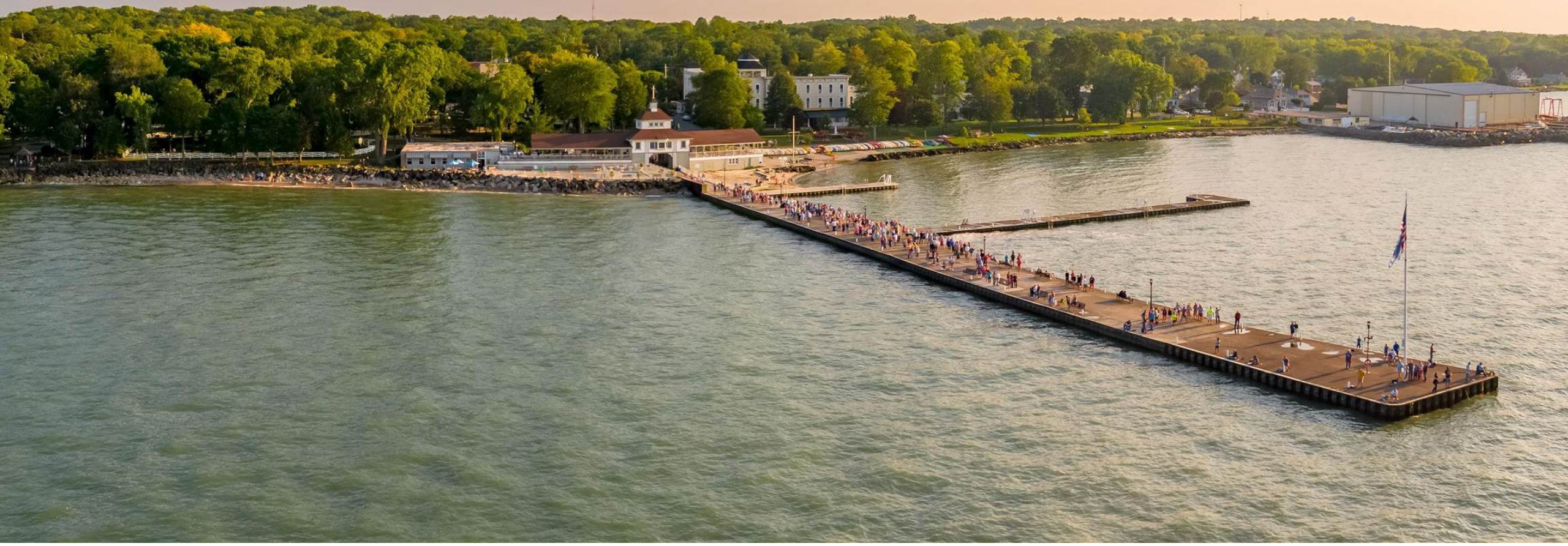


# Financial Review Session

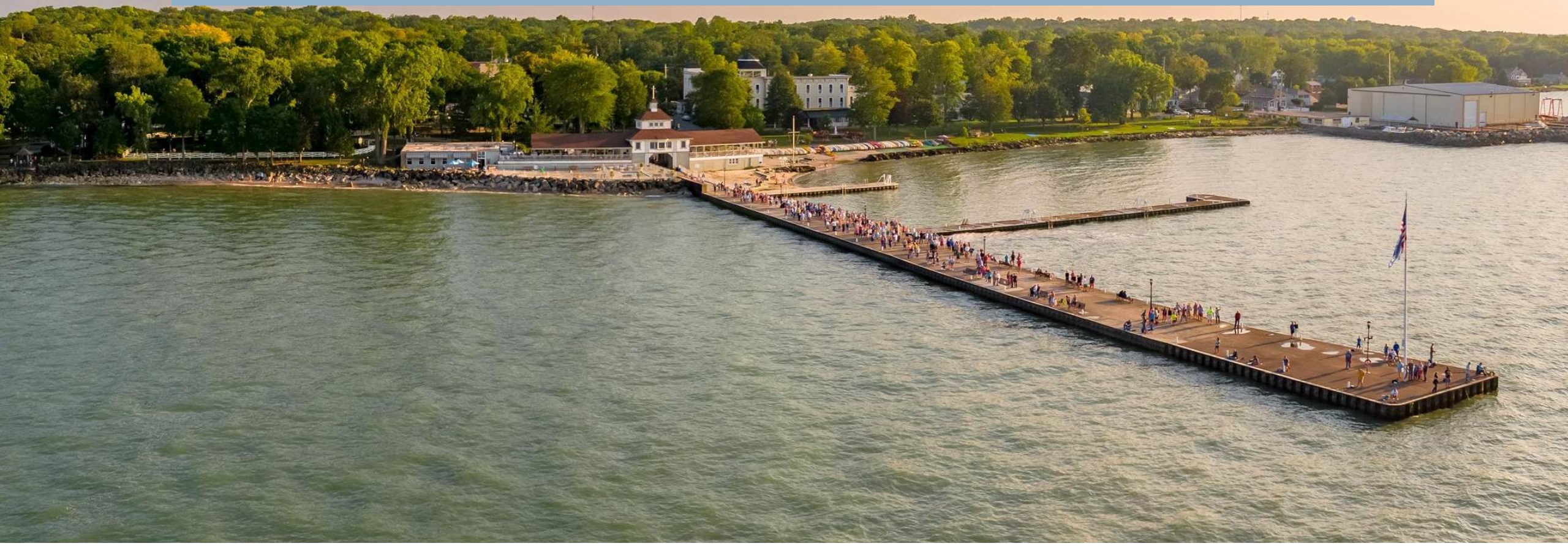


A young girl with long blonde hair in a ponytail, wearing a colorful striped tank top, is seen from behind, looking out at a sunset over the ocean. The sun is low on the horizon, creating a warm orange and pink glow in the sky. The ocean is dark blue with gentle waves.

## Agenda

- I. Welcome & Intros
- II. Strategic Highlights
- III. Insight from Lakesiders
- IV. Chautauqua Pass & Budget Summary
- V. August Board Forum Questions & Analysis
- VI. Q & A Box
- VII. Save the Date

# II. Strategic Highlights



# Our Strategic Highlights

*Lakeside's mission is to enrich the quality of life for all people, to foster traditional Christian values and to nurture relationships through opportunities for renewal and growth... spiritually, intellectually, culturally and physically...while preserving Lakeside's heritage.*

Engaging  
Chautauqua  
Pillars

Strengthening  
Community  
Relationships &  
Belonging

Providing  
Warm  
Hospitality &  
Genuine Care  
to All

Empowering  
a Culture  
of Growth  
for Staff

Preserving  
the Historic  
Charm &  
improving  
Modern  
Amenities

Achieving  
Financial  
Strength &  
Viability



# Engaging Chautauqua Pillars

## **Partnership**

Lakeside continues to partner with universities, nonprofits and organizations to bring enriching programs.

## **Cultural and Educational Growth**

Performing Arts attracted 50,000 attendees; partnerships expanded educational community outreach.

## **Strong Community Worship Music Experience**

This summer, we had diverse worship music through our choir, guest artists and musicians.

## **Community Recommend Programs**

Special thank you to community members for connecting and recommending speakers, performers, preachers, and lecturers. This creates a dynamic and engaging Chautauqua experience every year.



## Strengthening Community Relationships & Belonging

### **Task Force Work**

Capital Improvement & Streets Task Force Work unleashes community capacity and resources.

### **Community Days & Outreach**

Welcomed Ottawa County residents and Veterans during community days each summer for free admission.

### **Presidential Coffee Chats, Community Gatherings & Streets Meetings**

Opportunities for community engagement were provided. Community insight and feedback was used.



## Providing Warm Hospitality & Genuine Care

### **Staff Genuine Care Training**

Launched new orientation with hospitality focus of genuine care.

### **Hotel Revenue and Occupancy**

Hotels generated \$950,000 revenue with 50%+ occupancy, showing steady hospitality performance.

### **Guest Communications Upgrades Planned**

Introduction of the Whistle platform will enhance guest communication and automate services.

### **Community Safety Enhancements**

Proactive patrols and emergency planning have increased community safety and confidence.

### **Guest Service Improvements**

Gates Department enhanced experience with 69,000 ticket sales and new technology like card readers.



# Empower a Culture of Growth for Staff

## **Human Resources Enhancements**

Expanded recruiting, improved onboarding, and piloted flexible scheduling to boost workforce quality and compliance.

## **Guest Services Management**

Coordinated over 47,000 shuttle rides and managed memorial services with professionalism.

## **Recreation Program Success**

Delivered 1,600+ programs with 102,000 participant engagements, supported by job descriptions and cross-training.

## **Workforce Engagement Benefits**

Improvements foster a competent, mission-driven workforce that enhances morale and staff retention.



# Preserving Historic Charm and Modern Amenities

## **Campus Aesthetic Enhancements**

Grounds teams improved campus beauty and sustainability with lawn restoration and perennial planting projects.

## **Proactive Facilities Management**

Facilities adopted proactive asset management with new staff roles and enhanced maintenance protocols.

## **Creative Reuse and Waste Reduction**

Departments implemented reuse and waste reduction initiatives to promote environmental responsibility.

## **Commitment to Stewardship**

Efforts highlight Lakeside's dedication to financial, moral stewardship and long-term sustainability.



# Achieving Financial Strength & Viability

## **Purpose-Driven Expansion**

Growth focuses on meaningful expansion aligned with organizational mission and goals.

## **Predictable Operations**

Budgeting, procurement, and staffing create stability and operational predictability.

## **Cottage Rentals Expansion**

Expanding property participation and simplifying engagement for cottage rental owners.

## **Cost Savings in Purchasing**

Vendor consolidation and energy contract negotiations have reduced operational costs effectively.

# CHAUTAUQUA PROGRAMMING HIGHLIGHTS

**RELIGION**  
Total 25,264

Sunday Hoover  
Worship  
(5,745)  
GodSquad (3,730)

**EDUCATION**  
Total  
18,970

Lecture Series (3,903)  
Historic Portrayals (1,075)

**ARTS**  
Total  
55,586

Michael Cavanaugh (1,854)  
George Martin (1,387)  
Texas Tenors (1,025)  
Bruce Hornsby (2,252)  
Abbamania (2,635)

Rhein Center  
7,946

**RECREATION**  
Total  
102,312

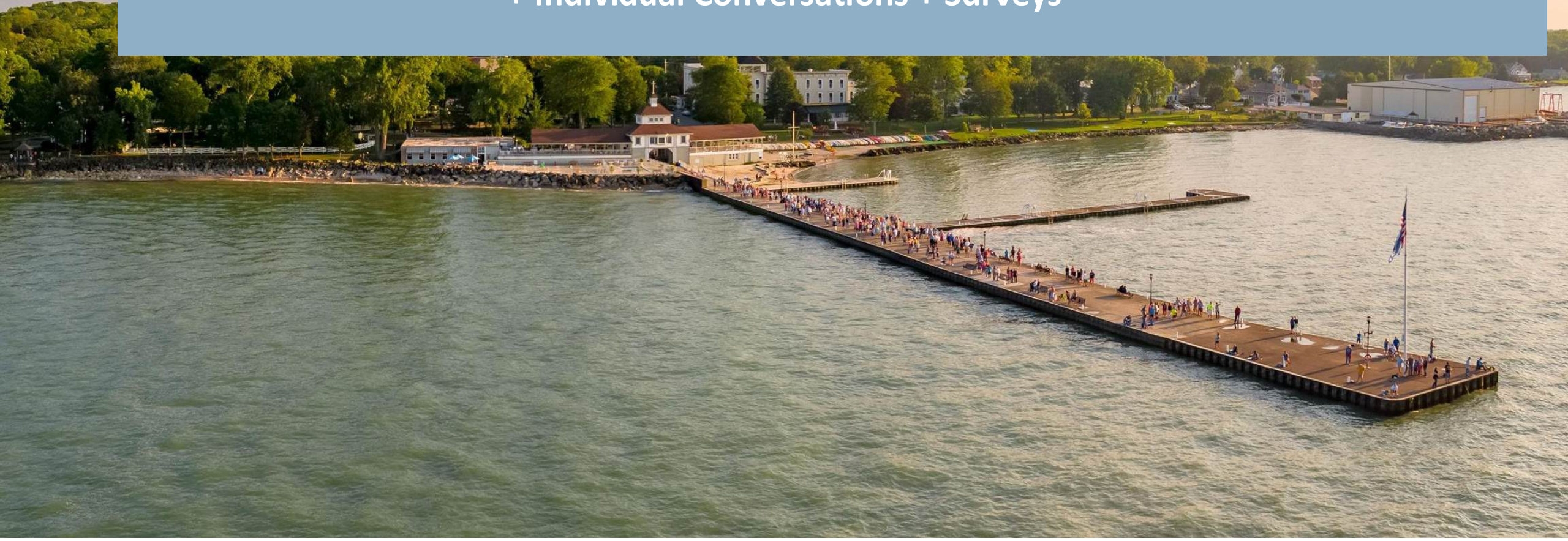
Pool Open Swim  
(41,759)  
Shuffleboard Open Play  
(24,912)  
Minigolf (14,886)

**SPECIAL  
EVENTS**  
Total  
5,768

Movies  
2,807  
Hoover Lobby  
Exhibits  
1,798

# III. Insight from Lakesiders

Coffee Chats + Community Gatherings  
+ Individual Conversations + Surveys



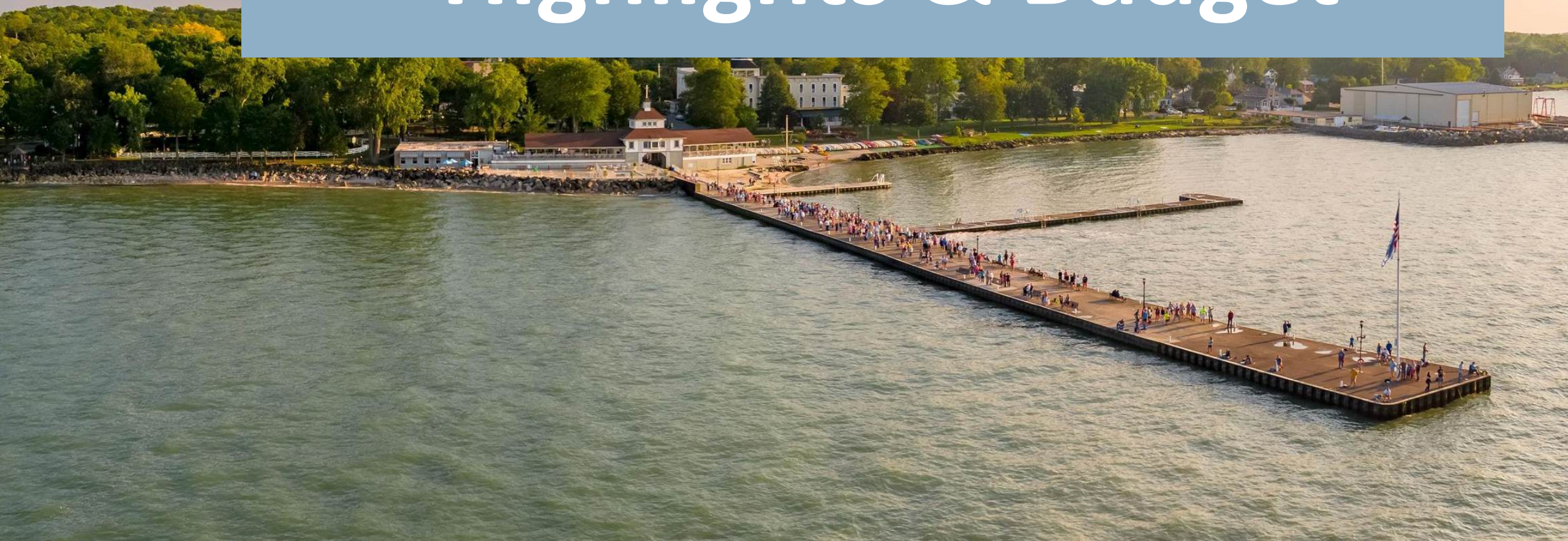
# Balancing Different Priorities Heard from Lakesiders



# Balancing Different Priorities Heard from Lakesiders



# IV. Chautauqua Pass Highlights & Budget



# 2026-27 Lakeside Budget Priorities (approved by board)

## Provide an attractive, meaningful and engaging Chautauqua program for the benefit of all guests, while:

- Making minimal Chautauqua Pass fee changes this year
  - Prioritize lower cost for families with children
  - Use “packages” to target early/late weeks
- Reducing staff – both full-time and seasonal through efficiencies and not service changes
- Working on deferred maintenance projects
- Cost effective performing arts
- Investing in projects needed to sustain Lakeside programming and facilities
- Continuing to pay down mortgage debt



# 2026 Chautauqua Pass Highlights: Lower Costs for Families

- Daily passes are unchanged for Children and Youth
- Children age range is expanded from 5-12 to 6-14
  - Children age 5 are now free
  - Lowers cost for 13 & 14 year olds (from \$112 to \$25 for week and from \$18 to \$5 for day)
- Youth Week and Season Passes are unchanged
- Children 7-Day and Season Passes are reduced by \$5
  - Child 7-Day Pass from \$30 to \$25 and Season Pass from \$85 to \$80
- Adult 7-Day Chautauqua Passes are unchanged

**Taken together, these changes mean a family of five will see pass costs decrease between -3% and -20%, depending upon the children's ages.**



# Family Examples of 7-Day Stays

		2025				2026						
7-day passes		Ages	No.	Pass	2025	No.	Pass	2026	\$ Diff.	% Diff.		
<b>A</b>	Adults		2	\$ 215	\$ 430	2	\$ 215	\$ 430				
	Children	5 + 9	2	\$ 30	\$ 60	2	\$ 25	\$ 50				
	Youth	13	1	\$ 112	<u>\$ 112</u>	0	\$ 112	\$ -				
					\$ 602			\$ 480	\$ (122)	-20%	savings from rate & age bracket changes	
		if credit card		\$ 602			\$ 493	\$ (109)	-18%			
<b>B</b>	Adults		2	\$ 215	\$ 430	2	\$ 215	\$ 430				
	Children	6 + 9 + 12	3	\$ 30	<u>\$ 90</u>	3	\$ 25	<u>\$ 75</u>			savings from child rate change	
					\$ 520			\$ 505	\$ (15)	-3%		
		if credit card		\$ 520			\$ 519	\$ (1)	0%			
<b>C</b>	Adults		2	\$ 215	\$ 430	2	\$ 215	\$ 430				
	Children	5 + 8 + 10	3	\$ 30	<u>\$ 90</u>	2	\$ 25	<u>\$ 50</u>			savings from rate & age bracket changes	
					\$ 520			\$ 480	\$ (40)	-8%		
		if credit card		\$ 520			\$ 493	\$ (27)	-5%			
<b>D</b>	Adults		2	\$ 215	\$ 430	2	\$ 215	\$ 430				
	Children	5	1	\$ 30	\$ 30	2	\$ 25	\$ 50				
	Youth	12 + 14	2	\$ 112	<u>\$ 224</u>	1	\$ 112	<u>\$ 112</u>			savings from rate & age bracket changes	
					\$ 684			\$ 592	\$ (92)	-13%		
		if credit card		\$ 684			\$ 608	\$ (76)	-11%			

# Family Weekend Stay Examples

		2025				2026							
		Ages	No.	Pass	<u>2025</u>	No.	Pass	<u>2026</u>		\$ Diff.	% Diff.		
<b>Arrive Friday, leave Sunday (2 single day passes)</b>													
Adults			2	\$ 39	\$ 156	2	\$ 40	\$ 160					
Children	5		1	\$ 5	\$ 10	1	\$ 5	\$ 10					
Youth	12 + 14		2	\$ 18	<u>\$ 36</u>	1	\$ 18	<u>\$ 18</u>					
					\$ 202			\$ 188		\$ (14)	-7%	savings from age bracket change	
		if credit card			\$ 202			\$ 193		\$ (9)	-4%		
Adults			2	\$ 39	\$ 156	2	\$ 40	\$ 160					
Children	7 + 9		2	\$ 5	\$ 20	2	\$ 5	\$ 20					
Youth	13		1	\$ 18	<u>\$ 18</u>	0	\$ 18	<u>\$ -</u>					
					\$ 194			\$ 180		\$ (14)	-7%	savings from age bracket change	
		if credit card			\$ 194			\$ 185		\$ (9)	-5%		

# Remaining Chautauqua Pass & Parking Fee Highlights

- Family cost reductions and expense changes still left a budget gap to close.
- We have been conservative in projecting guest visits, planning some modest pass increases to close the remaining budget gap.
  - Adults Daily Pass increased \$1 to \$34 Mon.-Thur. and \$40 Fri.-Sun.

7-Day Chautauqua Pass – did not increase: \$215

Leaseholder Season Pass\* +\$25      Early Bird \$1,125 (before 2/28)  
3/1-5/25 \$1,200    \$1,275 after 5/25

Season Pass\* +\$50, \$1,550  
Season Weekender, \$1,350

- Season Auto Pass did not increase.
- Season Golf Cart Pass increased \$10 to match Auto Pass.

\*Season pass holders will have access to the Fall Concert at no additional cost.

# Revenue : Budget for Fiscal Year 2026-27

Lakeside Revenue (\$000)	Actual 2024-25	Budget 2025-26	Projection 2025-26	Proposed Budget 2026-27	% of Revenue Actual 2024-25	% of Revenue Projection 2025-26	% of Revenue Budget 2026-27
Gates & Auto	5,494	5,937	5,729	5,991	47%	50%	49%
Lodging + Food	1,561	1,756	1,520	1,759	13%	13%	14%
Assessments + Trash	1,994	1,982	2,075	2,075	17%	18%	17%
Impact Fund	825	900	737	850	7%	6%	7%
Endowment draw	386	386	409	409	3%	4%	3%
Events / Lease	400	354	332	447	3%	3%	4%
Other Revenue	1,031	526	687	702	9%	6%	6%
<b>Total Revenue</b>	<b>11,692</b>	<b>11,841</b>	<b>11,489</b>	<b>12,233</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

Note: Does not include streets assessment revenue

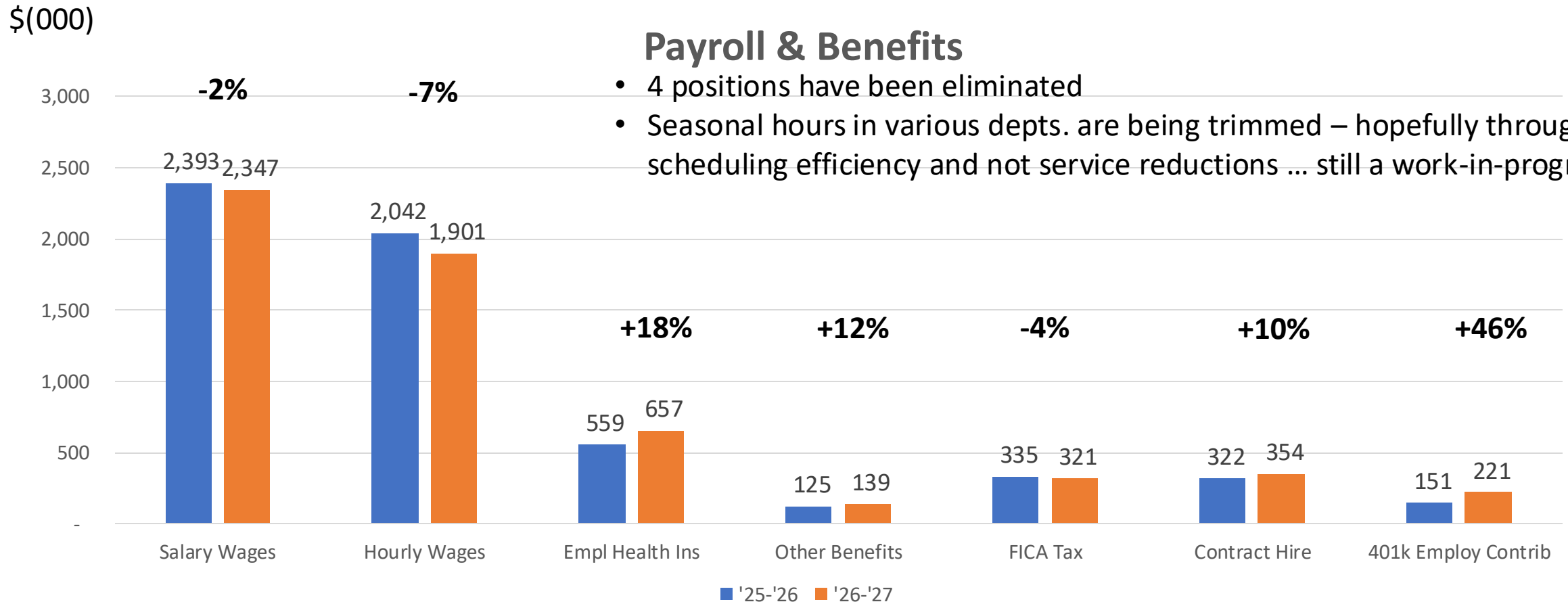
2/3rds of increase is from Lodging,  
Events and Other Revenue

# Expenses : Budget for Fiscal Year 2026-27

Lakeside Expenses \$000	Actual 2024-25	Budget 2025-26	Projection 2025-26	Proposed Budget 2026-27	% increase over 2025-26 Budget
Payroll/Benefits	5,519	5,927	5,767	5,940	0%
Maint, Ops, Rent, Utilities	2,461	2,506	2,609	2,651	6%
Program & Film	1,062	981	975	1,037	6%
Food	317	380	326	376	-1%
Marketing & Promotional	162	244	219	234	-4%
Taxes, Insurance	621	638	705	747	17%
Professional Expenses	240	177	172	175	-1%
Interest	56	70	71	58	-17%
All other	73	66	74	68	2%
<b>Total Expenses</b>	<b>\$10,511</b>	<b>10,989</b>	<b>10,918</b>	<b>11,286</b>	<b>3%</b>



# Overall Staffing Costs Flat: Rising Benefits Offset Wage Reduction



*During coming year, we need to investigate other benefit providers to control benefits cost*

A few changes from Hourly to Contract

# Program Staffing Efficiencies & Expenses

- Programming expenses are being maintained by partnering with local community organizations, colleges, and universities; otherwise, speaker and performer costs would continue to increase.
- Seasonal staffing structures are being adjusted to maximize efficiency, without reducing service.
- Hoover contracts for concerts and performances have been adjusted to prioritize more cost-effective options



# Operational Expense Highlights



- Property taxes for Lakeside-owned cottages reflect new county valuations.
- Liability insurance projected to increase +15%, management is actively looking at options to lower premium.
- Interest expense is declining as debt is paid down (current interest rates: 4.24-6.25%)
- \$500k will again be devoted to the Streets project.
- Deferred maintenance unchanged at \$500k (plus restricted gifts).
- Contract negotiations are stretching the same funding to cover more items.
- Like many businesses, Lakeside will adopt a card processing fee of 2.75%.

# Operating Surplus & Use of Cash

Lakeside: operating surplus and use of cash (\$000)	Actual 2024-25	Budget 2025-26	Projection 2025-26	Proposed Budget 2026-27
Total Revenue	11,692	11,841	11,489	12,233
Operating Expenses	10,511	10,989	10,918	11,286
Operating Surplus	1,181	852	570	948
Regular Facility Upgrade	(361)	(500)	(500)	(500)
Cash Savings from Grant Funding		250	250	250
Long Term Debt	(99)	(95)	(95)	(95)
Others		20		
Transfer to Streets Project	(570)	(500)	(500)	(500)
Surplus (Deficit)	151	27	(275)	103

Combined \$1mm devoted to Facilities and Streets



Lakeside Association - Unrestricted Cash Projection			Projection Oct -Mar'26	Budget 2026-27				
	(Provisional)		<i>Oct-Mar</i>	<i>Apr'26-Mar'27</i>				
		<b>Beginning Cash Balance</b>	<b>\$4,129</b>	<b>\$1,667</b>				
<b>Operations</b>	<i>Receipts</i>	Operating Revenues	1,648	12,233				
		Srtreets Contribution from	267	535		From 2024-25 Assessment	(300)	
	<i>Payments</i>	Operating Expenses	(3,482)	(11,286)		From 2025-26 Assessment	(500)	
		<b>Net Cash Flow: Operations</b>	<b>(1,567)</b>	<b>530</b>		From 2025-26 Base Assessment	(267)	
<b>Investing Activities</b>	<i>Payments</i>	Facility Upgrades	(60)	(500)				
		Capital Improvements	(147)	0		From 2026-27 Assessment	(500)	
		Sts & Drng related	(1,067)	(1,181)		From 2026-27 Base Assessment	(535)	
		<b>Net Cash Flow: Investing</b>	<b>(1,274)</b>	<b>(1,681)</b>		Bal. From 2022-23 Assessment	(146)	
<b>Financing Activities</b>	<i>Receipts</i>	Financing receipts	204	408		Borrowing	0	
	<i>Payments</i>	Repay loans	(45)	(95)		Endowment draw	408	
		Repay pool LOC	0	0				
		Oak Ave/Campground-Reir	220	0				
		<b>Net Cash Flow: Financing</b>	<b>379</b>	<b>313</b>				
		<b>Net Increase in Cash</b>	<b>(2,462)</b>	<b>(838)</b>				
		<b>Ending Cash Balance</b>	<b>\$1,667</b>	<b>\$829</b>				

# 2026 Chautauqua Pass & Budget Recap

- Lowering Cost for Families with Children
- Minimal Other Pass changes – most below the projected +2.8-3.0% rate of inflation
- 65% of revenue growth from Lodging, Events and Other Revenue (not gates).
- Cost containment/ increasing efficiency while continuing strategic investments
  - Reducing staff and seasonal hours
  - Continuing work on deferred maintenance
  - Continued support of Streets project
  - Paying down debt on Lakeside-owned cottages

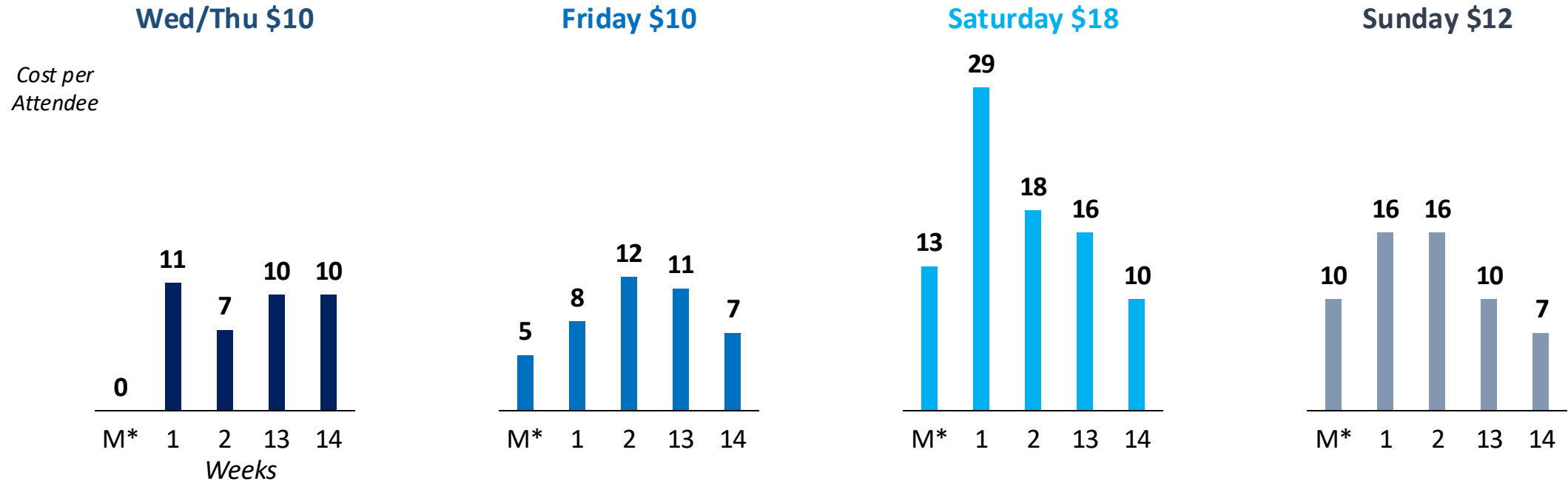


# V. August Board Forum Analysis & Topics

Performing Arts & Hoover Shows  
Cost to Operate the Pool  
Hotel Occupancy

# Early/Late Performing Arts Efficiency & Cost Per Attendee

- During the first two and last two weeks, the entertainment cost has averaged \$12/attendee
  - (compared to \$14 all season).
- Across 50 events during the past 3 years, Hoover events range from \$3 to \$42, averaging \$13
  - 18 of 27  $\leq$  \$10. Saturday of Wk. 1 has the highest cost per attendee.
  - Bandstand events ranges from \$2 to \$18, averaging \$11 (6 of 14  $\leq$  \$10).
- Bottom line: Director of Performing Arts & VP of Programming are “dialed-in” on what we can afford those weeks.

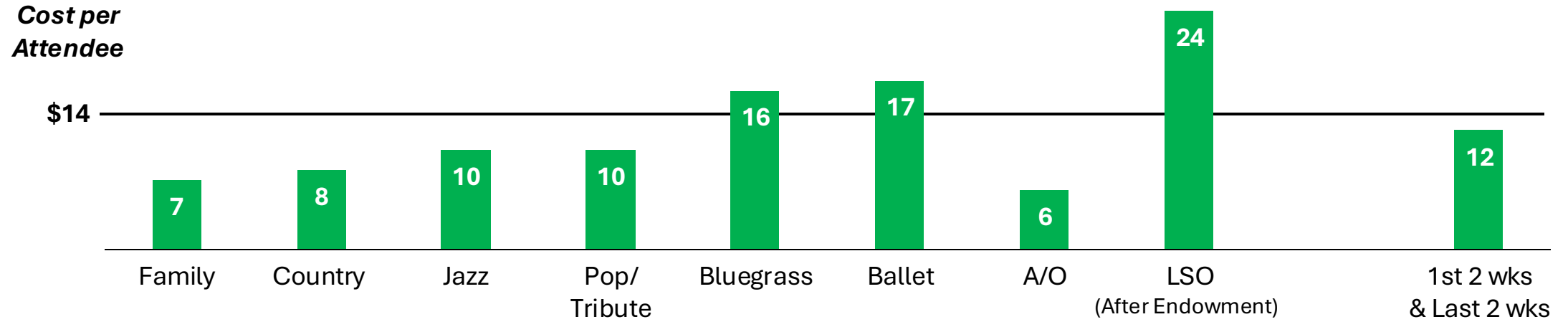


\* Memorial Day Weekend

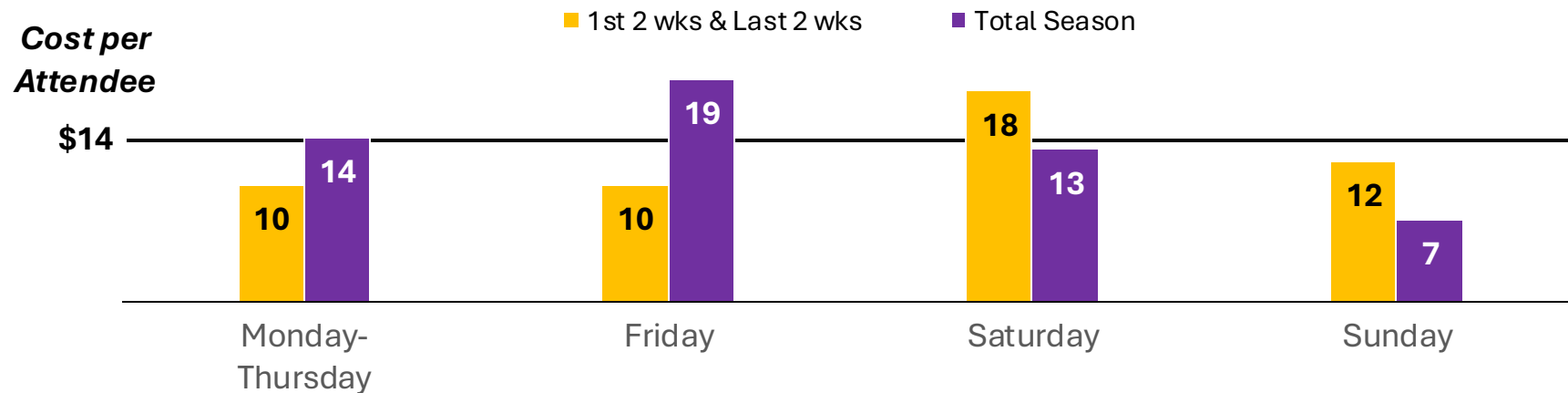
NOTE: Cost includes performer fees, expenses & labor to produce event.  
Attendance count by staff/volunteers.

# Performing Arts Cost Per Attendee By Genre and Day of Week

## 2025 Performances by Genre



## 2025 Performances by Day



# Board Forum Topics: Pool Costs

## Staffing

- At staff needed:
  - 8 lifeguards on duty are needed
  - Supervisor and Attendants for check-in
  - Two certified pool operators needed (covers kiddie pool as well)
- We staff for 35-50 people per lifeguard

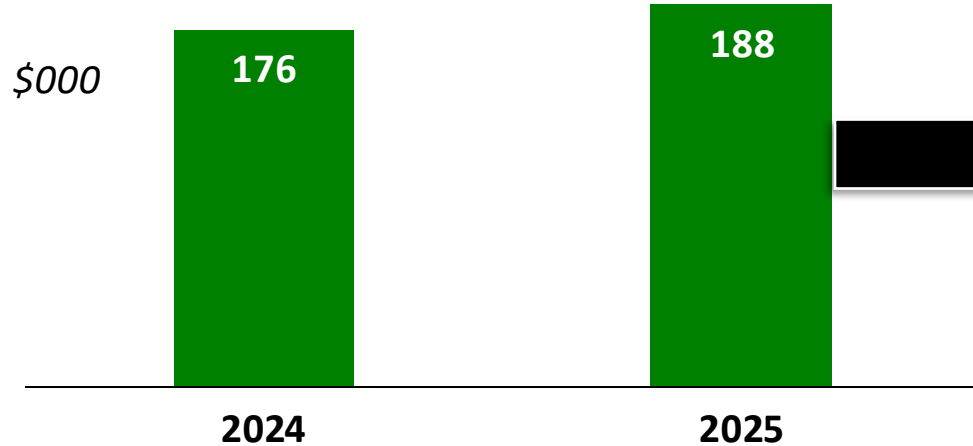
## Operations

- It takes four days to fill the pool
- Pool heaters run on natural gas



4,000 sq ft water area  
141,241 gallons  
350 people capacity

# Board Forum Topics: Pool Costs

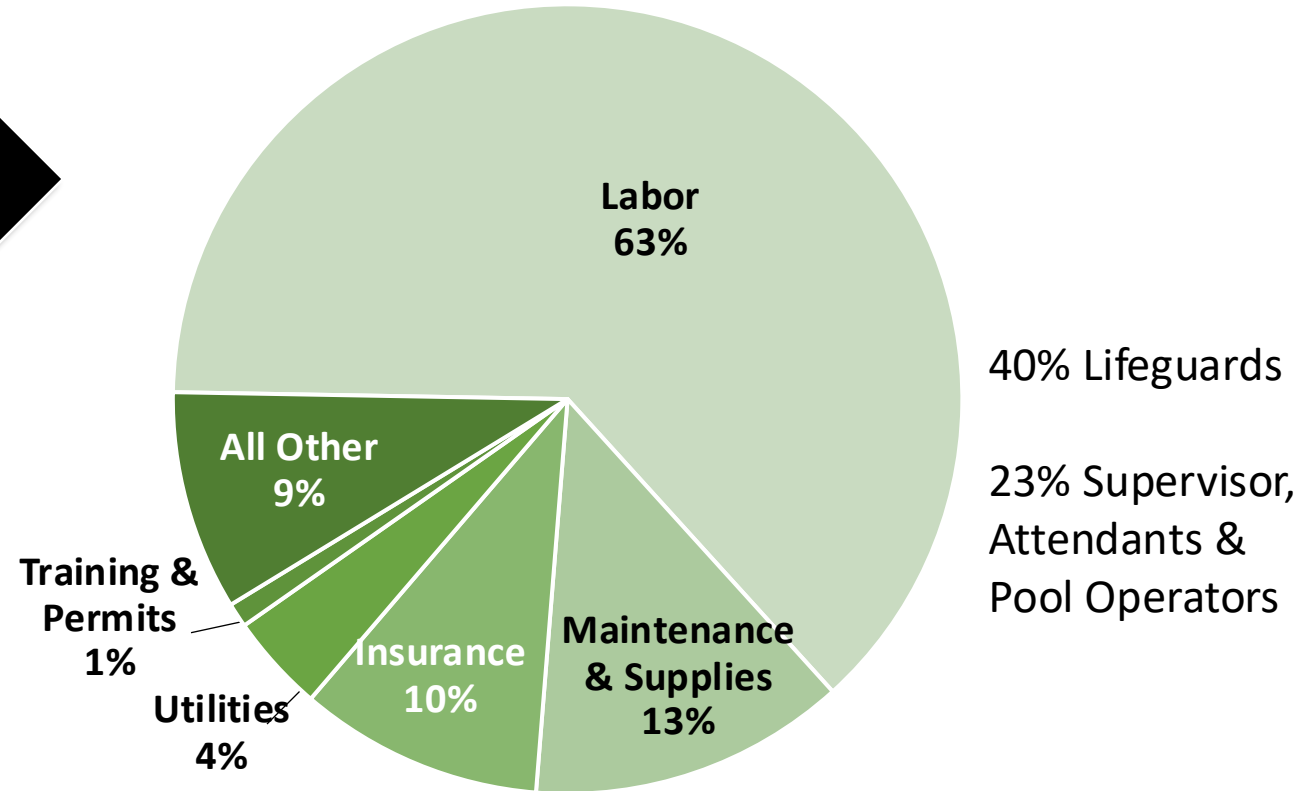


**INCREASE OF \$12.8k (+7.3%) DRIVEN BY:**

New Heater Pump	\$3.5	
Chemicals	4.0*	
Maintenance & Supplies	6.9	
Insurance	1.4	+8%
Wages	3.1	+3%
Utilities	1.0	+16%
Other	-7.1	

\* Quantity buy included enough to open in 2026

## 2025 Expense Detail



**POOL COST  
~\$1,900 PER DAY**

# Hotel Occupancy Analysis

**SCOPE:** 2024 & 2025 for both hotels

**HOTEL LAKESIDE**

– In-season

**FOUNTAIN INN**

– In-season

– Pre-season (Jan-May 8<sup>th</sup>)

– Post-season (thru New Year's)

## ROOMS WERE GROUPED AS

Basic/Economy

Family

Standard (by bed size: King, Queen, Full & Twin)

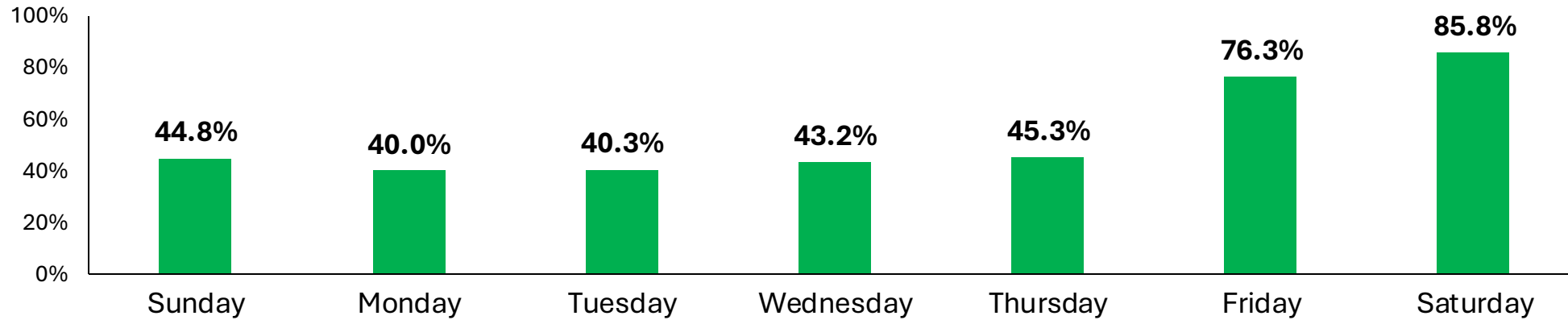
Suite

**CLIENT TYPE:** Separated (Client Paid & Internal – Lakeside)

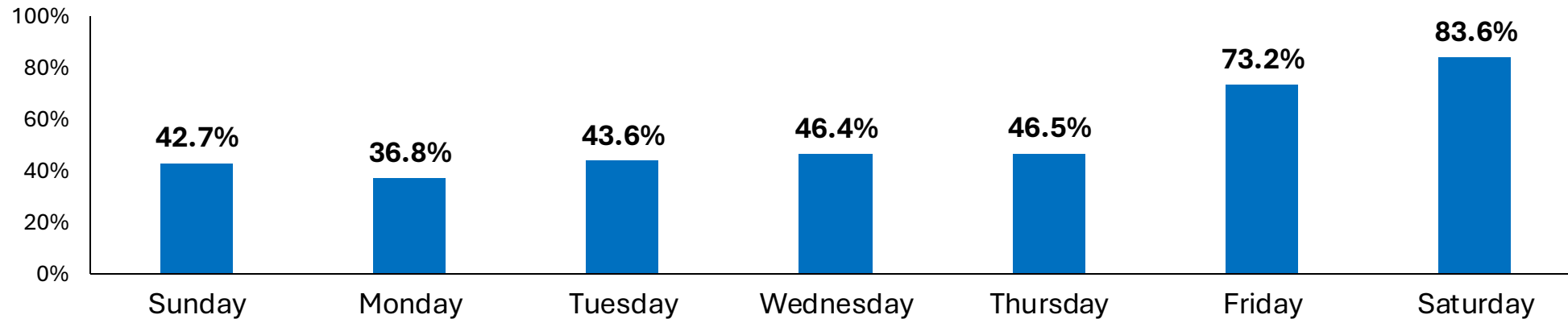


# Weekend Occupancy Exceeds 80%

**Hotel Lakeside 51.3 % Occupancy**



**Fountain Inn 53.9 % Occupancy**

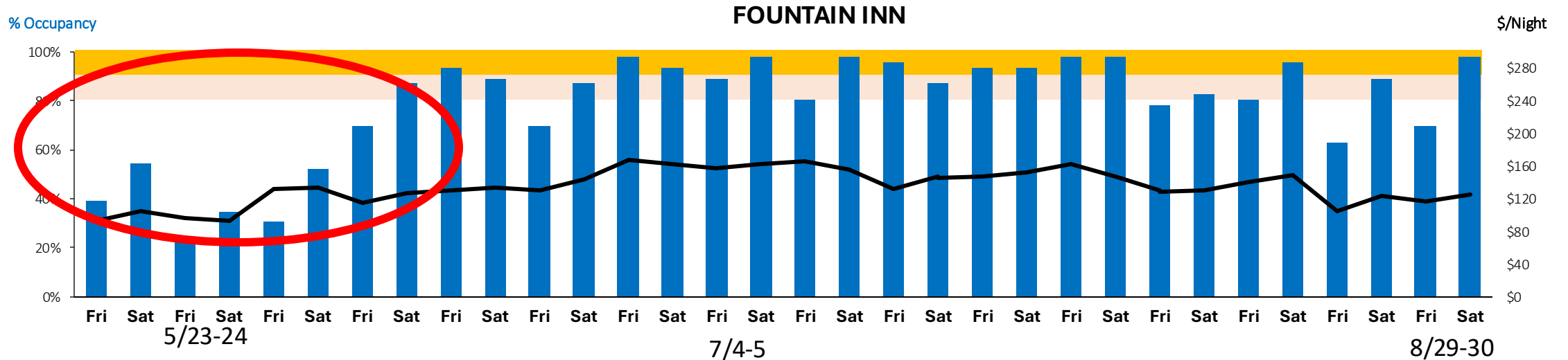
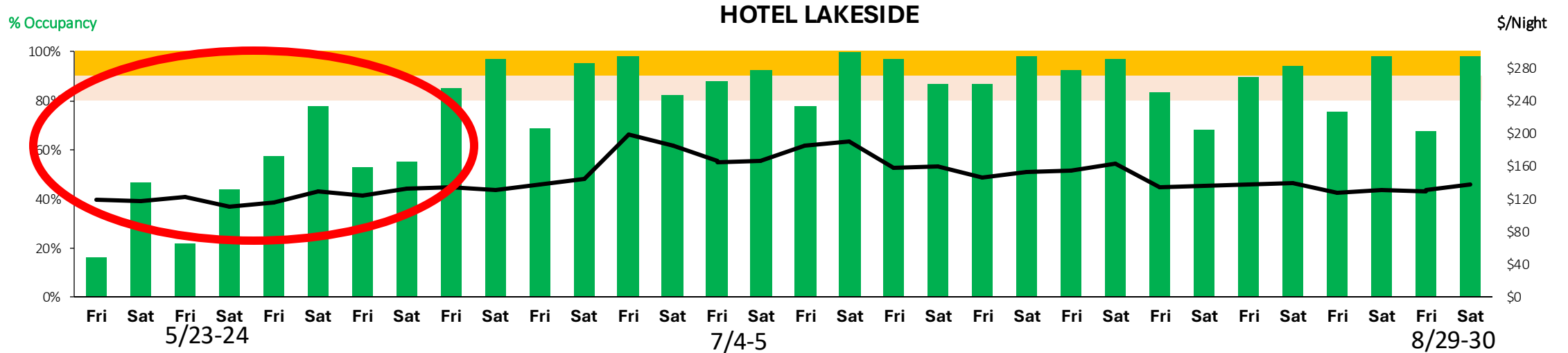


**Avg. Daily Rate**     **\$138 / \$131 (Sun-Thu.)**

**\$156 / \$151**

# Fri + Sat Potential is Focused on 3 Early Weekends

Collectively, Empty Rooms are Worth Over \$100k (Mostly Sun-Thu)

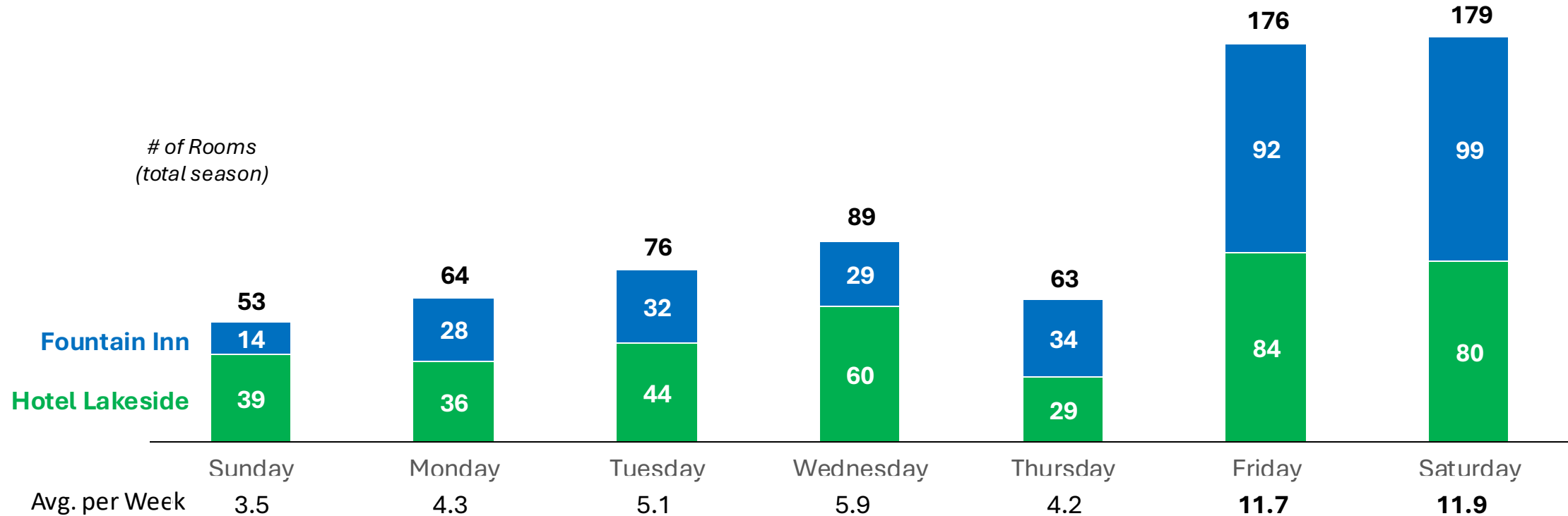


# “Internal Rooms”

“Internal Rooms” is a term used to designate guest stays that are part of the Chautauqua programming.

- Types of Internal Rooms:
  - **Religious Life Preacher of the Week** guests tend to stay 5-7 days, including the weekend.
    - For 2026, the hotel apartment will be used plus a couple of Lakesiders have donated cottages, freeing up rooms for paying guests.
  - **Performers** tend to stay 1-3 nights depending upon the negotiated appearance contract.
    - One room per member of the performing group, so some occupy several rooms.
- Rooms are charged at \$80 per night to the respective programming budget.
- Analysis was done to learn how much room inventory is used by Internal Rooms, and what the revenue potential could be if we were able to “sell” some or all of those nights.

# “Internal Rooms” Totaled 700 Room Nights in 2025



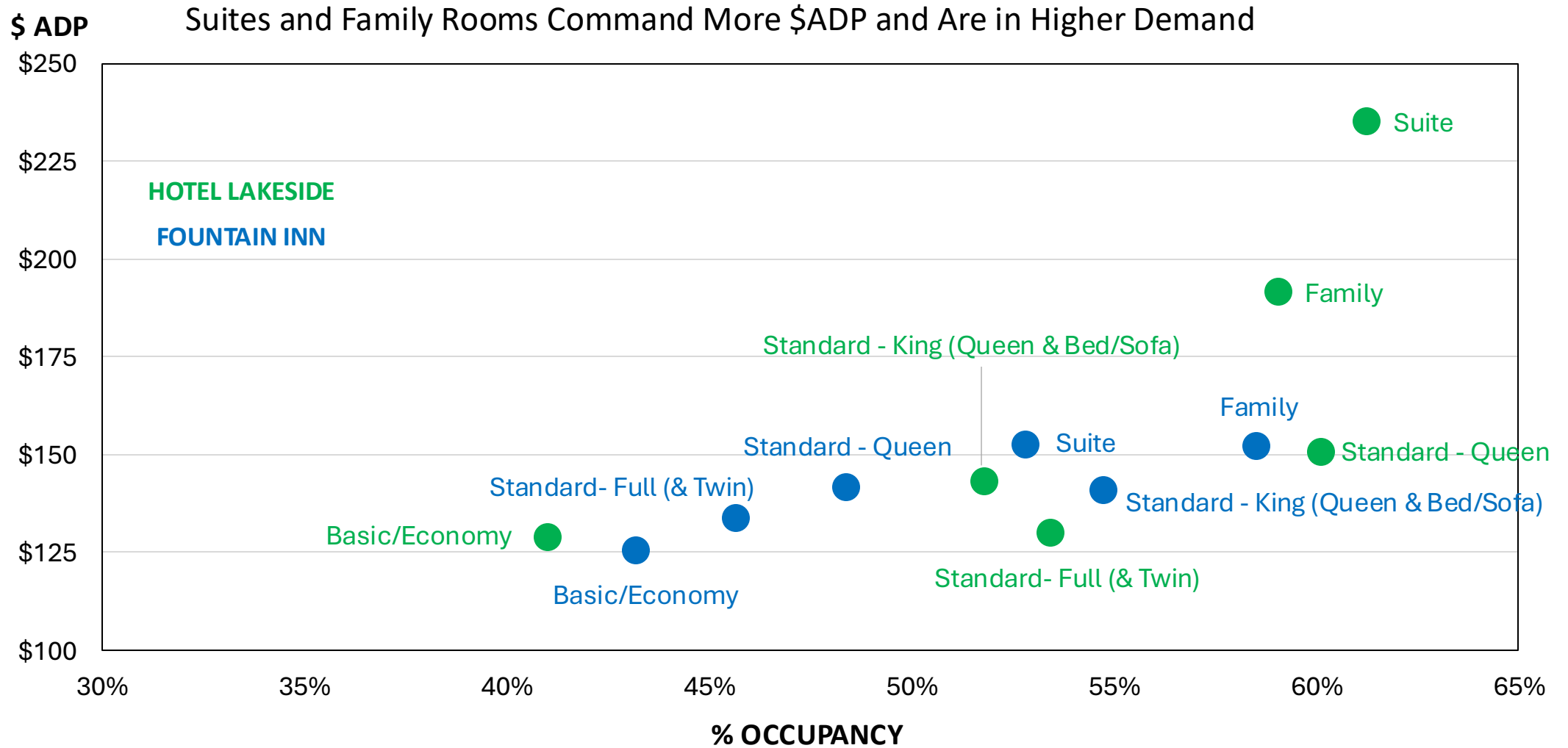
**4-6 PER NIGHT ON AVERAGE WEEK**

- Sun-Thu Internal Rooms are not limiting paying guest reservations on all but 2-3 nights during the season.
- Therefore, minimal benefit from displacing them from hotel rooms until occupancy expands mid-week.

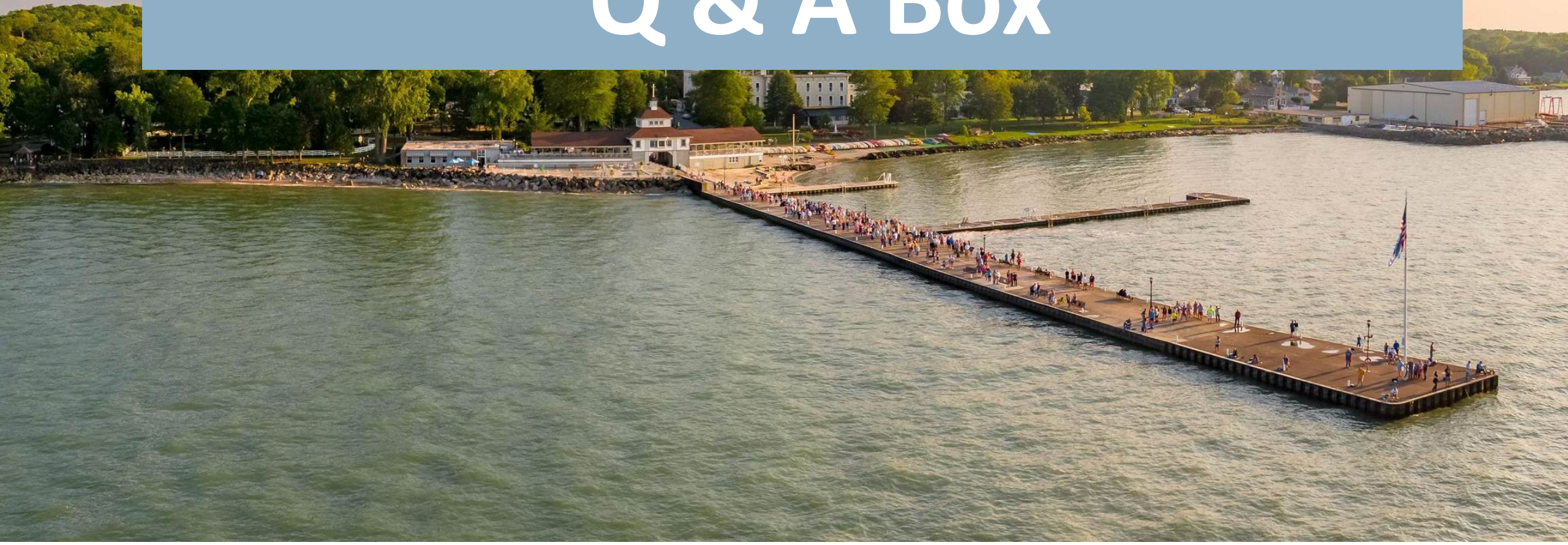
**12/NIGHT ON FRI & SAT**

- Fri and Sat Internal Room uses do limit potential revenue.
- Worth considering alternatives.

# Hotel Occupancy & Avg. Daily Rate by Room Type



# Questions from Q & A Box



# Generosity is Blooming...

**IMPACT FUND TO  
DATE:**  
\$900,000 Goal

**\$598,368.63**

**GIVING TUESDAY**  
Still counting....

**\$215,000**  
**144 families**

**TOTAL RAISED THIS FISCAL YEAR:**

**\$1,706,656.32**

**TOTAL RAISED  
THIS TIME LAST YEAR:**

**\$1,511,221.61**

**TOTAL DONORS THIS FISCAL YEAR:**

**831**

**TOTAL DONORS THIS TIME  
LAST FY:**

**642**

# LAKESIDE ONLINE: POWER OF THE PILLARS

**Performing Arts: Thurs., January 22 at noon**

**Religion: Tues., February 3 at 7 p.m.**

**Recreation: Tues., Feb. 17 at noon**

**Education: Mon., March 16 at noon**

**Special Events & Rhein Center: Thurs., April 9 at noon**

RELIGION

EDUCATION


ARTS

RECREATION

# Save the Date



- Fiscal Year-End Highlights
- Preview on 2026 Season
  - Staffing
  - Hotel Occupancy
  - Chautauqua Season Events Analysis

A young girl with long brown hair in a ponytail, wearing a blue and white swimsuit, is seen from behind, looking out at a sunset over a large body of water. The sun is low on the horizon, creating a warm orange and pink glow in the sky. The water is dark blue with gentle ripples.

The 153rd Chautauqua season is approaching,  
and **the next chapter**  
of your Lakeside story awaits.




# Board Forum Questions & Analysis List





# Financial/Audit Breakout at Board Mtg. Provided Good Dialogue

## Notes taken by Board members and Staff










5 groups of 10-12, roughly 55 people in total

-  Answered
-  Future Forum
-  Noted, no specific f/u called for.

### • **Types of Information Most Helpful**

-  • A little more than half expressed Interest in more charts, trends, and commentary
-  • Many interested in more tables and exhibits such as by operating unit, pillar or activity
  - E.g.: what does it cost to operate the pool? Staffing cost for a Hoover concert?




### • **Top 3 report requests**

-  • People day charts and comparison to year-ago.
  - Some suggested a people days or revenue thermometer
-   • Line item or line of business reporting with comparisons to other 501(c)3s (people 49%, etc.)
-  • Publish Quarterly P+L; include financial page with assessment mailing (incl. emailed bills) **Being studied**
-  • Send out some forum charts in advance so people can study before the session
-  • Publish a more 'user friendly' finance report on website
-  • Organization chart with headcount by function
-  • Headcount trend over time
-  • Hotel occupancy and profitability
- Assessment spending -more detail ... incl. how much allocation occurs and the trend over time.

as of 12.11.25

# Financial/Audit Breakout Notes (cont.)

- **Periodic Studies/analyses** Each will be considered
  - Conduct 'return on marketing spending' analysis
  - Target and actual ROI on shoulder season activities
    - Example: Birding – do we have enough housing, do we make \$, lose \$?
  - For Capital Improvement type projects publish recap of funds raised vs. spent
    - Include number of donors (person think operating \$ being used and not all raised)

-  Answered
-  Future Forum
-  Noted, no specific f/u called for.

# Financial/Audit Breakout Notes (cont.) – Non-Financial comments

- ✓ Need to explain Operating Entities
- ✓ “Voice of the customer” surveys after leaving (most not aware of Experience surveys emailed to people).
- ✓ Interest expressed in reinstating the ‘reservation’ system used during pandemic for attendance at pool/events.
  - This seems counter to majority who do not want that requirement. *Not at this time.*
- ◆ The impression given is that we have too many events (3,000) and that is partly what drives cost up.
  - Can we estimate the cost per attendee for various events?
  - How many events do not have outside lecturer / performer cost?
- ✓ Want lifeguards back at lake. **Analysis of Cost complete – working on Insurance Co. implications**
- ◆ One person repeated ‘abuse of shopper passes’ comments and knows someone who stay 5-6 hours and some for multiple days. She said gates are not scanning tickets and we are losing ‘thousands of dollars’.
  - How many shopper passes are issued? How many do we think are abused? **Solution options being considered.**
    - How could we tighten-up on shopper passes and send message to repeat offenders?
- ◆ Numerous favorable comments about Dale Knobel’s explanation of the Foundation. Several requested more explanation of the Association vs. Foundation finances – what each funds, how invested, etc.
- ✓ Some desire more nights of entertainment – harken back to every night (yet they also want lower pass costs?).
- ✓ More focus on young families and children’s programming

**Both comments are noted in 2026 budgeting  
(both are in conflict with ticket price comments)**

# Financial / Audit Breakout Notes (cont.) – Non-Financial comments p.2

- ✓ Shorten season to lower cost.... Back to length when conferences were here **Being studied**
  - ✓ What is ROI of being 'open' Memorial Day until Father's Day (mid-June)
    - Several wanted clear messages that we are not sitting on cash – that funds need to be raised.
  - ✓ Focus on maintenance specifics – before 'dreaming'
  - ✓ Are we going to revisit a TIF to raise funds? **No, not at the moment – not a viable option.**
  - ✓ Drop \$5 fee for younger children **Studied, decided to lower week and season while leaving the day at \$5**
    - Preservation Fee is perceived negatively by some, positively by others – need to explain better. **In process**
- ✓ Answered  
◆ Future Forum  
✓ Noted, no specific f/u called for.

# Additional Topics from Financial Forum and Coffee Chats

- ✓ How are we handling Cottage Owner Assessments that are Past Due?
  - ✓ What is the cost of returning Lifeguards to the Lake?
  - ✓ Hotel Occupancy and Revenue/Cost
  - ◆ Headcount trends by department
  - ◆ Value of a People Day (**in progress**)
    - Cost of various amenities within specific Pillars
      - ◆ God Squad and MGM
      - ✓ Sailing Center
      - ✓ Tennis & Pickleball, esp. Tennis Pro weeks
      - ✓ Symphony
      - ◆ Pool & Waterfront Ops cost
    - Abuse of Shop & Dine passes (**range of options being reviewed**)
  - ✓ Consider dropping Child fee
  - ✓ How our 'target' changes depending upon which week. Does programming incorporate this as well?
  - Has Lakeside studied the impact of the Church conferences?
  - ✓ Impact on Hotel profitability of so many "Programming funded room nights"
  - ✓ Giving trends (**provided at each Financial Forum**)
- ✓ Answered

◆ Future Forum

✓ Noted, no specific f/u called for.