Objectives

• Affirm mission statement and strategic goals
• Review organizational structure
• 2015 financial highlights
• Endowment status
• Recent accomplishments
• Operating risks
• Master Planning update
• Pool and Wellness Campaign
Mission Statement

To enrich the quality of life for all people, to foster tradition Christian values and nurture relationships through opportunities for renewal and growth – spiritual, intellectual, cultural and physical, while preserving Lakeside’s heritage.
Strategic Goals

1. Preserve Lakeside’s heritage, traditions and culture as expressed in our mission and vision statement
2. Become known as a center of Chautauqua programming excellence
3. Assure Lakeside is a safe, healthy and aesthetically pleasing community
4. Address 21st guest expectations
5. Develop the financial resources needed for long-term sustainability and advancement
Organization

Lakeside Chautauqua Board of Directors - 25

President and CEO
Kevin Sibbring

CFO/COO
Dan Dudley
- Finance
- Hotel Management
- Group Housing
- Conference /Events
- Gates/Shuttle
- Municipal Services

SVP, Advancement and Communications
Gretchen Colon
- Lakeside Fund
- Endowment
- Planned Giving
- Marketing
- Social Media

SVP, Programming
Shirley Stary
- Religious Life
- Education
- Hoover Program
- Rhein Center
- Recreation
- Special Events

Lakeside Chautauqua Realty
- Cottage Rentals
- Sales
2015 Financial Highlights

- Revenue was $190+k better than budget
- Expenses were $60+k better than budget
- Facility upgrade spending higher than budgeted
  - Dock repairs
  - Shoreline study
  - Carroll building repairs
- Stronger cash balance versus Fiscal Year 2014
- Received clean bill of health from Auditors
2015 Financial Highlights (cont.)

• 2015 Lakeside Fund
  – $661,000 raised
  – Thanks to our Lakeside Fund co-chairs:
    • Glen & Vicki Becker, Sally DePerro, Debbie Stephens
  – Thanks to all of our Lakeside Ambassadors

• GivingTuesday
  – $113,000 raised on one single day
  – Tremendous support for the Teen Center & Program
  – Additional support for all four pillars

• Increased gifts to endowment
  – $1.5 million (Highest in last 10 yrs.)
Endowment Balance

General Endowment, $2,593,296
Cultural Arts, $1,287,898
Religion, $496,097
Education, $20,087
Recreation (Sailing), $79,938
Perpetual Care & Maintenance, $276,895

Total: $4,754,211  Prior year was: $3,869,577
Additionally, two gifts totaling $597,973 in process
Endowment Annual Distribution:
$142,154 or about 2% of cost of operations

- General, $100,450
- Religion, $15,348
- Education, $815
- Cultural Arts, $11,529
- Recreation (Sailing), $3,044
- Perpetual Care & Maintenance, $10,967
Recent Accomplishments

- OANO Certification – One of only 3 awarded this year
- Teen Center opens
- Hotel Lakeside:
  - 1st Floor bathrooms renovated
  - Rebuilt and re-roofed the two cupolas
  - Roof re-coated, exterior painting
- Sloopy’s restored and remodeled after fire
- Continuing engineering work on the Western Shoreline
- Dock repairs completed
- Master Gardener added to staff
  - Proper tools for Grounds staff
- Renovation of 625 Poplar for staff housing
Operating Risks

Looking forward:

• Operation of a swimming pool
  – New expertise and additional labor requirements

• Continued pressure on seasonal hiring
  – Finding enough people

• Continued pressure on seasonal wages

• Annual fund vs. Capital Campaign – Need both

• New labor laws regarding hourly overtime

• Higher benefit costs due to forced entry into Obamacare unless something political changes
Master Planning
Master Planning

• Long term strategy for buildings and grounds
• Strategic Plan translated into physical planning guidelines
• 10+ Year Vision
  ➢ New buildings, expansions and renovations
  ➢ Vehicular Circulation/Parking
  ➢ Open Space/Green Space
  ➢ Signage
  ➢ Land acquisition
  ➢ Architectural character
  ➢ Accessibility
  ➢ Campus Edges and Gateways
  ➢ Campus standards
  ➢ Sustainability

• Prioritizes projects
• Informs and supports capital campaigns
• Well positioned after 10 years of record investment
Master Planning Benefits

- A guide for allocation of resources and stewardship
- Physical expression of an institution’s values and confidence in the future
- Creates position of action, not reaction
- Generates excitement among stakeholders/donors
- Increases appreciation an institution’s environment
- Provides a roadmap for the Board, Lakeside Chautauqua Foundation, staff and community
- Well positioned after 10 years of record investment
Infrastructure Improvements (2005-2015)

• **Hotel Lakeside** – improved inner courtyard and garden beds; purchased outdoor dining tables and chairs; installed sound system and wireless Internet service; added fencing; replaced foundation; painted exterior/interior painting; remodeled dining room and kitchen equipment; added new in-room amenities and mattresses; remodeled the addition of the ‘Barb Lane Suite’

• **Fountain Inn** – Refreshed guest rooms and common areas; installed new LCD TVs and s, cable and wireless Internet service; Microwave/Refrigerator, purchased new mattresses and linens

• **Chautauqua Hall** – New flooring, ceiling, lighting, technology, exterior improvements, refurbished lectern

• **Wesley Lodge** – Remodeled interior and service walls; installed A/C and kitchen equipment

![Lakeside Chautauqua Logo](image)
Infrastructure Improvements (2005-2015)

• **Business District Improvements** – Made safety improvements; added street banners and new benches/trash receptacles; leased space improvements including the Lakeside Laundromat, Fine Print Bookstore, Ooh La La, Miss Mercedes, The Clock Shop, Artists-n-Cahoots, Dockside, Sloopy’s Café and The Patio Restaurant, LCR, Legacy House

• **Gardens and Landscaping** – Irrigation systems, tree removal and tree replacement

• **Legacy House** – Acquired building in downtown business district to house the Advancement & Communications Department

• **Recreation** – Rebuilt shuffleboard stands, remodeled the tennis office and enhanced landscaping; sailing office repairs; installed LifeTrail™ Fitness Stations; purchased boating equipment
Infrastructure Improvements (2005-2015)

• **C. Kirk Rhein, Jr., Center for the Living Arts** – Installed 6 tented “outdoor” classrooms to serve more students and replaced the flooring; completed exterior painting; installed new equipment for art classes

• **Bradley Temple** – replaced the foundation; completed interior and exterior improvements; updated technology

• **Hoover Auditorium** – completed technology upgrades including better sound, screens, projectors, wireless Internet service; gallery exhibition space installed; added cooling fans and seating to provide greater comfort of patrons; replaced roof; installed irrigation systems for adjoining gardens

• **Pavilion and Dock** – New roof, new decks, building waterproofed, new seating, fire repairs, new Dock lighting, new fencing
Infrastructure Improvements (2005-2015)

• **Children’s Splash Park** – Built new children’s pool and splash park features; installed sitting area and fencing

• **Chautauqua Park and Memorial Garden** – Acquired land outside perimeter fence to establish Lakeside’s fourth major park supporting the four Chautauqua pillars and featuring a formal ‘living’ memorial garden including a reflecting pool, wooded walking trails, garden paths and formal garden beds, public artwork, fountain, comprehensive irrigation system and outdoor classroom for nature programming

• **Ohio’s Most Beautiful Mile** – Beautification effort featuring expanded perennial garden beds along lakefront path, bench maintenance, weed removal, tree plantings, demolition of Old Pump House and installation of four “conversation terraces” providing seating for groups and families
Master Planning

• Informal master planning continues this summer
• Comprehensive building audit
• Master Planning Forums
  – Mondays at 3:30 p.m. in the Fern Room
• E-Surveys
• Web comment card
• Release of Economic Impact Study

“Every Voice Matters”
Master Planning

• Formal master planning commences this fall
• Request for Proposal issued in June
• Firms visiting Lakeside to tour grounds and facilities
  – Learn who we are and what we do
• Proposals received and reviewed in August
• Staff recommendation to Lakeside Board in August
• Selection made by Labor Day
• Expect work to begin this offseason
• Release of Economic Impact Study

“Every Voice Matters”
Economic Impact Analysis

- Lakeside contracted with the Ohio State University Extension Office to complete an Economic Impact Study.
- Work completed in June of 2016.
- The modeling considered the economic impact of:
  - Lakeside Chautauqua as an educational and religious institution
  - Lakeside as a community
  - Lakeside’s impact related to tourism
- The analysis used IMPLAN, an economic input-output model.
- Regional spending patterns specific to Ottawa County were used.
Economic Impact Analysis

Results

• The total estimated contribution of Lakeside to Ottawa County including visitor, household and operational spending is:
  – 658 jobs
  – $20 million in labor income
  – $33 million in additional spending in the region
  – Total economic output of almost $80 million

• Additionally, the facility upgrade spending of Lakeside Chautauqua over the last 10 years has contributed an additional $8.5 million in economic value
Pool and Wellness Campaign
Swimming Pool & Wellness Center

Health & Wellness is integral to our mission of nurturing mind, body and spirit
Community Assessment Results

- Community Assessment & many community engagement activities took place during last summer
- Pool & Wellness Center were identified as top priorities
- A Pool & Wellness Community Taskforce was established and is made up of community leaders, board & staff members

Taskforce Members
Christine Brucken, Taskforce Co-Chair
Dr. Jeffrey Perkins, Taskforce Co-Chair
Mark Grindley
JoAnn Bobbitt
Doug Bohl
Margie Shade
Laurie Switzer
Dr. James Young
Randy Snow, Board Chair
William Drackett, Foundation Chair
David Blank, Board Member
Michael Swallow, Foundation Member
Kevin Sibbring, President/CEO
Daniel Dudley, CFO & COO
Construction & Operations Costs

Swimming Pool & Wellness Center

Construction: $2.5-3.0 million (estimate)

Annual Operations: $97,000- $130,000
Community shared its opinion
Sense of urgency following record Lake Erie algal bloom and beach closings
Wellness is integral to our mission and spans across all generations

What Lakesiders are saying...

“In order to attract and retain the next generation, we need to think about more wellness activities.”

“I go off-site so that I can lap swim and would love if Lakeside had a swimming pool.”

“If we want to keep youth, we should consider more fitness activities and a center.”
QUESTIONS?