Objectives

- Affirm mission statement and strategic goals
- Review organizational structure
- 2017 financial highlights
- 2018 YTD progress update
- Endowment status
- New initiatives
- Lakeside Chautauqua in the press
- Master Planning update
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.
Current 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
6. Establish Lakeside Chautauqua as a model sustainable community
2017 Financial Highlights

• 2017 Lakeside Fund
  – $ 568,000 raised
  – Thanks to all of our Lakeside Ambassadors!

• #GivingTuesday
  – Raised $60k toward the Gazebo project, only half of what was needed
    • Delayed, but still plan to be completed by the 2019 season
  – Additional support for all four pillars

• Capital Campaigns
  – $3.5+ million raised for Grindley Aquatic and Wellness Campus
    • Only used $1.0 million of the $2.0 million bridge loan as pledges are being paid sooner than expected.
  – Over $600k raised for the Pickleball project with over 50 families donating
  – Thanks to the entire community and our Capital Campaign Volunteers!
  – Pool and wellness project completed below budget
2017 Financial Highlights (cont.)

- Attendance in 2017 increased significantly versus 2016
- Revenue was $275k higher than budget
  - Accommodations, gate fees and annual fund all better than expected
- Expenses were $100k higher than budget
  - Labor required by the higher attendance and additional master planning spend to perform additional community focus groups
- Facility upgrade spending lower than budgeted
  - New state of the art sound system installed at Hoover Auditorium
  - Completion of the Chautauqua Park entrance pavilion
  - Upgraded space for Blue Bird Café and a new roof on Wesley Lodge
  - $101k of larger maintenance projects
    - A/C in Chautauqua Hall
    - Dock repairs, new benches
2017 Financial Highlights (cont.)

• We utilized $100k of our line of credit for operating cash
  – But carried $135k of project specific cash and $111k of pool cash and $292k of Pickleball project cash into 2018
  – Already paid back in 2018

• Received clean bill of health from Auditors
## Lakeside Revenues

*(in Thousands of Dollars)*

<table>
<thead>
<tr>
<th>Sources of Revenue</th>
<th>Amount</th>
<th>% of Total Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gate &amp; Parking Fees</td>
<td>$ 3,200</td>
<td>43%</td>
</tr>
<tr>
<td>Food &amp; Lodging Sales</td>
<td>$ 1,417</td>
<td>19%</td>
</tr>
<tr>
<td>Annual Fund &amp; Other Contributions</td>
<td>$ 986</td>
<td>13%</td>
</tr>
<tr>
<td>Property &amp; Trash Assessments</td>
<td>$ 952</td>
<td>13%</td>
</tr>
<tr>
<td>Extra Charge &amp; Special Events</td>
<td>$ 268</td>
<td>4%</td>
</tr>
<tr>
<td>Rental &amp; Concession Income</td>
<td>$ 260</td>
<td>4%</td>
</tr>
<tr>
<td>Property Lease Transfer Fees</td>
<td>$ 46</td>
<td>1%</td>
</tr>
<tr>
<td>Other Sources of Income</td>
<td>$ 276</td>
<td>4%</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>$ 7,405</td>
<td>100%</td>
</tr>
</tbody>
</table>

* Fiscal Year 2017 ending 3/31/2018
# Lakeside Expenses

*(in Thousands of Dollars)*

<table>
<thead>
<tr>
<th>Expense Categories</th>
<th>Amount</th>
<th>% of Total Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>Payroll &amp; Fringe Benefits</td>
<td>$ 3,102</td>
<td>42%</td>
</tr>
<tr>
<td>Facility Upgrades &amp; Maintenance</td>
<td>$ 1,175</td>
<td>16%</td>
</tr>
<tr>
<td>Contracted Entertainment &amp; Films</td>
<td>$ 939</td>
<td>13%</td>
</tr>
<tr>
<td>Operational Supplies &amp; Expenses</td>
<td>$ 921</td>
<td>13%</td>
</tr>
<tr>
<td>Taxes, Insurance, Professional Services</td>
<td>$ 506</td>
<td>7%</td>
</tr>
<tr>
<td>Utilities</td>
<td>$ 371</td>
<td>5%</td>
</tr>
<tr>
<td>Marketing &amp; Promotion</td>
<td>$ 186</td>
<td>3%</td>
</tr>
<tr>
<td>All Other Expense</td>
<td>$ 120</td>
<td>2%</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>$ 7,320</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

* Fiscal Year 2017 ending 3/31/2018*  
* Stay tuned for article series featured in the Lakesider*
Endowment Balance

Total: $6,536,936
Prior year was: $6,055,683
Endowment Annual Distribution: $195,728 or about 2.6% of cost of operations
2018 Season

How is 2018 shaping up after a successful 2017?

• Opening of the Wellness Center at the Grindley Aquatic and Wellness Campus
  – Wonderful experience so far, although, having difficulty recruiting instructors that can commit to entire Chautauqua season.
  – Major hit with homeowners and guests
• Strong Hoover Entertainment Program so far with more to come
• Extended and Enhanced Programming
  – Wellness classes extended into the weekend
  – Tennis programs expanded and extended into the weekend
  – Pickleball clinics
• Attendance is up
  – Sold well over 1000 adult season passes for the first time
  – Daily pass sales up, People days up
  – 7-day Passes up
Ottawa and Erie County Leadership Luncheon

• Sending invitations to Ottawa and Erie county’s business leaders, government officials, local and regional press

• Event being held on August 14th at the Lakeside Wellness Center

• Primary objective is to unveil our Master Plan and share our recent Economic Impact Analysis

• Goal is to educate, engage and receive feedback
  – As well, we are asking for support (i.e. Ottawa County Improvement Corp.)

• Board and staff will be on hand to interact with participants
Economic Impact Analysis

- Response to local perceptions about Lakeside
- Utilized OSU’s IMPLAN Modeling Tool
- Estimated Annual Impact on Local Economy: **$80 million**
  - Includes visitor, household and operations spending
  - Supports estimated 667 FT jobs
  - $20 million in labor
  - $34 million in additional spending
EXTRA! EXTRA!

LAKE SIDE
Chautauqua
In The Press
Chautauqua programming drives major press coverage:

- Featured lecturers (i.e., Sam Quinones, Anna Eleanor Roosevelt, Laura Schroff)
- Featured Preachers-of-the-Week
- Hoover entertainment
- Special events (i.e., LWBS and Plein Air Art Festival)
- Major successes (i.e., Grindley Aquatic & Wellness Campus)
- Human Interest Stories (i.e., Men’s Bible Study/TNT Mentoring
- Master Planning
• #1 Travel and Leisure show in the U.S.
• Spent 3 days here filming for a 45 min. exclusive production
• Within first 20 minutes of its airing on July 4\textsuperscript{th}, Lakeside received over half a dozen calls reserving hotel rooms
• Keystone Guest House sold-out now for many days in August as a result of being featured
• Bluebird Café was invited to doing a cooking segment on a future show
• Gates reported numerous people purchasing passes in the following days because they had watched the segment
• Squarely serving a Lakeside strategic target market
Due to the popularity and interest in the show featuring Lakeside, the segment is scheduled to be aired again this week:

**Tues., July 23rd at 10:00 am**
Master Planning Input Sources

- **Focus Groups**: Local Government, Merchants, LWBS/S.O.S., L.E.S.S., HP&DRB, Staff and Board
- **Master Planning Steering Committee**
- **Florida and Ohio Roadshows**
- **President Roundtables**: 2015 & 2016 Chautauqua Seasons
- **2015 Community Assessment**: Face-to-Face, Focus Groups, Surveys
- **2016/17 Community Forums**
- **Building Audit Surveys**
- **Programming Assessment**: Focus Groups, One-on-one, Survey
- **www.LakesideMasterPlan.com**
- **State of Lakeside**: – 2015, 2016, 2017

Face-to-Face, Focus Groups, Surveys
FOCUS AREAS CONCEPT PLANS

1. SOUTH LAKESIDE & CULTURAL ARTS CAMPUS
2. CHAUTAUQUA CORRIDOR
3. RECREATION & WELLNESS CAMPUS
4. DOWNTOWN
5. LAKEFRONT & CENTRAL PARK
Address:

- Infrastructure
- Streets and Circulation
- Off-site Opportunities
- Shuttle System Improvements
- Housing Options
- Sustainability
- Parks, Open Space, Trails
- Signage and Wayfinding
- Historic Preservation and Design Review

### Supporting Recommendations

<table>
<thead>
<tr>
<th>Supporting Recommendations</th>
<th>Partners</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>Infrastructure</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Storm Sewer/Water Inspection</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Shorewater Plan</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Maintenance and upgrades to existing system</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Roadway Replacement Program</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Streets and Circulation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>See focus area recommendations</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Offsite Opportunities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Study offsite parking opportunities</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Study offsite maintenance opportunities</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Work toward bringing back Lakeside inside the gates</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Shuttles</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Institute new shuttle routes and schedulers</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Purchase new shuttle vehicles</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Housing</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conduct study to determine the type, amount and location of needed housing in Lakeside</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Sustainability</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Continue to pursue LEED for Communities</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Develop a sustainable stormwater plan</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Institute sustainability building practices</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Replace existing street lights with LED fixtures</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Parks, Open Space, Trails</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Continue to work to connect to regional trail network and parks</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Improve connection to Danbury High School recreation facilities</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Maintain and improve Chewy and Perry parks</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Update tree survey</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Signage and Wayfinding</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conduct a signage and wayfinding audit</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Historic Preservation and Design Review</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Study potential to create residential district overlay</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Revise stormwater requirements and materials</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Adopt standards for managing contractors</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Improve project oversight</td>
<td>✔️</td>
<td>✔️</td>
</tr>
</tbody>
</table>
SUPPORTING RECOMMENDATIONS

INCREASING HOUSING OPTIONS

- Opportunity for staff or flexible housing
- Opportunity for flexible housing
- Youth group housing
- Opportunity for new cabins
- Opportunity spaces for flexible housing, apartments, or condos
- Opportunity for instructor or artist-in-residence housing
Master Planning Next Steps

• Lakeside Chautauqua Board of Directors to approve Master Plan at its August Board Meeting
• Continued efforts to further prioritize the plan with goal of identifying what we can achieve by 2023
• Commence additional planning and engineering studies
• Continue to educate and update the Lakeside community
• Greater frequency of communication moving forward to ensure everyone remains on the same page
Lakeside Chautauqua’s

“March to 150”
What Does Lakeside Look Like in 2023?
March to 150

• Want 2023 to showcase a community-driven celebration extending throughout Lakeside’s Chautauqua season
• Assembling Planning Team next month, representing cross section of Lakeside Chautauqua’s constituents
• Asking all Lakeside organizations to develop plans to contribute to the community celebration
• Lakeside will serve as host of the Chautauqua Trail Annual Meeting
  – Opportunity to highlight why Lakeside is the BEST Family Chautauqua
• Golden PR opportunity with local, regional and national media
What Is The Most Desired Project?
Answer: Renovating Old Schoolhouse
Single Most Desired Project

Imagine the Possibilities
What Can We Achieve in Next 5 Years?
Challenges

• Broadening and deepening philanthropic support
• Finding new and creative revenue sources
• Keeping Lakeside relevant for individuals and families in the 21st Century
• Attracting and retaining top talent
• Rising above the white noise of other Lake Erie attractions
• School years starting earlier and earlier
• Increasing # of housing units
• Safety across campus
• Correcting misperceptions
QUESTIONS?
Тианкиои!