

UNITY FAMILY LEISURE CENTER

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Executive Summary

The Unity Family Leisure Center (UFLC) will be a new-build complex in the core of the Town of Unity. The UFLC will be owned and operated by the Town of Unity, and will be built on the pillars of community, family and health. The UFLC will require the support of the Town of Unity to become a thriving business that adds value to the community; in the form of physical activity, family values and business opportunities. The complex will include many services, including: a café, a boardroom/party room, a bouldering wall, a bowling alley, a studio room, and a gymnasium. The center will include a children's play area with a child-minding staff available to facility users. The UFLC aims to provide family value activities that the town is currently missing. The Town of Unity is a growing and thriving economy with lots of entrepreneurial ventures. The community has a wide range of incomes; three quarters of the household incomes in Unity are above 40k, and one quarter of the population has an income of 125K or higher. This demonstrates disposable income for the community to spend on activities (Town of Unity, 2013). The same survey indicates that residents of Unity allocate 8.2% of their income to recreational activities (Town of Unity, 2013). The community has many thriving industries and the town sits at main intersections of both the CNR and CPR main rail lines; this shows potential for long-term economic stability and continued population growth.

The Town of Unity will employ a General Manager, hired by the UFCL Board of Directors, to run the day-to-day operations. The primary target market for the UFLC is families, i.e. parents aged 30-55 with one or more child. The Town of Unity has a population of 3067 people; within a 50km radius there are 6236 people, and within a 100km radius there are 56057 people. Marketing to these outlying areas could be a market growth strategy in the future. Communication with the community will happen by word of mouth, our website, social media, newspapers advertisements, radio advertisements, signs, community involvement and opening events.

The Unity Business Gap Analysis showed great need and want for this type of facility by current residents, and to attract more visitors and families to the town. With only a few other businesses in the same industry in Unity, there is a lot of room for business and growth. The estimated total cost of a facility similar to the UFLC is \$7-\$8 million (White Hutchinson, 2017). Working with the Town of Unity, the UFLC will be seeking donors and fundraising for the center, ultimately aiming to gain \$7,130,000 in funding. There are many government grants for which the UFLC can apply; two grants have been included in the first year of financials to help the center maintain its cash balance as positive in the first year. Critical success factors for the UFLC have been identified as: accurately projected startup expenses, community and corporate funding, strong competent management, and ample community support. The community will be a major critical success factor in both the long and short-term success of the business.

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Introduction

The Unity Family Leisure Center (UFLC) will be a new-build complex in the core of the Town of Unity. It will be built on the pillars of community, family and health. The UFLC will require the support of the residents of the Town of Unity to become a thriving business that adds value to the community. The complex will include many services, including: a café, boardroom/party room, a bouldering wall, a bowling alley, a studio room, and a gymnasium. The Center will include a children's play area with a child-minding staff available to facility users. The UFLC aims to provide family value activities that the town is currently missing.

Value Proposition

The Unity Family Leisure Center will provide value to the Town of Unity through activities not presently available within the community. The community will be able to utilize the activities offered to improve their day-to-day life through physical activities and by challenging themselves to try new things. The Center will continually take on improvements and critiques through collaboration from the community to keep it running. Many members of the community are at a loss for activities and would like to see more family oriented and safe activities offered, and the Unity Family Leisure Center is the solution.

Business Concept

The Unity Family Leisure Center is a community center built on the foundation of creating strong community. The Leisure Center will have many different activities available to the community at a range of costs to fit all budgets. The available activities will be decided upon through the community and through research of other similar community centers. The primary goal of the Family Leisure Center is to make it easier for everyone in the community to access fun, inclusive, and family-focused activities.

Mission Statement

To create a welcoming family-, community- and health-oriented space for everyone in the Town of Unity.

Major Goals

1. Gain funding: The UFLC is aiming to raise \$7,130,000 in funding for the new build. The goal is to raise at least half of this amount by January 2019 to begin construction. The other half of this amount will need to be raised by July 2019 to have construction finished in early/mid 2020.
2. Secure business owners to rent spaces in the UFLC. These renters should be secured early in the building process, so they have time to further research the market and help with input on design of their spaces. The UFLC will aim to have renters secured by July 2019 and have 5-year leases signed.

Operations plan

Operating Environment

The Town of Unity is a growing, thriving economy with many entrepreneurial ventures. The community has a wide range of incomes; three quarters of the household incomes in Unity are above 40k, and one quarter of the population has an income of 125K or higher. This indicates disposable income for the community to spend on activities (Town of Unity, 2013). The same survey indicates that residents of Unity allocate 8.2% of their income to recreational activities (Town of Unity, 2013). The community has many thriving industries and the town sits at main intersections of both the CNR and CPR main rail lines; this shows potential for long-term economic stability and continued population growth. A PESTEL analysis has been applied below to assess the political, economic, social, technological, environmental, and legal factors affecting the market area currently.

PESTEL

Political: There is currently a lack of government funding in Saskatchewan and cuts to social services. There is a stable federal government across Canada.

Economic: Unity is a growing and stable economy (Town of, Unity 2013). On average, consumers spend 8.2% of their income in Unity on recreation (Town of Unity). There is a wide range of incomes in Unity with 915 out of 1095 survey respondents saying their income was somewhere in the \$30,000-\$150,000 range. Only 180 respondents had an income lower than \$30,000 (Town of Unity Targeted Business Attraction Strategy and Business Gap Analysis, 2017)

Social: The community wants a family-friendly recreation center and places to foster growth in Unity.

Technological: Social media impact; consumers are more updated on technology changes relating to the complex, and interests change more rapidly.

Environmental: Considerations of environmental impact; the proper care will have to be taken to ensure environmental regulations are being followed.

Legal: The processes of starting a business legally will have to be considered when taking into account time lines and planning.

Company Ownership/Legal Entity

The UFLC will be owned and operated by the Town of Unity.

Location

The Unity Family Leisure Center will be located in an accessible lot in the Town of Unity. The Town of Unity has indicated that there are a few location options, and that the Town may offer a reduced price. This will be decided upon in future. Possible locations included a lot near the existing community center on 7th Avenue, and some lots available on the road just off of the highway on First Avenue. One of the possible lots was contaminated and would require decontamination; this cost has not been included in the financials as this was only one of the possible building areas.

Interior

For the most part, the interior of the Unity Family Leisure Center will be a modular and transitional space that can be updated easily as activity preferences change throughout over time. There will be multiple rooms available for rent and for regularly scheduled activities, such as yoga. The center will include a children's play area with a child-minding staff available to facility users. The center will have healthy food options available through a café space rented out by the UFLC. The center will also have a board room/party room available for rental. Accessibility will be a priority, allowing all residents to utilize the UFLC.

Hours of Operation

The UFLC will be operational from 6am-10pm Monday to Thursday, 6am-12pm Friday and Saturday, and Sunday from 10am-8pm. The UFLC will be available for rental outside of these regular hours through online booking services. The UFLC will be closed on certain holidays; these will be listed on the Center's website and posted in the entrances of the building.

Services

UFLC will provide a wide range of physical activity options including classes, personal training, and family activities. The complex will be open for rental by the local sports teams, for fundraisers, or for other events. Child-minding will be provided for facility users who wish to use the complex. The renter of the children's play area will be the operator of the child-minding facility. There will be a small café space available for rental, with the premise that the food be healthy. There will also be wedding and event rental spaces available, in collaboration with the café renters.

Operations Timeline

2018-2019	-Registration of business name -Community meeting and board election -Building construction to begin
2019-2020	-Building construction to finish -Major equipment purchases -Hire General Manager -Hire employees

2020-2021	<ul style="list-style-type: none"> -Soft opening and first sales -Grand opening -Community meeting and review
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Start Up Analysis

Fixed capital requirements:

- \$7.13 million for new build
- \$82,000 asset class 8 (Furniture, appliances etc.)
- \$25,000 asset class 43 (Machinery and equipment)
- \$15,000 Software and electronic purchases asset class 46 (Data network infrastructure equipment and systems software)
- See excel sheet titled: Asset Purchases

Revenue Streams

1. Business rental spaces: Café, children's play area, bowling, bouldering
2. Wedding and event rental
3. Programming: Studio classes, board room/party room, gymnasium drop in

Suppliers

The following list is of some potential suppliers for the UFLC. Prices have been included in the appendices.

- Orca Coast (children's play area, see appendices 1.1 and 1.2)
- Fitness Town and The Bay (Spin bikes, see appendices 1.3 and 1.4)
- Fusion Bowling ("Mr. Popular" four lane option, see appendix 1.5)
- Everlast climbing (Apparatuses for gymnasium, see appendix 1.6)
- Ikea (Café and other furniture)
- Dusky Leaf (Yoga equipment. See appendix 1.7)
- Landmark Athletics (Gymnasium & children's play area flooring, Gym Flooring Polar Series Black 8mm \$3.81/Sq. ft)

Risk Management Strategies

Risk Exposure	Risk Consequence	Risk Potential	Mitigation
Injuries (customers and employees)	Loss of customers or potential for being sued	Moderate	Waiver forms to protect UFLC against liability
Lack of startup funds	Not able to start business	Low	Apply for loans and grants. Find a community funding partner

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Weather	Loss of income, wear on building	Severe (this will be an unavoidable risk in SK)	Snow clearing and other weather-related cleanup will be out sourced and the building will be built for SK weather
Flood, fire etc.	Possibly devastating	Moderate	Purchase insurance and install cameras
Faulty equipment	Liability issues	Low	Suppliers will be picked based on quality first and secondly on cost
Customers don't utilize activities offered at UFLC	Loss of revenue	Low	Regular reviews of community want and transitional design built into the building
Not making profit	Possibly devastating	Low	Regular reviews of profit margins, can raise prices or offer different activities

Operating Processes

Money operations: Individual renters will handle cash operating processes. The General Manager will be in charge of collecting payment from renters, by both monitoring the UFLC bank account and by collecting payment from renters and placing them in to the UFLC bank account. Theft and fraud controls will be in place in the form of an independent party accountant reviewing financials and in the form of the board of directors also being held accountable to maintain checks on the finances and UFLC bank account.

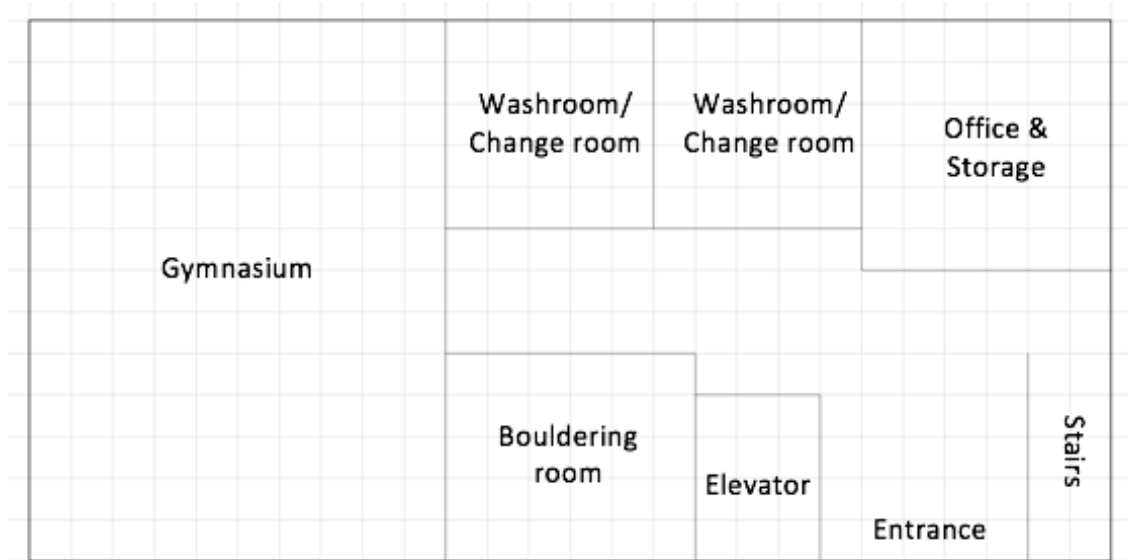
Daily operations: The GM and Town of Unity will oversee opening and closing the facility daily for the renters and customers. The UFLC will have an automated phone system that will direct general UFLC calls and inquiries to the GM and calls about specific businesses in the building to said businesses direct line.

Security Operations: Security monitoring systems will help aid all users of the facility in the event of theft, vandalism or break-ins. Keys will be issued strictly to the GM and renters only. The Town of Unity will also have one key for a designated. The GM will handle all money matters with the renters.

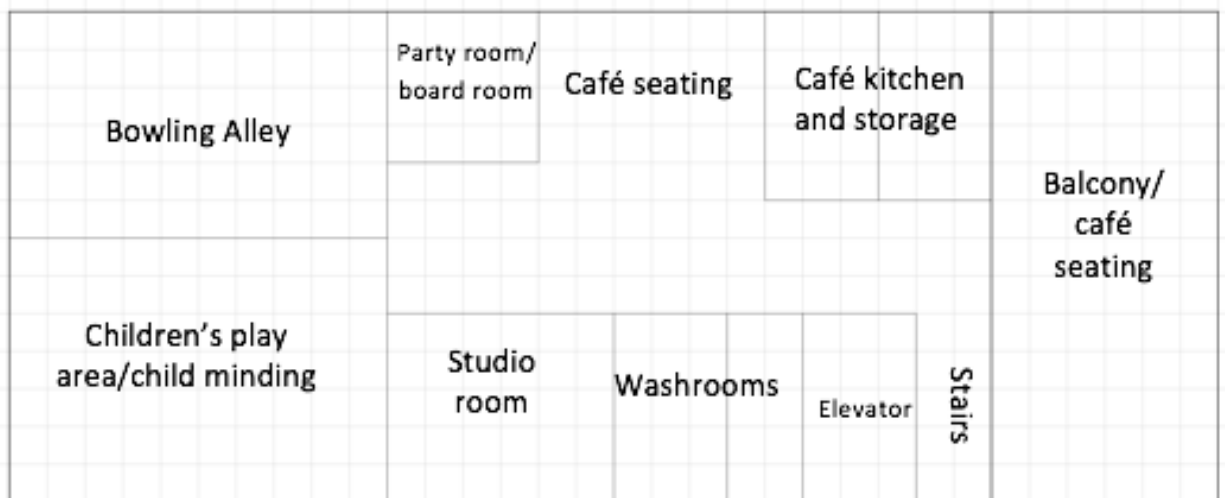
Facilities

The UFLC will be approximately 24,440 ft² in total, 12,220 ft² per floor. The facility will be fully accessible with an elevator, although certain activities; will be less usable for persons with mobility restraints. Other areas, like the bowling area, gymnasium, café, boardroom/party room, studio room, washrooms and change rooms will be designed to be fully accessible.

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Ground floor



Second floor

Human Resources

Organizational Structure

A Board of Directors will over see the governance of the UFLC. The Town of Unity will work with the GM to run the organizations day-to-day operation.

Key Personnel

Board of Directors: Made up of community members voted in at the Annual General Meeting.

General Manager: Hired by the Board of Directors. The GM will coordinate the activities of the UFLC. The GM will act as a landlord for the Center and, working with the Town of Unity, will be in charge of picking renters, coordinating with chosen renters, collecting payments, and maintaining the Center (i.e. contracting snow removal, janitorial services, etc.) The GM will report monthly to the Board of Directors and will report to the Town of Unity at regular intervals as decided upon by the Town and the GM.

Contracted Staff: janitorial services, general maintenance, equipment maintenance, and snow removal will be organized by the GM.

Renters: will enter into a contract with the UFLC and the Town of Unity, the terms of these contracts will be decided upon on a renter to renter basis as decided upon with the Town of Unity.

Compensation

According to Glassdoor, the average salary of a General Manager nationally in Canada is \$66, 235. A GM in the recreational sector in Canada on average has a salary of \$44, 561 (2018). A potential salary range for the GM of the UFLC is \$40,000-\$75,000. Depending on the level of experience of the General Manager they will be paid in the range of \$50,000-\$65,000 as a starting annual salary rate.

Marketing

Market Analysis

The primary target market for the UFLC is families, i.e. parents aged 30-55 with one or more child. The Town of Unity has a population of 3067 people. With-in a 50km radius there are 6236 people and with-in a 100km radius there are 56057 people (Town of Unity, 2013) Marketing to these outlying areas could be a market growth strategy in the future. Communication with the community will happen by word of mouth, the website, social media, newspapers advertisements, radio advertisements, signs, community involvement and opening events. The Unity Business Gap Analysis showed great need and want for this type of facility for current residents and to attract more visitors and more families (Town of Unity Targeted Business Attraction Strategy and Business Gap Analysis, 2017). With only few other businesses in the same industry in Unity there is a lot of room for growth.

Competitive Analysis

Unity has a number of indirect competitors and few direct competitors. One direct competitor would be the Summer Fun Center; this would only be direct competition for a few months of the year. Another direct competitor would be complexes of the same nature in cities nearby, but this threat can be neutralized by UFLC's central location within Unity. Indirect competition includes a swimming pool, hockey rink, curling rink, ball diamonds, parks, playgrounds, a dance school and a golf course. The UFLC will stay ahead of changing trends and technology by keeping updated with new technology and trends. The UFLC will also be designed as a modular and easily changeable facility. It will be built to transition easily as tastes change.

Organizational Analysis

The SWOT analysis below identifies the strengths, weaknesses, opportunities and threats that apply to the UFLC. The strengths show that community will be a huge driving force for the UFLC; if the community gets behind the Center then it will have a much greater chance of success. Another strength includes being the only provider of services shown to be needed in the community. The weaknesses of the firm can be easily overcome by effective communication with the Town of Unity. The opportunities for the UFLC align well with the strengths of the Center, the growing market creates a welcoming environment with lots of room for growth and expansion. The threat of shifts in consumer tastes can also be negated by the cooperative model; this model will allow the community to have direct input into what activities are offered over time.

SWOT

Strengths: community involvement, only providers of this service, location, word of mouth promotion

Weaknesses: No reputation yet, costly infrastructure

Opportunities: Unfilled customer needs, growing market

Threats: shifts in consumer tastes

Marketing Strategy

Product

UFLC will provide a wide range of activity options including group classes, bowling, and family activities. The complex will be open for rental by local sports teams, for fundraisers, and for other events. Child-minding will be provided for facility users who wish to use the complex but cannot do so with their child or children with them. There will also be a small café serving coffee, smoothies, and fresh sandwiches.

Price

These will stay locked in for the first two years and rise as other prices congruently increase. Monthly whole business rental prices: Bowling Alley \$1500, café \$1500, children's play area/child-minding \$1200, and bouldering \$1200.

Studio fees: Teachers will rent the studio room for \$100 a month. Starting with space for 5 teachers and eventually offering more time slots and classes.

One-time rentals: Wedding/event rentals \$1000, hourly gymnasium fees \$100, board room/party room hourly rentals \$85, gymnasium drop-in fees \$5.

Promotion

Promotion within the community will happen by word of mouth, the website, social media, newspapers advertisements, radio advertisements, signs, community involvement and opening events. After establishing the business, marketing will expand to outlying cities and towns within the 100km radius of Unity.

Place

The UFLC will be located in an accessible lot in the town of Unity. To be decided upon by the Town of Unity.

Financials

Overview

The estimated total cost of the UFLC is between \$7- \$8 million (White Hutchinson, 2017). The bulk of the new build expense will come from corporate donors to allow the project to be feasible for the Town of Unity to take on.

Donations and Funding

Working with the Town of Unity, the UFLC will be seeking donors and fundraising the new build cost of \$7-\$8 million. Ultimately, the center will be aiming to gain \$7,130,000 in funding. There will be a prominent donors wall in the entrance of the facility to help attract donors and recognize them. The name of the facility will be available to a donor upon negotiation with the Town of Unity. \$5000 has been set aside for a donor gala that will be hosted at the facility for two reasons: firstly, as a thank you for all donors and community contributors, and secondly for publicity and to raise awareness. The Town of Unity could potentially try to secure a keynote speaker with a Canadian athletics background, preferably from a small town, to speak at the event-about how facilities like the UFLC can help small town athletes achieve their sporting goals.

There are many government grants the UFLC can apply for. Many of the funding opportunities below are for community health and recreation funding which would be applicable for the UFLC. Also included are grants and funding opportunities related to persons with disabilities and creating sporting opportunities for them, which will be a focus of the UFLC.

Grant and other funding opportunities (See coordinating links in appendix 3.1):

- Go Out and Play Challenge
- James P. Mahoney Institute of the Family Grant
- New Horizons for Senior Program

- Opportunity Fund for Persons with Disabilities
- SAYCW Healthy Schools and Communities Grant
- Shaw Kids Investment Program
- SPRA Forever...in motion Grant
- Enabling Accessibility Fund
- Let Them Be Kids
- Community Initiatives Fund (Community Grant Program)
- The Battlefords Community Foundation Canada 150 Grant
- 1989 Jeux Canada Games Foundation
- Canadian Paralympic Committee's System Development Fund
- Parasport Club Development Grant
- Parasport Equipment Grant
- Sport, Culture & Recreation Outreach Grant
- Community Engagement and Development Program

Corporate funding opportunities (See coordinating links in appendix 3.2):

- Affinity Credit Union
- Bell (Let's Talk Community Fund)
- Cameco
- Canada Post Community Foundation
- Conexus Credit Union Investment Program
- Co-op Community Investment Fund
- Co-op Community Spaces Grant
- CP Has Heart Community Fund
- FCC AgriSpirit Fund
- GoodLife Kids Foundation
- Green Shield Canada
- Kraft Project Play
- Lehigh Hanson Materials Limited Community Investment
- NHLPA Goals and Dreams
- Richardson Foundation
- Rick Hansen Foundation (Quality of Life Program)
- SaskEnergy
- Seed Foundation (Funding Fundraisers)
- SGI

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Cash Flow Statement

Projected Cash Flow Statement Unity Family Leisure Center													
Cash at Month Start	Apr-2020	May-2020	Jun-2020	Jul-2020	Aug-2020	Sep-2020	Oct-2020	Nov-2020	Dec-2020	Jan-2021	Feb-2021	Mar-2021	Total
	\$ -	\$ 12,932	\$ 16,801	\$ 19,159	\$ 14,602	\$ 10,791	\$ 17,074	\$ 18,393	\$ 19,187	\$ 15,895	\$ 17,039	\$ 17,272	
Cash Inflows													
Cash Sales	\$ 13,750	\$ 13,175	\$ 13,750	\$ 14,750	\$ 15,495	\$ 17,675	\$ 21,125	\$ 20,600	\$ 20,600	\$ 23,260	\$ 20,040	\$ 16,700	210,920
Cash from Receivables Collections	-	-	-	-	-	-	-	-	-	-	-	-	-
Government/Non-government Grants	50,000	-	-	-	-	-	-	-	-	-	-	-	50,000
Operating Grant	75,000	-	-	-	-	-	-	-	-	-	-	-	75,000
Town of Unity Building Grant	7,130,000	-	-	-	-	-	-	-	-	-	-	-	7,130,000
Total Cash Inflows	\$ 7,268,750	\$ 13,175	\$ 13,750	\$ 14,750	\$ 15,495	\$ 17,675	\$ 21,125	\$ 20,600	\$ 20,600	\$ 23,260	\$ 20,040	\$ 16,700	\$ 7,465,920
Cash Outflows from Schedules													
Cash to Internal Investment Account	\$ -	\$ -	\$ -	\$ 10,000	\$ 10,000	\$ -	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	80,000
Merchandise Inventory Purchases	-	-	-	-	-	-	-	-	-	-	-	-	-
Credit Card Charges	-	-	-	-	-	-	-	-	-	-	-	-	-
Wages and Salaries	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	4,167	50,000
Benefits	415	415	415	415	415	415	415	415	415	415	415	415	4,975
Promotional Expenses	15,910	50	50	50	50	50	50	50	50	2,360	50	50	18,770
Equipment Purchases	7,220,000	-	-	-	-	-	-	-	-	-	-	-	7,220,000
Expenses incurred at start-up	10,652	-	-	-	-	-	-	-	2,000	-	-	-	10,652
Cash Outflows from Expense Schedule													
Water bill	800	800	800	800	800	800	800	800	800	800	800	800	9,600
Sask Tel (phone and internet)	250	250	250	250	250	250	250	250	250	250	250	250	3,000
Sask Power	500	500	500	500	500	500	500	500	500	500	500	500	6,000
Janitorial services	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	12,000
Snow clearing	-	-	-	-	-	-	500	500	500	500	500	-	2,500
Building maintenance (including: facility heating/air conditioning bill)	800	800	800	800	800	800	800	800	800	800	800	800	9,600
Security monitoring	600	600	600	600	600	600	600	600	600	600	600	600	7,200
Office supplies & first aid supplies	100	100	100	100	100	100	100	100	100	100	100	100	1,200
washroom supplies	150	150	150	150	150	150	150	150	150	150	150	150	1,800
accounting fees	150	150	150	150	150	150	150	150	150	150	150	150	1,800
Business license renewal	-	-	-	-	-	-	-	-	-	-	-	-	500
Property & liability insurance	200	200	200	200	200	200	200	200	200	200	200	200	2,400
legal fees	-	-	-	-	-	-	-	-	-	-	-	-	500
banking fees	125	125	125	125	125	125	125	125	125	125	125	125	1,500
From Income Statement	-	-	-	-	-	-	-	-	-	-	-	-	-
Taxes at 35%	-	-	2,086	-	-	-	2,086	-	-	-	-	-	8,342
Dividends paid	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Cash Outflows	\$ 7,255,818	\$ 9,306	\$ 11,392	\$ 19,306	\$ 19,306	\$ 19,306	\$ 11,392	\$ 19,806	\$ 19,806	\$ 23,892	\$ 22,116	\$ 19,806	\$ 22,642
Cash at Month End	\$ 12,932	\$ 16,801	\$ 19,159	\$ 14,602	\$ 10,791	\$ 17,074	\$ 18,393	\$ 19,187	\$ 15,895	\$ 17,039	\$ 17,272	\$ 11,331	

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At the end of each year the UFLC is projected to have a positive cash flow. In the previous spreadsheets (Cash Flow Statement) these have been allocated to a reserve fund for the UFLC to use for the Facility at a later date. For example, if the facility needs a major repair or upgrade or if it requires new equipment, these reserve funds can be used for these activities.

Income Statement

Unity Family Leisure Center Projected Income Statements For the 12 Months Ending March 31					
	2021	2022	2023	2024	2025
Sales (excluding PST and GST)	\$ 210,920	\$ 242,600	\$ 321,700	\$ 315,600	\$ 349,550
Government and other grants	50,000	-	-	-	-
Town of Unity Operating Grant	75,000	-	-	-	-
Gross Profit	\$ 335,920	\$ 242,600	\$ 321,700	\$ 315,600	\$ 349,550
Expenses					
Wages and Salaries	\$ 50,000	\$ 52,000	\$ 55,000	\$ 57,000	\$ 60,000
Benefits	4,975	5,174	5,473	5,672	5,970
Contractor Labour Costs	-	-	-	-	-
Promotional Expenses	18,770	2,700	3,530	3,530	4,055
Water bill	9,600	10,080	10,584	11,113	11,669
Sask Tel (phone and internet)	3,000	3,060	3,121	3,184	3,247
Sask Power	6,000	6,120	6,242	6,367	6,495
Janatorial services	12,000	12,240	12,485	12,734	12,989
Snow clearing	2,500	2,550	2,601	2,653	2,706
Building maintenance (including: facility)	9,600	10,080	10,584	11,113	11,669
Heating/air conditioning bill	7,200	7,344	7,491	7,641	7,794
Security monitoring	1,200	1,200	1,200	1,200	1,200
office supplies & first aid supplies	1,800	1,800	1,800	1,800	1,800
washroom supplies	1,800	1,800	1,800	1,800	1,800
accounting fees	500	500	500	500	500
Business license renewal	250	250	250	250	250
Property & liability insurance	2,400	2,400	2,400	2,400	2,400
legal fees	500	500	500	500	500
banking fees	1,500	1,500	1,500	1,500	1,500
Depreciation Expense	167,838	321,919	297,533	278,155	261,894
Expenses incurred at start-up	10,652				
Total Expenses	\$ 312,085	\$ 443,217	\$ 424,594	\$ 409,112	\$ 398,438
Income before Interest and Taxes	\$ 23,836	\$ (200,617)	\$ (102,894)	\$ (93,512)	\$ (48,888)
Loan Interest	-	-	-	-	-
Income before Taxes	\$ 23,836	\$ (200,617)	\$ (102,894)	\$ (93,512)	\$ (48,888)
Loss carry forward	-	-	(200,617)	(303,511)	(397,023)
Taxable amount	23,836	(200,617)	(303,511)	(397,023)	(445,911)
Taxes at 35%	8,342	-	-	-	-
Net Income	\$ 15,493	\$ (200,617)	\$ (102,894)	\$ (93,512)	\$ (48,888)
Statement of Retained Earnings					
Beginning Retained Earnings	\$ -	\$ 15,493	\$ (185,124)	\$ (288,018)	\$ (381,530)
Plus Net Income (loss)	15,493	(200,617)	(102,894)	(93,512)	(48,888)
Less Dividends	-	-	-	-	-
Ending Retained Earnings	\$ 15,493	\$ (185,124)	\$ (288,018)	\$ (381,530)	\$ (430,418)

[UNITY FAMILY LEISURE CENTER]

Balance Sheets

Unity Family Leisure Center Projected Balance Sheets As at March 31					
	2021	2022	2023	2024	2025
Assets					
Current Assets					
Cash	\$ 11,331	\$ 7,633	\$ 12,272	\$ 6,915	\$ 14,921
Government and other grants	-	-	-	-	-
Town of Unity Operating Grant	-	-	-	-	-
Investment Account	80,000	205,000	395,000	585,000	790,000
Other Current Assets					
Other Current Assets					
Total Current Assets	\$ 91,331	\$ 212,633	\$ 407,272	\$ 591,915	\$ 804,921
Fixed Assets					
Equipment	\$ 7,222,000	\$ 7,222,000	\$ 7,222,000	\$ 7,222,000	\$ 7,222,000
Less: Accumulated Depreciation	(167,838)	(489,757)	(787,290)	(1,065,445)	(1,327,339)
Other Fixed Assets					
Other Fixed Assets					
Other Fixed Assets					
Total Fixed Assets	7,054,163	6,732,243	6,434,710	6,156,555	5,894,661
Total Assets	\$ 7,145,493	\$ 6,944,876	\$ 6,841,982	\$ 6,748,470	\$ 6,699,582
Liabilities					
Current Liabilities					
Accounts Payable	\$ -	\$ -	\$ -	\$ -	\$ -
Total Current Liabilities	\$ -	\$ -	\$ -	\$ -	\$ -
Long-Term Liabilities					
Bank Loans	\$ -	\$ -	\$ -	\$ -	\$ -
Total Long-Term Liabilities	-	-	-	-	-
Total Liabilities	\$ -	\$ -	\$ -	\$ -	\$ -
Shareholders' Equity					
Capital Stock	\$ 7,130,000	\$ 7,130,000	\$ 7,130,000	\$ 7,130,000	\$ 7,130,000
Retained Earnings	15,493	(185,124)	(288,018)	(381,530)	(430,418)
Other Owners' Equity					
Total Shareholders' Equity	\$ 7,145,493	\$ 6,944,876	\$ 6,841,982	\$ 6,748,470	\$ 6,699,582
Total Liabilities and Shareholders' Equity	\$ 7,145,493	\$ 6,944,876	\$ 6,841,982	\$ 6,748,470	\$ 6,699,582

Critical Success Factors

1. Accurate projected startup expenses. If the startup expenses are not accurately projected, the business has a much lower chance of being successful. Thorough research and second opinions will help to create successful start-up cost analysis.

2. Community/corporate funding. With the size and scope of the UFLC, the business will need funding to move forward. Proper care in locating and sourcing funding will be taken.
3. The right management. If proper corporate governance is not instilled from the start, the business will not be as successful as it could be. A board of directors that does not know how to hire correctly may not pick the most suitable General Manager and therefore moving down the organizational hierarchy the mismanagement will continue to permeate all levels of the organization. All board members will be trained in governance continually through their time on the board.
4. Community support. The community will be a major critical success factor in both the long term and short-term success of the business. The community will be consulted and involved throughout the entire process of start-up and implementation, and will have many opportunities to contribute to the growth and change of the UFLC throughout its whole lifetime.

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Appendix

Operations

1.1



(\$67,000 including shipping and installation. Taxes not included. Quote acquired first hand from an Orca Coast representative)

1.2



(\$69,000 including shipping and installation. Taxes not included. Quote acquired first hand from an Orca Coast representative)

1.3



(\$1498.00 each, Fit Spin Pro Magnetic Spin Bike, price acquired from Fitness Town's website)

1.4



(\$399.99 each, XTERRA Upright Cycle, price acquired from The Bay website)

1.5



1 lane.....
2 lanes.....
4 lanes.....

Plain Jane

Includes only the standard essential equipment with no customization.

\$90,900
\$124,900
\$218,900

Mr. Popular

Most typical configuration. Best selling package for home & amenity settings.

\$123,900
\$156,900
\$269,900

Old School

Custom restored vintage equipment for a nostalgic look. (Availability of products varies.)

\$120,900
\$151,900
\$263,900

Rock Star

Make a big impression with maximum pizzazz. Knock the socks off your bowlers!

\$160,900
\$199,900
\$333,900

Services

Unlimited consultation with owner, builder, architect, and pertinent trades.	✓	✓	✓	✓
Pre-installation site visits to monitor construction progress.	✓	✓	✓	✓
All freight costs and equipment handling.	✓	✓	✓	✓
Installation labor by expert craftsmen and technicians.	✓	✓	✓	✓
Safety and operations training session.	✓	✓	✓	✓

Pinsetters

Brand new, state-of-the-art Brunswick GS-X pinsetter machines. Highest FPS (frames-per-stop) rating in the industry = maximum reliability.	✓	✓	✓	✓
Safety beam shuts down pinsetter when person moves close to pins.	✓	✓	✓	✓
Commercial pinsetter masking unit (panel mounted above pins).	Stock images only	Stock images only	Restored vintage unit	Choice of stock or custom images
Electric retractable 11-foot video projection screen (integrated into pinsetter masking unit frame) and HD high-lumens commercial video projector.				✓

Lanes

Pro Lane premium commercial-grade synthetic lane (lifetime warranty).		✓	✓	✓
Anvilane commercial-grade synthetic lane.	✓			
Lane color: Choose from dozens of unique woodgrains, abstract patterns, faux stones, or solid colors.	Basic "butcher block" pattern only	✓	✓	Custom full-color original artwork
Glow-in-the-dark lane capability: lanes fluoresce under UV light.		✓		Custom glow graphics
Custom logo on each lane or approach.		Single-color logo		Multi-color logo
Custom (non-rectangular) approach shape.		Straight, angular shapes only		Choice of curved or angular shapes
Pop-up gutter bumper guard rails for children and disabled bowlers.		Manual	Manual	Automated
Capping (trim piece along top edge of gutters).	Standard color, non-glow	Standard color, glow capable	Standard color, non-glow	Custom color

Scoring

Computerized scoring system with user-friendly interface.	✓	✓	✓	Custom graphics
Ball speedometer, "Pin Cam" instant replay, bowler stats and graphs.	✓	✓	✓	✓
Overhead LED scoring display TVs (1 per lane).	32"	46"	46"	55"
User-friendly hard-wired keypad console.	✓	✓	✓	Choice of wireless or hard-wired
"Bowler Cam" for instant replay of ball release.				✓
Additional overhead TV (per lane pair) for sports/entertainment viewing.				✓

(\$269,900 “Mr. Popular” four lane option, price acquired from Fusion Bowling website)

1.6



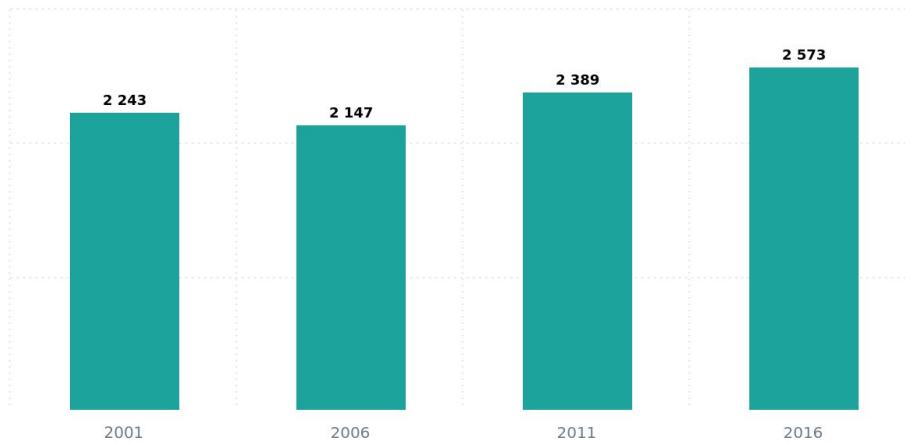
(Prices ranges from \$2354-\$3111, depending on the different apparatus, show is the Safari Plank Walk \$2572.00, price acquired from the Everlast Climbing website)

1.7

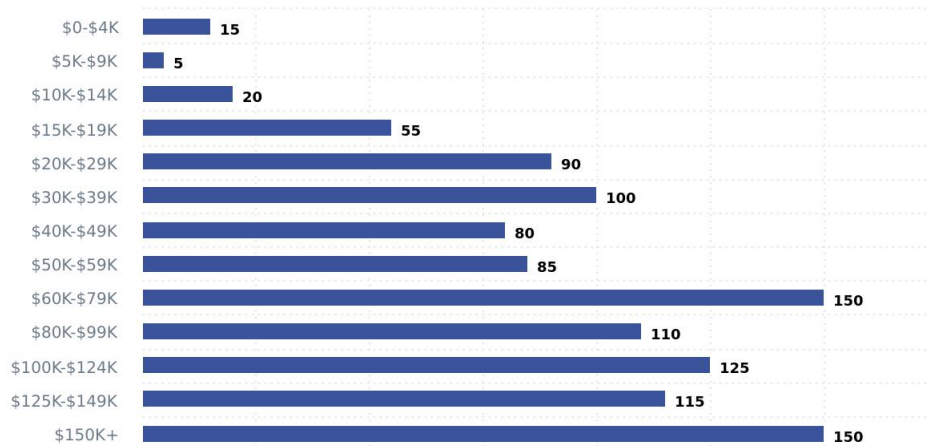


(\$30 each, Studio Eco Yoga Mat, price acquired from Dusky Leaf website)

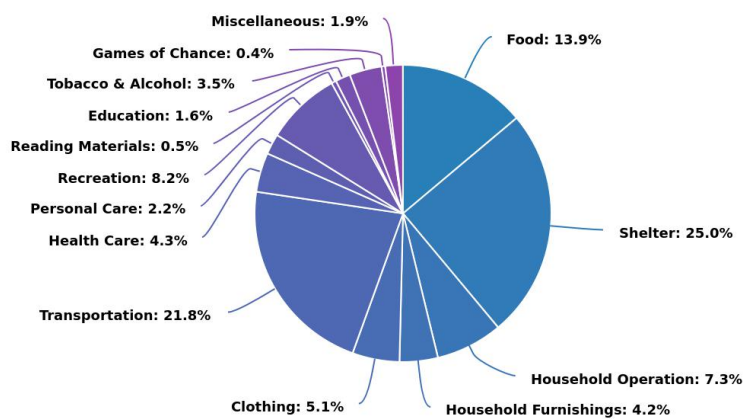
Marketing



Unity Population (Town of Unity)



Unity household income (Town of Unity)



Unity Average House hold expenditure (Town of Unity)

Financials

3.1

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<http://grants.saycw.com/>

<https://www.shaw.ca/corporate/community/skip/>

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<http://paralympic.ca/funding>

www.sasksport.sk.ca/adaptiveSport.php

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3.2

<https://www.affinitycu.ca/Community/Pages/default.aspx>

<https://letstalk.bell.ca/en/community-fund>

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<https://www.canadapost.ca/web/en/pages/aboutus/communityfoundation/default.page>

<https://www.conexus.ca/AboutConexus/Community/Sponsorship/>

<http://crs.coopconnection.ca/communityinvestment.html>

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<http://www.cpr.ca/en/community/cp-has-heart/community-fund>

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<http://www.greenshield.ca/en-ca/about-gsc/giving-back>

<http://kraftprojectplay.com/>

<http://www.lehighhansoncanada.com/working-communities-build-better-futures>

<http://www.nhlpa.com/giving-back/goals-and-dreams>

<https://www.richardson.ca/our-community/richardson-foundation/>

<http://www.rickhansen.com/What-We-Do/Quality-of-Life>

<http://www.saskenergy.com/community/Sponsorships.asp>

<http://seedmaster.ca/seed/>

<http://www.sgi.sk.ca/about/responsibility/community/donations/index.html>