

# Big Sound Marina & Town Dock Analysis

## Review & Recommendations

Prepared by:



Big Sound  
*Marina*





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# Overview

Located at 1 Bay Street in Parry Sound, Big Sound Marina is situated in a protected harbour and in walking distance to dining establishments, entertainment, shopping, and a variety of services. The Marina is owned by the Town of Parry Sound and operated by the Massasauga Management Company Inc. The Town Dock is also located in the vicinity and leased to the Town of Parry Sound from the Department of Fisheries and Oceans/Small Craft Harbours. The Town Dock is managed on behalf of the Town Parry Sound by Massasauga Management Company Inc.

## The Marina features include:

- Transient & seasonal dockage
- 120 serviced slips at Big Sound Marina
- Accommodating vessels up to 85' at Big Sound Marina
- Hydro/water hook ups
- Complimentary morning coffee
- Complimentary BBQs for use by boaters
- Accommodating vessels at the town dock
- Clean restrooms & private showers
- Laundry facilities
- Convenience and merchandise store
- Local official navigation charts for purchase
- Clean marine participant
- Free wireless internet on the docks
- Year-round storage & maintenance off site

The fees for the dock space are costed out by the size of the vessel and length of stay. Seasonal pricing differs from transient pricing. The fees for the 2024 season are as follows:

### Transient Rates + taxes:

#### Day Dockage

\$5.50 per 3-hour period  
(\$16.50 charge for daytime utility use)  
Annual Day Dockage permit of \$150.00

#### Overnight Dockage:

Daily - \$2.35/ ft (including Town Utility Surcharge)  
Weekly\* - \$10.50 / ft  
+ \$1.05 /ft Town Utility Surcharge  
Monthly\* - \$34.00 / ft  
+ \$3.40 / ft Town Utility Surcharge  
Pumpout: \$26.55

### 2024 Seasonal Rates + taxes:

\$77.50 /ft (LOA)\*  
+ 10% Utility Surcharge from Town of Parry Sound  
\*(overall length of vessel including swim platform, davits, and bow pulpit)

### Seasonal Rates Include:

Slip Rental from May to October 13 ,2024  
1 Car Permit Parking @ Stockey Centre or Town Dock  
Free WiFi  
Unlimited pumpouts at Town Dock  
Hydro & Water Service  
Complimentary morning coffee  
Bathroom, shower, laundry, and BBQ facilities



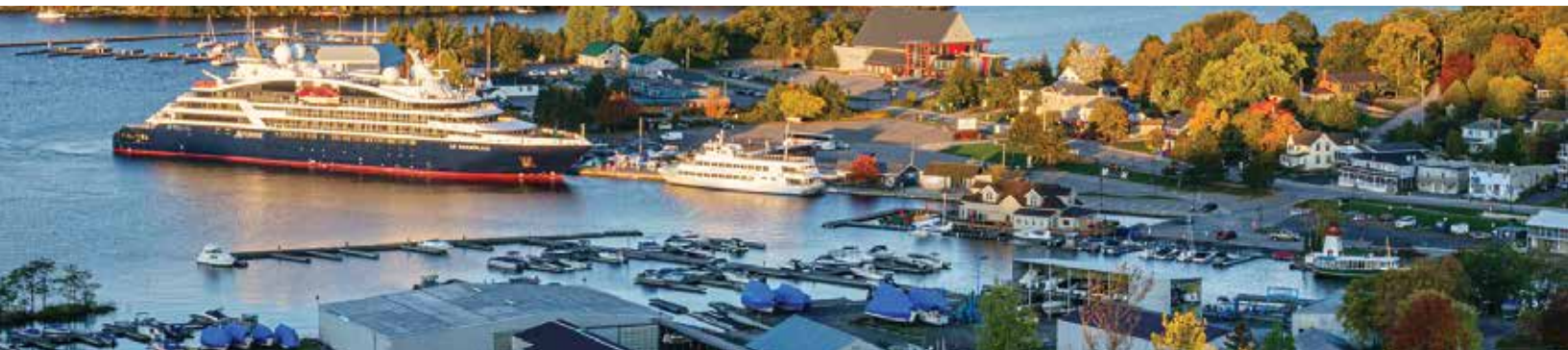
Massasauga Management Company Inc. oversees the Town Dock, with support from Northern Perk. In addition to running the coffee shop from the Town Kiosk, the business takes a lead role on coordinating special events at the bandshell, cleaning and locking the public washrooms and handling financial transactions for Big Sound Marina when required.

The Harbour Walk Shops is a new addition at the Town Dock and has been expanding positively since inception in 2022. Opportunities for expansion include growing the number of stalls to 10, adjusting the hours of operation, minimizing parking disruption, vehicle flow and pedestrian safety. The Town of Parry Sound, Parry Sound Area Chamber of Commerce and Downtown Business Association (DBA) are actively involved in the Harbour Walk Shop initiative and are strong partners to the future growth of the waterfront and downtown area. The Harbour Walk Shops are currently managed jointly by the co-owner of Northern Perk, Shirlene Johnston and owner of Massasauga Management Company, George Stivrins.

## Current Situation

Big Sound Marina and Town Dock is currently operated by Massasauga Management Company Inc. The operations have been seamless, and the Marina and Town Dock activity has continued to grow and evolve. A profitable business entity has been established under the strong leadership of George Stivrins and his team of eight employees. Through this growth, there has been an increase in business activity at the Town Dock with the opening of Northern Perk and the Harbour Walk Shops. At Big Sound Marina, transient boaters positively contributed to the tourism sector attracting both domestic and US markets. With the increased popularity in cruise ships and the America Great Loop, the port has also witnessed an influx of international visitors who have been attracted to the area.

Big Sound Marina is considered to be one of the best ports in the boating community. With its natural beauty and private location, the amenities and accessibility to downtown Parry Sound makes it a spot that tourists continue to flock. The majority of transient boaters visit the 85 slips during the peak summer season with July and August being the busiest time. To balance dock usage, 35 seasonal slips are rented, and dock space is well managed by Massasauga Management Company to maximize usage and ensure all needs are met. To welcome as many transient boaters as possible, Massasauga Management Company have established a solid system to ensure a balanced approach between seasonal and transient boaters. The 2023 season demonstrated an increase in demand and revenue compared to the 2022 season. The added volume of the cruise ship activity contributed to this increase; however, this demand may decline in 2024 due to a decrease in the number of cruise ships. It is expected that the number of transient boaters will continue to increase as popularity for the port is on the rise.



## Purpose

With the retirement of George Stivrins and Massasauga Management Company, the Town of Parry Sound must plan for a transition in management. Massasauga Management Company will continue operations until the end of the 2025 season. At such time, a new operator is required. This presents an ideal opportunity to re-evaluate the operations model prior to the expiration of the current agreement. Navigating the next steps requires careful planning, collaboration, and a commitment to effective governance, and management practices to ensure the future success of Big Sound Marina and the Town Dock.

The purpose of this document is to analyze the current situation and offer a recommended direction for next steps. Two options are available for consideration:

**1. Recruit a new management team to oversee and operate Big Sound Marina and the Town Dock.**

OR

**2. Incorporate the daily operations in house with Municipal staff members overseeing and managing the facilities.**

## Private-Sector Operation

There are many opportunities and benefits that have emerged due to the current public-private arrangement. The proven partnership model appears to be working very well as Big Sound Marina has continued to perform year-after-year, offering the boating community a pristine location coupled with amenities. The economic growth of the Town Dock area demonstrates the commitment and private sector investment that can be stimulated when businesses are given the opportunity to collaborate. Community space, partnerships and small business growth are key components to waterfront and downtown revitalization. With the inception of Northern Perk, the economic benefit of the Harbour Walk Shops, and the strong commitment to coordinate ongoing entertainment are great ways to foster vitality and attract residents and tourists to the shared space. These enhancements were spearheaded by the private sector (inclusive of the Chamber/DBA) which fosters entrepreneurial spirit and encourages organic business growth. It can often be challenging to get private sector buy-in when programs and services are heavily driven by government. Community revitalization and tourism product development can be much more effective when it is industry led. As such, it is important to recognize the strong economic impact private-sector businesses and non-profit organizations are making towards the waterfront and downtown revitalization efforts in Parry Sound.

Furthermore, it is imperative to reflect on the benefits associated with a well-run and operated marina. The current model has proven that Big Sound Marina has made a significant economic impact by attracting boaters and tourists which enhances job creation and stimulates local businesses. This includes fuel services, dining, shopping and fixed roof accommodations. The investments made to Big Sound Marina and the Town Docks enhances the quality of life in the community and creates pride of place among residents. With local events hosted at the band shell and boating rendezvous excursions attracting large groups of boaters, engagement and gathering is on the rise. Bringing people together fosters a strong sense of pride and directly benefits the community.

As a result of the solid working partnership between the Town of Parry Sound and the current operator, the Municipality has been actively involved and able to ensure that the operations and growth plans align with the community's vision and priorities. The Town of Parry Sound Strategic Action Plan 2023-2026 identifies several



goals and tactics that have been advanced due to the progress made at Big Sound Marina and the Town Dock. This includes partnering to diversify the local economy, taking action to support the waterfront, investing in infrastructure improvements, increasing recreational opportunities and supporting and strengthening the tourism sector. As a result of Council’s commitment to public-private partnerships, positive impact has been witnessed in the local economy.

## Municipally Operated Model

To effectively assess the option to bring Big Sound Marina services in house, conducting research and reviewing the current operational model was required. Consultation with the current tenants, Massasauga Management Company and Northern Perk about day-to-day operations and the interworking between the activity at Big Sound Marina and the Town Dock allowed for a fulsome understanding about the current model. Discussion with Town of Parry Sound Senior Management provided a cursory look at linkages, synergies, and gaps to determine the best path forward. During this research, information was gathered about how the operations occurred and what would be required should the Town of Parry Sound consider taking over the operations. While there are many benefits for both scenarios, it is important to consider all aspects before making a final decision about the best approach forward.

The following highlights pros and cons that the Town should consider prior to finalizing the decision.



### Municipally Operated Pros

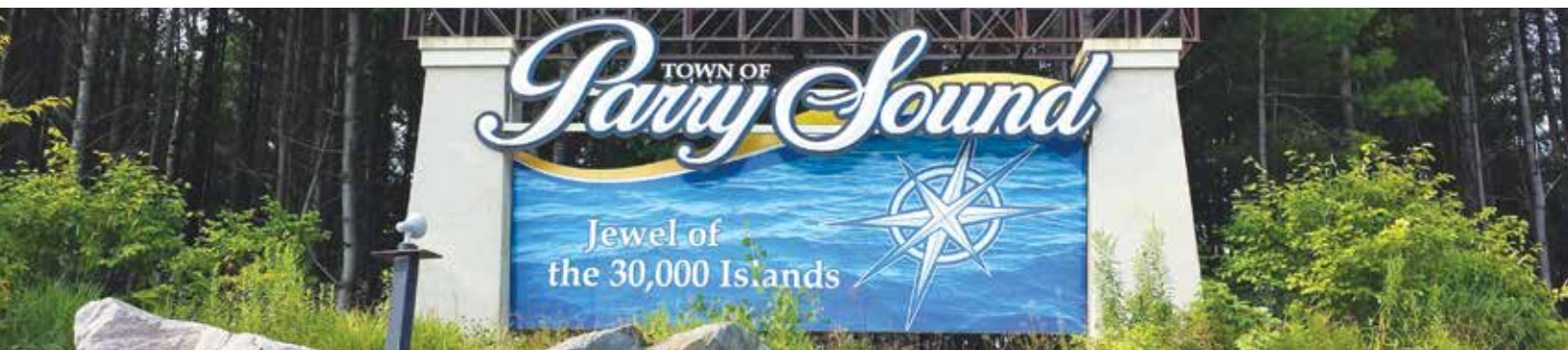
- Established municipal departments with capacity to support all aspects such as finance, HR, public works, parks & recreation, economic development etc.
- Solid organizational structure with HR capacity within the Corporation.
- Utilizing public sector dollars not relying on private investment.
- Stronger financial resources than a private business.
- Existing ownership of the Big Sound Marina property.
- Long-term relationship with DFO for Town Dock lease.
- Direct control over the management and policies of the marina.
- Ability to make decisions on pricing, amenities, and services based on what benefits the community and aligns with the goals for waterfront development.
- Offers a holistic and long-term approach to marina management, considering factors such as environmental sustainability, infrastructure maintenance, and community development over time, rather than focusing solely on short-term profits.
- Provides greater stability and continuity compared to private businesses that may come and go.
- 100% of profit can be reinvested directly into the Town budget, benefiting residents and supporting local infrastructure and services.





## Municipally Operated Cons

- Difficult to maintain long-serving relationships with boating community/tourists due to seasonal staff turnover.
- Management required to oversee operations and be on-call for emergencies potentially resulting in overtime pay requirements and distractions from other priorities.
- Potential need to hire a new full-time position to manage the facilities and oversee seasonal staff.
- Municipal hours of operation (Mon-Fri/8:30a.m.-4:30p.m.) don't reflect the boating community needs, with requirement for differing hours of operation.
- Municipal staff wages are typically higher than the private sector with the requirement for a management position to be responsible year-round at a higher pay scale.
- Susceptible to bureaucratic procedures, which can slow decision-making and responsiveness to market demands or emergencies compared to private businesses. This can hinder efficiency and adaptability.
- Subject to political influences and decision-making processes, which can impact the management and direction of the operations. Political considerations may sometimes override economic or operational considerations, leading to inefficiencies or conflicts of interest.
- Higher risk and liability associated with operating the marina, including risks related to accidents and legal disputes. Managing these risks can be complex and costly.
- Competing priorities and challenging to balance the needs of the marina with other municipal services and infrastructure projects.
- Revenue generation challenges to cover operating costs and infrastructure maintenance which may lead to reliance on taxpayer subsidies or deferred maintenance.
- Limited expertise as municipal staff may lack knowledge in marina management, leading to challenges in areas such as marketing, customer service, revenue generation, and daily operations. This can result in lower service quality and profits compared to privately operated marinas with dedicated management teams.
- Challenges in implementing long-term planning and investment strategies due to election cycles, changes in municipal priorities, and budget constraints.
- Would no longer receive 8.5% of gross revenue derived from the operation of the Marina, 5% of gross revenue from Town Dock and 10% services surcharge on boat slip and docking space fees.



# Estimated Municipal Staff Wages & Benefits

Should the Town of Parry Sound take on the management role, the following provides a high-level view of the estimated municipal labour costs based on 2024 salary ranges. It is assumed that these positions will be non-unionized and except for the Manager, staff are seasonally employed from May – September annually.

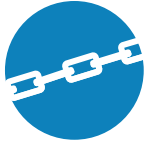
The number of employees identified is based on the current business model which relies on eight Massasauga Management Company employees plus the owner to operate the facility effectively.

Wages	Costs	Quantity	Total Exclusive Municipal Employment Benefits
Manager full-time (year-round) Step 5 level	\$91,619 annually	1	\$107,162
Seasonal supervisor	\$29.31/hour x 40 hours/week x 20 weeks	1	\$23,448
Seasonal full-time seasonal staff (lead hands)	\$26.45/hour x 40 hours/week x 20 weeks	3	\$63,480
Seasonal part-time seasonal staff (support)	\$23.58/hour x 20 hours/week x 16 weeks	4	\$30,182
		<b>Subtotal MERCs (30%)</b>	<b>\$224,272 \$291,553.60</b>





# SWOT Analysis



## Strengths

- A personal vested interest in the overall success of the business entity.
- Financially invested with private dollars.
- Business continuity year-round.
- Nimble and flexible approach to challenges and opportunities.
- Ability to adapt to individual boater needs, unique offerings, and foster personal relationships.
- Active operator and strong management team available 24/7 for emergencies and year-round.
- High staff retention rates with majority of workforce returning annually.
- Ability to manage needs of seasonal and transient slips.
- Well managed services/amenities that respond to private sector needs (e.g. Northern Perk, Harbour Walk Shops, etc.).
- Flexibility to cultivate a strong workforce.
- Management team has specialized knowledge and experience in managing marinas efficiently and streamlines operations, implements innovative practices, and responds quickly to market demands.
- Agile approach to responding to changing market conditions and customer preferences with strong focus on customer service, amenities, and pricing that attract boaters and generate revenue.
- Assume majority of the financial risks and liabilities associated with operating the marina, relieving the Municipality of potential financial burdens in the event of accidents, property damage, or legal disputes.
- Ability to generate profits, which can incentivize investment in maintenance, upgrades, and expansion. This can lead to a financially sustainable operation without relying on taxpayers.
- Town assumes responsibility for maintaining and repairing infrastructure such as docks, piers, moorings, buildings, and some equipment.
- Town cuts grass and cares for seasonal planters.
- Do not require public funding to support daily operations which can alleviate pressure on municipal budgets and allow resources to be directed toward other public services and infrastructure.
- Ability to offer quality customer service and satisfaction to attract and retain customers such as providing timely responses to inquiries, maintaining clean and well-maintained facilities, and addressing customer concerns and complaints effectively.
- Strong sense of entrepreneurial spirit and innovation to the management of the facility, with ability to seek out new opportunities for revenue generation and community engagement that may not be a priority for municipal operation.



## Weaknesses

- High initial investment for new operator's start-up costs.
- Do not own property and reliant on Municipal agreement.
- Ageing infrastructure.
- Reliant on Town for infrastructure upgrades.
- Manage cash flow and expenses to account for fluctuations and maintain financial stability throughout the year despite seasonal operation.
- Strong competition for transient boaters and may require product differentiation, marketing tactics and/or lower prices to attract and retain customer base.
- On call support for boater needs and environmental disasters (e.g. wind bursts, storms, etc.) regardless of time/day.
- Accountable to the local community, residents, and stakeholders to address concerns about noise, traffic, environmental impact, and public access to waterfront areas, etc.
- Business operations could just close without a succession plan in place for the continuity of operations





## Opportunities

- Create two-three lease agreements Big Sound Marina/Town Dock, Town Kiosk/ Bandshell/Washrooms, Harbour Walk Shop Area.
- Upgrade shower/laundry facilities.
- Relocate pump station to Big Sound Marina to avoid safety hazards when boats are using pump out services and to eliminate smell in a public area near food & beverage.
- Encourage foot traffic to walk between waterfront and downtown with increased signage, wayfinding and increased marketing efforts.



## Threats

- Economic uncertainty and decreased revenue during economic downturns.
- Vulnerable to environmental risks such as storms, flooding, erosion, and pollution.
- Transition to a municipally operated marina/town dock.
- Inability to find a suitable private-sector operator.
- MNR property adjacent to Big Sound Marina is sold to a competing Marina.
- Larger conglomerate purchases Big Sound Marina from Town of Parry Sound.



# Operations Plan

## Human Resources Plan

The following organizational chart depicts the recommended HR plan based on the business model that has proven successful for Massasauga Management Company. It is important to note that should the Town of Parry Sound chose to operate the facility, consideration to union contracts may have to be considered for some of the positions. Furthermore, wages and benefits may differ from private sector to municipal positions based on pay grids and contractual employment agreements with the Town of Parry Sound. The Manager position is a full-time, year-round position as it requires pre and post season planning, financial planning, marketing & sales, customer service, and business development even when the Marina and Town Dock is not open. The Manager of Big Sound Marina & Town Dock would report to the Director of Development and Protective Services.



## Capital Asset Infrastructure Improvements

Ongoing upgrades and enhancements have occurred on an annual basis by the Town of Parry Sound, Massasauga Management Company and Northern Perk. In 2023, the following upgrades were made.

- Repair of Town Dock Kiosk roof and interior issues
- Electrical upgrades to Kiosk and provision of electrical services to Harbour Walk Shops
- Repairs to concrete spalling at Town Dock
- Replacement of hand drying unit in men's TD washroom
- Improvements to lighting in Big Sound Marina ladies washroom and laundry room
- Removal of dead landscape bushes and creating drainage swale for Big Sound Marina parking lot
- Replacement of C Dock GFI breakers

Regardless of who operates the Marina and Town Dock, there is an apparent need for infrastructure improvements. Based on the report provided by Massasauga Management Company at the end of the 2023 season, the following improvements should be considered as part of the Town of Parry Sound Capital Asset Management Plan.

### Big Sound Marina Infrastructure Needs

- Replace/fix large wood timber support posts at Marina deck
- Repaint / recaulk both buildings
- Fix water leaks in skylight/ roof area in several places
- Replace large Marina ID sign
- Deter intense bird activity at east end of Marina breakwall
- Upgrade and modernize washrooms and shower building

**A Dock** - Review and assess health and safety hazard with respect to ramp transition

### Town Dock Infrastructure Needs

- Upgrades to public washrooms including repairs, maintenance and cosmetic enhancements
- Installation of backflow prevention in floor drain in utility room
- Town Dock building requires partial siding replacement and exterior repaint
- Slow drainage of rainwater accumulating under Harbour Walk Shops should be investigated and repaired
- Hole in pavement at parking lot next to Northern Perk should be repaired
- Relocate the pump out station to Big Sound Marina (identified during research process)



## Financial Considerations

Based on the 2023 year-end financial report from Massasauga Management Company, the gross revenue for the season was \$331,616.64. Operating expenses include wages & benefits, repair & maintenance, marketing & advertising, telecommunications, insurance, utilities, etc.

Should the Town of Parry Sound take over the operations, based on the estimated municipal wages listed above, the financial breakdown is as follows:

<b>Gross revenue based on 2023</b>	<b>\$331,616</b>
<b>Less: Estimated wages</b>	<b>\$250,474</b>
<b>Total before operating expenses</b>	<b>\$81,142</b>

Due to a decrease in cruise ship activity, gross revenue is not predicted to increase significantly. As the estimated number of transient boaters increases, it is anticipated that future seasons will witness comparable overall revenue. With this assumption, it is estimated that approximately \$81,142 will remain for all operational expenses and any employee benefit packages offered as part of the Town of Parry Sound compensation plan. In addition, the Town of Parry Sound would no longer receive the 8.5% of gross revenue derived from the operation of the Marina, 5% of gross revenue from Town Dock and 10% services surcharge on boat slip and docking space fees. However, the services surcharge would still flow to the Town of Parry Sound directly from the users.

In 2023, Massasauga Management Company paid \$27,059.90 to the Town of Parry Sound for the return on dockage and sales, \$30,847.64 for the utility surcharge and \$7,280.46 for the Small Craft Harbour payment.

Please refer to Appendix A for a copy of the financial report and documentation submitted by Massasauga Management Company.



## Recommendation

Following an assessment of the information gathered, coupled with tourism product development principles and the impact that public-private partnerships have on local economic development, the day-to-day operations of Big Sound Marina and the Town Dock are better suited to be managed by the private sector. The Town of Parry Sound Strategic Action Plan 2023-2026 boasts the need for partnerships, engagement, and involvement from local businesses. The current operating arrangement has proven that the model can work and should be identified as a best practice model for other municipalities to consider.

The recommendation is based on a review of the pros and cons of a municipally led operation, a review of the current landscape and SWOT Analysis, the anticipated municipal labour costs measured against Massasauga Management Company 2023 Financial Report, the learning curve for Municipal staff and the added risk and liability for the Town to operate the Marina. This information is compared against the potential return on investment for the Town of Parry Sound. As such, it does not appear to be cost effective with enough revenue to substantiate a transition of management from private to public sector. The risks and growth opportunities are more prominent in the private sector where there is an increased possibility to attract an entrepreneurial management team with experience operating marinas.

Furthermore, with the proven long-term success of the private-sector partnership model, and the opportunity for the Town to collect a percentage of gross revenue from the operation of the Marina, gross revenue from Town Dock and a surcharge on services percentage, it is recommended that the Town of Parry Sound seek support from a qualified private sector operator following the retirement of Massasauga Management Company. In doing so, consideration in the new lease agreement should be given to increasing the percentage of revenue collected from gross sales and service surcharges or charging a flat lease agreement rate and only collecting revenue from service-based surcharges. This will allow the Town of Parry Sound to accurately budget the incoming revenue sources and alleviate the need to be reliant on the new operator gross revenue and sales abilities.

Currently, the Town receives 8.5% of gross revenue from the operation of the Marina, 5% of gross revenue from Town Dock and 10% services surcharge.

To further enhance and streamline the process, a new operating model should be considered. Massasauga Management Company currently holds a lease agreement with the Town of Parry Sound. Northern Perk and Harbour Walk Shops have sub-lease agreements with Massasauga Management Company. Northern Perk is owned by Shirlene Johnston and Gigi Harding. Harbour Walk Shops is co-owned by Shirlene Johnston, co-owner of Northern Perk and George Stivirins, owner of Massasauga Management Company. The current model is depicted in Figure 1 below.

**Figure 1: Current Lease Agreement Structure**

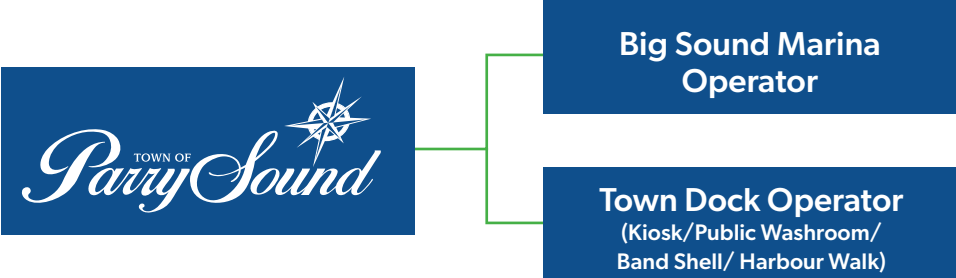


Following the retirement of Massasauga Management Company, Northern Perk and Harbour Walk Shops have intentions to continue operations. To create clarity in role and function, the new operator for Big Sound Marina should hold an operating agreement with the Town of Parry Sound, separate from the Town Dock. A new operator should be selected to manage and oversee the Town Dock, inclusive of the Public Washrooms, Kiosk and Harbour Shop Walks. This should be operated separately from Big Sound Marina. This approach will minimize business disruption and create a more efficient process.

To accomplish this, the pumphouse should be relocated to Big Sound Marina. This will not only avoid the detraction of sewer cabling running over the dock in a public space, but it will also keep all marina related services confined in one area creating a seamless operations model for the new Big Sound Marina management company.

Should this occur, it is recommended that one lease agreement be established for Big Sound Marina and one for Town Dock inclusive of the Kiosk, Public Washrooms, Bandshell and Harbour Walk Shops. Specific terms, lease amounts, responsibilities, boundary areas and details should be further explored as per the needs of the two operators. Consultation and discussion should occur as part of the negotiation process. Please refer to Figure 2 for the proposed new model.

**Figure 2: Proposed Lease Agreement Structure**



It is also recommended that the Town of Parry Sound undertakes a competitive RFP process and selects the most qualified operators for the job. The selection criteria should include previous management experience, new ideas and a creative vision for growth. Once new operators are selected, a transition plan should be developed with input from the Massasauga Management Company. Consideration should be given to documenting business practices such as standard operating procedures, customer relationship management systems and best practices/systems to create a turnkey operation for the new operators, particularly at Big Sound Marina. A new operator may be interested in purchasing existing equipment and inventory from Massasauga Management Company. Mentorship and coaching may also be offered on a fee for service basis if required and if Massasauga Management Company are willing to play a key role in the transition plan.

## Proposed Next Steps

To seamlessly transition from Massasauga Management Company to new private operators, the new operating agreement model must be approved and adopted by the Town of Parry Sound. Engaging and maintaining open communication with the current businesses and organizations involved in all aspects of Harbour Walk Shops, Big Sound Marina, and the Town Dock will allow for effortless transitions to a model that aligns with everyone's needs.

### The following steps should be taken.

1. Approve new operating model with two lease agreements.
2. Solidify lease agreement terms, conditions, operating hours, responsibilities, etc. for each operation. It is recommended that engagement with local businesses and organizations occur to incorporate feedback into decision making process with respect to future operational conditions.
3. Consult and discuss needs with existing operators.
4. Seek input from partners such as Chamber and DBA.
5. Develop and disseminate two RFP's which include Big Sound Marina operations and the Town Dock (inclusive of the Kiosk, Public Washroom, Bandshell and Harbour Walk Shops) operations.
6. Award contracts and draft operating agreements.
7. Develop a transition plan in collaboration with Massasauga Management Company for Big Sound Marina and Town Dock.



# **Appendix A:**

## **Massasauga Management Company Financial Report**



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12/20/23

Accrual Basis

# Big Sound Marina Profit & Loss

December 2022 through November 2023

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	Dec '22 - Nov 23
Ordinary Income/Expense	
Income	
Charts/Maps	1,118.95
Dockage SCH	32,214.43
Dockage TPS	292,125.82
Ice Sales	5,754.26
Laundry Machines	1,302.65
Rental Income	4,059.00
Sales	4,604.90
Store Sales	5,502.07
	<hr/>
Total Income	346,682.08
Cost of Goods Sold	
Charts	1,797.30
Cost of Goods Sold	7,898.15
Ice	3,404.36
Store Merchandise	1,965.63
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Total COGS	15,065.44
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Gross Profit	331,616.64

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12/20/23

Accrual Basis

# Big Sound Marina

## Profit & Loss

December 2022 through November 2023

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	<u>Dec '22 - Nov 23</u>
Other Income/Expense	
Other Income	
Town Surcharge on dockage	30,847.64
Total Other Income	30,847.64

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# Calculations for Determination of Payments to Small Craft Harbours and Town of Parry Sound as of Nov. 30, 2023

Town Dock (Small Craft Harbours Gross Revenue).....	\$32,214.43
20 % Return to Small Craft Harbours.....	\$ 6,442.89
HST Due on \$6,442.89.....	\$ 837.57
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<b>Due to Small Craft Harbours.....</b>	<b>\$ 7280.46</b>

## Return to Town of Parry Sound on Dockage and Net Store Revenue

Gross Dockage Revenue as per Contract * .....	\$292,125.82
-8.5% return to Town of Parry Sound. ....	\$ 24,830.69
-5.0% return to TPS on Town Dock Revenue ( \$32,214.43) \$	1,610.72
-8.5% return to TPS on Net Store Sales (\$1,118.95+\$5,754.26 +\$1,302.65 +\$4,059.00 +\$4,604.90 +\$5,502.07) =\$22,341.83 minus Cost of Goods \$15,065.44 = \$7,276.39 X .085.....	\$ 618.49
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**Total of above 3 items Due to Town of Parry Sound..... \$27,059.90**

**Town Surcharge for Utilities  
(collected by MMC for TPS).....\$30,847.64**

\*Fees-as per clause 4.1 in Agreement dated Sept 16/21-ByLaw 2021-7160