

Meredith Centre Business Plan - COMMUNITY CENTRE Component
Version 5.5 \$ February 15, 2009

Schedule C

COMMUNITY CENTRE Business Plan

The COMMUNITY CENTRE Business Plan feeds the two highlighted rows in the overall P&L for the Meredith Centre below.

This plan includes the FITNESS CENTRE and MINI-CONFERENCE CENTRE.

OVERALL P&L FOR MEREDITH CENTRE

Component	Area in Sq. Ft.	Base Op Costs	Cleaning & Maint. Costs	Salary Costs	Salary Costs	Other Operating Cost	Total Op. Costs	Gross revenue	Surplus (Loss)
Rink	28,000	236,440	15,000	Executive Director	40,000		386,440	450,000	\$63,560
				Operations	85,000				
				Assistant	10,000				
Gym	9,150	28,914	16,563	Executive Director	5,000	42,500	97,977	102,000	\$4,023
				Assistant	5,000				
Community Centre	15,500	57,660	41,952	Executive Director	20,000	25,700	165,312	171,000	\$5,688
				Assistant	20,000				
TOTALS	52,650	\$323,014	\$73,515		\$185,000	\$68,200	\$649,729	\$723,000	\$73,271

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DESCRIPTION OF FACILITIES

MINI-CONVERENCE CENTRE

The community centre is designed as an inviting gathering place for the community, which can also be configured as an intimate mini-conference centre with unique marketing appeal for the Gatineau / Ottawa market (see Mini-conference Overview).

The mini-conference facilities include a large 3,000 sq.ft. room with excellent views and access to outside patios. This room can be reconfigured to seat 160 people for dinner or seminars, over 200 people with chairs for speakers, film festivals, musical events, dances or amateur theatre, and over 250 people at stand-up receptions. It can also be configured with relaxed lounge seating and side tables as a meeting place for seniors and residents of all ages.



The current community centre is empty during weekdays and three-quarters of all weekends, on average. With professional facilities we can use these empty hours to create a revenue generating asset. These improved facilities are then available to the community in the evenings and for weekend events. The mini-conference facility includes two meeting rooms, a larger multi-purpose room (board room, training room, class room) and a kitchen specialized to serve the needs of caterers, who will be the prime supplier of food for conference events and large gatherings.

FITNESS CENTRE

The Fitness Centre is included in this business case, although physically is will be situated with the Gym and Rink facilities. The Fitness Centre office will be at the separate entranceway for the sports facilities. The business plan calls for a 5-10 year lease with an interested party who has made a verbal offer of a minium \$36,000 per year rental fee. That will allow the 2,550 sq. ft. assigned for fitness to become a revenue generator for the Meredith Centre with a stable revenue stream. It will also offload programming effort from the Meredith Centre staff.

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MINI-CONFERENCE CENTRE - MARKETING OVERVIEW

Objectives

- . Provide high-quality facilities for Chelsea residents
- . Create comfortable, intimate facilities to attract weddings, speakers, musical events, film festivals
- . Generate revenue from asset in community off-hours: i.e., all weekdays and certain weekends
- . Stimulate catering business for local restaurants (Les Foug, res, RendezVous Chelsea, Chelsea Bakery É)
- . Add to Chelsea reputation as a "destination"

Conference and Seminar Market

Suppliers to this market fall into the following categories:

- . Congress Centre Large impersonal rooms, multiple clients at one time
- . Upscale Hotels Large impersonal rooms, multiple clients at one time, focus on overnights
- . Cheap Hotels Poorly appointed facilities
- . Universities Limitations with access, seclusion, catering, liquor licenses
- . Restaurants Special rooms, no break out rooms, not suited for conferences
- . Boutique conference centres (Grange in Cantley, Econiche, Wakefield Mill) Limited in size and number of break-out rooms

Category Comparisons

	Intimacy	Space	Atmosphere	Facilities	Overnight	Price/person
Congress Centre	No	Large	No	OK	No	>\$25
Upscale Hotels	No	Large	Some	OK	Yes	>\$25
Cheap Hotels	No	Small	No	Poor	Yes	\$25
Universities	No	Mid	Some	Good	No	Varies
Restaurants	Yes	Mid/Small	Yes	Poor	No	Varies
Boutiques	Yes	Small	Yes	OK	Some	\$25
Meredith Centre	Yes	Mid	Yes	Excellent	No	\$15-20

Immediate Competition

Facility	Capacity	Breakouts	Price / Person
Grange	30-40	1	\$25
Mill	70-90	2	\$25
Meredith Centre	120-160	3	\$15-20

QuickTime™ and a PDF viewer are needed to see this picture.

Selling Features relative to Immediate Competition

- Location: Much closer to Ottawa
- Price: Competitive (more space & breakouts / dollar)
- Facilities: High-tech screen project, distance conferencing, high-quality accoustics
- Sustainability: Green building
- On-site team building: rink, fields, gym
- Kitchen: Designed by caterers for their needs
- Food: Choice of interesting food packages*
- *catered by: Les Foug, res, RendezVous Chelsea, Chelsea Bakery or Ottawa and Gatineau caterers

PROMOTION

- Exclusive agreements with five caterers
- Target marketing for Federal Government off-sites
- Target marketing for selected-subject seminars
- "Bring your company / organization to Chelsea" campaign to Chelsea residents
- Blue signs on Highway 5 - low cost, high value visibility

AVAILABILITY

TIME	MON	TUES	WED	THURS	FRID	SAT	SUN
7:30AM							
8:00-9:00							
9:00-10:00	WEEKDAYS					WEEKENDS	
10:00-11:00	Currently Unavailable						Unused Hours
11:00-12:00							
12:00-1:00							
1:00-2:00							
2:00-3:00							
3:00-4:00							
5:00-6:00							
6:30PM							
7:00-8:00							
8:00-9:00	WEEKDAY EVENINGS			Community		WEEKEND EVENTS	
9:00-10:00							
10:30-PM							

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CAPITAL COSTS

Meredith Centre

original cost submitted to MRIF	2,750,000 \$	
steel cost increase	90,000 \$	
new total :	2,840,000\$	
MC share parking, land scape 31% of \$ 365 000	113,150 \$	
		<hr/>
		2,953,150 \$
5% contingencies		147,658 \$
12% general \$ and profit		354,378 \$
10% prof fees		295,315 \$
other expenses, chairs, tables ..		113,822 \$
GST 5%	193,216 \$	
QST 7.5%		304,315 \$
total construction cost		4,168,638 \$

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BASE OPERATING COSTS

	Coût unitaire 2008-2009 (\$/pi²)	Centre Meredith 15 000 pi²
Opérations et entretien des bâtiments		
<i>Perfectionnement professionnel</i>	0.0018 \$	0.0018 \$
<i>Impression - photocopies</i>	0.0004 \$	0.0004 \$
<i>Logiciels</i>	0.0142 \$	0.0142 \$
<i>Remboursement - frais de déplacements</i>	0.0167 \$	0.0167 \$
<i>Carburant</i>	n/a	
<i>Réparations meubles et matériel</i>	0.0110 \$	0.0110 \$
<i>Téléphone cellulaire</i>	0.0049 \$	0.0049 \$
<i>Service de téléphone</i>	1 \$	1 \$
<i>Fournitures de bureau</i>	0.0004 \$	0.0004 \$
<i>Uniformes</i>	0.0021 \$	0.0021 \$
<i>Fournitures et services d'entretien</i>	0.2581 \$	0.2581 \$
<i>Imprévu - électricité</i>	0.0290 \$	0.0290 \$
<i>Peinture</i>	0.0014 \$	0.0014 \$
<i>Achat de tapis</i>	0.0075 \$	0.0075 \$
<i>Système d'alarme</i>	0.0332 \$	0.0332 \$
<i>Vandalisme</i>	0.0570 \$	0.0570 \$
<i>Généralistes d'urgence</i>	n/a	
<i>Remplacement meuble et matériel</i>	0.0142 \$	0.0142 \$
<i>Meuble et matériel supplémentaire</i>	0.0125 \$	0.0125 \$
<i>Location - autres</i>	0.0089 \$	0.0089 \$
<i>Honoraires professionnels</i>	0.0089 \$	0.0089 \$
<i>Services contractuels</i>	0.0096 \$	0.0096 \$
<i>Contrat neige</i>	0.1230 \$	0.1230 \$
<i>Contrat pelouse</i>	0.0533 \$	0.0533 \$
<i>Enlèvement des ordures</i>	0.0679 \$	0.0679 \$
<i>Ascenseurs</i>	0.1512 \$	0.1512 \$
<i>Système de chauffage</i>	0.1106 \$	0.1106 \$
<i>Système d'incendie</i>	0.0356 \$	0.0356 \$
<i>Entretien ménager</i>	0.5743 \$	0.5743 \$
<i>Contrat divers</i>	0.0000 \$	
<i>Assurance (comprend assurance resp)</i>	0.1323 \$	0.1323 \$
<i>Assurance</i>	0.0011 \$	0.0011 \$
sous-total	2.64 \$	2.64 \$
Salaires et avantages sociaux		
<i>Conciergerie :</i>		
<i>salaire régulier</i>	1.81 \$	1.81 \$
<i>Entretien :</i>		
<i>salaire régulier</i>	0.9463 \$	0.9463 \$
<i>Gestion et programmation :</i>		
<i>surnuméraire/appariteur</i>	0.45 \$	0.45 \$
sous-total	3.20 \$	3.20 \$
Services publics		
<i>Électricité</i> 1,08 \$		
30 % économie avec géothermie	0.70 \$	0.70 \$
Total :	6.54 \$	6.54 \$

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COMMUNITY CENTRE P&L

Community Centre	Area sq ft	Base op. costs	HR Clean & Maint	Other Op. Costs	Total op. costs	Gross revenue	Surplus /Loss
		3.72	2.76				
Non-revenue Generating Space							
<i>Entrance & hallways</i>	1700	6324	4692		11016		(11,016)
<i>Lockers, washrooms, change rooms</i>	600	2232	1656		3888		(3,888)
<i>Reception and Admin</i>	500	1860	1380		3240		(3,240)
<i>Mechanical</i>	700	2604	1932		4536		(4,536)
<i>Commercial Kitchen</i>	900	3348	2484		5832		(5,832)
Total - Non-revenue Generating Space	4400	16368	12144		28512		(28,512)
Mini conference Facilities							
Revenue							
Cultural programming						\$15,000	\$15,000
Weddings						\$8,000	\$8,000
Musical events, film festivals, movies						\$5,000	\$5,000
Christmas parties (Oct / Nov / Dec \$ 10 @ \$500)						\$5,000	\$5,000
Local rentals (20 rentals @ \$125*)						\$2,500	\$2,500
Conferences, seminars, training (25 rentals @ \$500*)						\$12,500	\$12,500
Bar & canteen (net)						\$36,000	\$36,000
Vending and % Catering (net)						\$9,700	\$9,700
Municipality - transfer of costs						\$25,900	\$25,900
Expense							
Community hall (65' x45')	3000	11160	8280		19440		-\$19,440
Community hall storage space	900	3348	2484		5832		-\$5,832
Large mtg room (30'x20')	900	3348	2484		5832		-\$5,832
Small mtg rooms 2 (15' x 15')	650	2418	1794		4212		-\$4,212
Salary allocation - Executive Director				20,000	20000		-\$20,000
Salary allocation - Assistant				20,000	20000		-\$20,000
Promotion expense				13700	13700		-\$13,700
Admin/phone/IT expense				6000	6000		-\$6,000
Accounting/Audit/ Legal expense				6000	6000		-\$6,000
Mini Conference Summary	5450	20274	15042	65700	101016	\$119,600	\$18,584
Fitness Centre (RENTAL)							
<i>Fitness facilities</i>	2550	9486	7048		16534	\$36,000	\$19,466
Fitness Centre TOTAL	2550	9486	7048	0	16534	\$36,000	\$19,466
CCNS (RENTAL)							
<i>CCNS</i>	1400	5208	3026	0	8234	\$15,400	\$7,166
CCNS TOTAL	1400	5208	3026	0	8234	\$15,400	\$7,166
Other users							
<i>Toy library</i>	300	1116	828		1944		-\$1,944
<i>Community group space</i>	500	1860	1380		3240		-\$3,240
<i>Day care</i>	300	1116	828	0	1944		-\$1,944
<i>Soccer Chelsea & Chelsea Nordique</i>	600	2232	1656	0	3888		-\$3,888
Other users TOTAL	1700	6324	4692	0	11016		-\$11,016
Community Centre TOTAL	15,500	57,660	41,952	65,700	165,312	\$171,000	\$5,688