness / Zumba		840.00	4,000.00
01-9555	Lucknow & District Recreation - Lucknow Parks		2,659.82	9,000.00
01-9560	Lucknow & District Recreation - Capital Projects		45,932.25	63,000.00
01-9595	Lucknow & District Recreation - Contributions		207,370.16	435,575.00
Fund 01 Total Revenue			368,953.91	780,825.00
01-9500	Lucknow & District Recreation - Admin & General		188,063.43	289,750.00
01-9501	Lucknow & District Recreation - Arena Winter		50,524.42	88,600.00
01-9502	Lucknow & District Recreation - Arena Summer		19,118.27	26,700.00
01-9504	Lucknow & District Recreation - Upstairs		1,780.47	6,500.00
01-9505	Lucknow & District Recreation - Fitness Centre		1,045.22	700.00
01-9506	Lucknow & District Recreation - Multi-Purpose Rm		1,045.41	1,900.00
01-9510	Lucknow & District Recreation - Hockey		1,640.00	0.00
01-9520	Lucknow & District Recreation - Bar Sales		24,264.44	67,850.00
01-9525	Lucknow & District Recreation - Base/Softball		0.00	3,050.00
01-9535	Lucknow & District Recreation - Soccer		129.31	2,650.00
01-9540	Lucknow & District Recreation - Summer Camp		0.00	4,450.00
01-9542	Lucknow & District Recreation - Splash Pad		421.48	850.00
01-9545	Lucknow & District Recreation - Swimming Pool		6,917.84	53,925.00
01-9554	Lucknow & District Recreation - Fitness / Zumba		840.00	3,000.00
01-9555	Lucknow & District Recreation - Lucknow Parks		22,284.56	35,400.00
01-9560	Lucknow & District Recreation - Capital Projects		170,473.08	195,500.00
Fund 01 Total Expenditure			488,547.93	780,825.00
Fund 01 Excess Revenue Over (Under) Expenditures			(119,594.02)	0.00
Report Total Revenue			368,953.91	780,825.00

# General Ledger

## Annual Department Budget vs. Actual Comparison Report Fiscal Year Ending: DEC 31,2020 - From Period 1 To Period 11 Ending NOV 30,2020

Account	Description	Previous Year Total	Current Year To Date Actual	Total Budget
	Report Total Expenditure		488,547.93	780,825.00
	Report Excess Revenue Over (Under) Expenditures		(119,594.02)	0.00

## Lucknow Recreation Invoices Paid September 2020

Vendor Name	Invoice #	Cheque #	Description	Amount
BELL MOBILITY	19-Aug-20	873	SERVICE BILLED TO SEPT 18	\$ 22.88
ENVIRO MASTERS LAWN CARE & PEST CONTROL	23854	1508	WEED MGMT- DIAMONDS/FIELDS	1,882.08
GEORGIAN BAY FIRE & SAFETY LTD.	805582	1510	INSPECTION/CHOKE TEST/ BATTERY	1,956.13
HENDERSON RONA	285268	1513	DECK SCREWS	21.91
HODGINS HOME HARDWARE	71422	1514	SCREWS	25.70
HODGINS HOME HARDWARE	71461	1514	KEYCHAIN TAGS/KEYS CUT	37.82
HODGINS HOME HARDWARE	71478	1514	POOL FILT SAND/FLOOR STRIPPER	1,125.41
HODGINS HOME HARDWARE	87136	1514	SCREWS 3X12-24	29.37
HODGINS HOME HARDWARE	87172	1514	GARBAGE BAGS	51.91
HODGINS HOME HARDWARE	87337	1514	ADHSV, CNSTR PL PREM PNT	23.70
HODGINS HOME HARDWARE	604711	1514	DECK SCREWS	35.87
HURON TELECOMMUNICATIONS	9/1/2020	874	ARENA:PHONE/INTERNET	105.05
HYDRO ONE NETWORKS INC.	July 31-Sep 1, 2020	875	SUMMARY BILLING	28.30
LUCKNOW DISTRICT CO-OPERATIVE INC.	813848	1522	45.14 L DYED DIESEL CARD (REC)	40.54
LUCKNOW DISTRICT CO-OPERATIVE INC.	814492	1522	LIME FIELD STRIPE 50LB	44.04
LUCKNOW DISTRICT CO-OPERATIVE INC.	814947	1522	27.04 L DYED DIESEL (REC)	24.29
LUCKNOW DISTRICT CO-OPERATIVE INC.	815981	1522	38.32 L DYED DIESEL (REC)	35.29
LUCKNOW DISTRICT CO-OPERATIVE INC.	816426	1522	93.16 L GASOLINE (REC)	90.21
LUCKNOW DISTRICT CO-OPERATIVE INC.	816541	1522	PRICE ADJUSTMENT #815981	(0.31)
LUCKNOW DISTRICT CO-OPERATIVE INC.	816597	1522	PRICE ADJUSTMENT #816426	(13.23)
LUCKNOW DISTRICT CO-OPERATIVE INC.	817345	1522	44.16 L DYED DIESEL	38.67
P.E.INGLIS HOLDINGS INC.	33725	1528	2 UNITS WITH HANDSANI	271.20
PBJ CLEANING DEPOT	173391	1529	ELECTROSTATIC SPRAYER/SANITABS	1,920.98
PBJ CLEANING DEPOT	174138	1529	STRIPPING/BUFFING PADS/CLEANER	384.13
SOUND BARRIERS	21449	28010	END SUPPORT/ GASKETS	234.44
TJM LOCK & KEY SERVICE	1787	1537	REKEY/ KEYS CUT/ DEADBOLT KNOB	589.14
WASTE MANAGEMENT	0694934-0677-6	876	ARENA-SEPT BASIC SERVICES	205.47
WESTARIO POWER INC.	2104448450	869	JUL 1-AUG 1, 2020 (KINSMEN)	24.03
WESTARIO POWER INC.	2104448453	869	JUL 1-AUG 1, 2020 (POOL)	67.13
WESTARIO POWER INC.	2104448456	869	JUL 1-AUG 1, 2020 (CALEDONIA)	29.04
WESTARIO POWER INC.	2104468451	877	JULY 1-31, 2020	1,226.54
WESTARIO POWER INC.	2104469308	882	AUG 1-SEP 1, 2020 (185 KWH)	49.28
WESTARIO POWER INC.	2104469311	882	AUG 1-SEP 1, 2020 (312 KWH)	66.72
WESTARIO POWER INC.	2104469314	882	AUG 1-SEP 1, 2020 (361 KWH)	73.44
LUCKNOW RECREATION PAYROLL			SEPTEMBER 2020 PAYROLL	8,243.84
<b>TOTAL INVOICES PAID SEPTEMBER</b>				<b>\$ 18,991.01</b>

## Lucknow Recreation Invoices Paid October 2020

Vendor Name	Invoice #	Cheque #	Description	Amount
BELL MOBILITY	44093	891	SERVICE BILLED TO OCT 18	22.88
HENDERSON RONA	287142	1572	BACKPACK SPRAYER	118.65
HODGINS HOME HARDWARE	71599	1573	EXCHANGE - SCREWS CNCRT	(12.43)
HODGINS HOME HARDWARE	87453	1573	PRTCTR, HEAR HEAD PAD/ ADHSV	39.52
HODGINS HOME HARDWARE	87608	1573	V BELTS 40"	16.93
HODGINS HOME HARDWARE	87616	1573	100 ' FARM HOSE/SCREWS/TAPE	153.65
HODGINS HOME HARDWARE	87628	1573	CONNECTOR 3/4 HOSE	3.36
HODGINS HOME HARDWARE	87738	1573	ANITFREEZE/CAULK/TPCN	67.57
HODGINS HOME HARDWARE	87768	1573	DOOR STOP, KICKDOWN 4"	18.06
HOMETOWN CUSTOM BUILDER	1709	28036	8% HOLDBACK	7,785.97
HURON TELECOMMUNICATIONS	44084	895	SURVEILLANCE SYSTEM-RECREATION	8,020.19
HURON TELECOMMUNICATIONS	44105	892	ARENA:PHONE/INTERNET	105.05
HYDRO ONE NETWORKS INC.	Sep 1-Oct 1, 2020	896	0 KWH USAGE	28.31
LUCKNOW AUTO PARTS	33895	1582	BELT	9.03
LUCKNOW DISTRICT CO-OPERATIVE INC.	819477	1583	41.4 L DYED DIESEL CARDLOCK	36.25
LUCKNOW DISTRICT CO-OPERATIVE INC.	819479	1583	20.55 L GASOLINE CARDLOCK	19.48
LUCKNOW DISTRICT CO-OPERATIVE INC.	820852	1583	PRICE ADJUSTMENT #819479	(2.49)
LUCKNOW DISTRICT CO-OPERATIVE INC.	824286	1583	61.81 GASOLINE CARDLOCK (REC)	55.60
LUCKNOW SERVICE CENTRE INC.	18384	28039	OIL CHANGE SERVICE	49.66
P & K ICE SERVICES	21909	1587	PAINT ARENA ICE	1,339.05
P.E.INGLIS HOLDINGS INC.	34225	1588	2 PORTABLE UNITS	189.84
PBJ CLEANING DEPOT	174360	1589	20" RED BUFFING PAD	42.93
PLETCH ELECTRIC LIMITED	1000013535	28042	REPAIR 2 BALL LITES. CALEDONIA	645.04
POLLOCK ELECTRIC	2009-637339	28043	SUPPLY & INSTALL NEW LIGHTS	55,400.43
POLLOCK ELECTRIC	2010-637701	28043	REWORK OF FRONT LIGHT	1,039.60
POSTMEDIA NETWORK INC.	416770	1590	AD: SEASONAL ARENA EMPLOYMENT	166.65
RINTOUL'S POOLS & SPAS LTD.	78048	1593	PEA GRAVEL	1,073.18
SOUND BARRIERS	21585	28047	ARENA TEMPERED GLASS	998.65
SPARLINGS PROPANE	88550008974605	1598	4 CYLINDERS PROPANE	114.73
SPARLINGS PROPANE	88550008974606	1598	2 CYLINDERS PROPANE	57.36
SPIKE BAKKER (WELDING)	32	28048	ICE BOARD MODIFICATION	1,050.90
TECHNICAL STANDARDS & SAFETY AUTHORITY	6680501	28051	ELEVATING DEVICES LICENSE	105.00
THE BEER STORE	10716599	902	BUD LIGHT 355ML 24UC	2,143.77
THE BEER STORE	9300727858	893	BUD LIGHT 355 ML	1,073.77
THE BEER STORE	9500399035	893	RETURN: BEER	(833.00)
TOWNSHIP OF HURON-KINLOSS	37948	1601	2020 WATERWORKS DIST/SEWER	680.00
TOWNSHIP OF HURON-KINLOSS	37949	1601	2020 WATER/WATERWORKS/SEWER	1,155.00
TOWNSHIP OF HURON-KINLOSS	37950	1601	2020 WATERWORKS DIST. / WATER	705.00
WASTE MANAGEMENT	0697033-0677-4	897	OCT DUMPSTER SERVICE - ARENA	204.35
WESTARIO POWER INC.	2104485740	887	AUG1-31,2020 (6240 KWH USAGE)	1,490.21
WESTARIO POWER INC.	2104487732	898	SEP 1-OCT 1, 2020 (238 KWH)	55.79
WESTARIO POWER INC.	2104487735	898	SEP 1-OCT 1, 2020 (318 KWH)	66.79
WESTARIO POWER INC.	2104487738	898	SEP 1-OCT 1, 2020 (215 KWH)	52.65
LUCKNOW RECREATION PAYROLL			OCTOBER 2020	14,729.83
<b>TOTAL INVOICES PAID OCTOBER</b>				<b>\$ 100,282.76</b>