

# Increasing Provincial Revenue: LCBO “Repatriation” of Private Agency Stores

OPSEU has identified 89 private agency stores that could be replaced with regular, publicly-owned LCBO outlets while generating increased profits for the LCBO. As a public agency, the LCBO transfers its profits to the province of Ontario in the form of a dividend, which is used to fund health care, education and other public services across Ontario.

The following tables show the location of these 89 agency stores, their estimated annual sales, LCBO’s current annual profit from the agency store, the projected increase in LCBO profits if the agency stores were replaced with regular LCBO outlets, the incremental increase in LCBO profits and the percentage increase in LCBO profits.

**Note:** All figures are based on sales and other data provided by the LCBO for 2005-06. For more information on the financial benefits of “repatriating” private agency store sales to the LCBO, and the methodology and assumptions used to estimate LCBO profits from agency store sales and from replacing agency stores with LCBO outlets, please see Christianson, Russ (2007) *LCBO Agency Store Repatriation: A Financial Analysis*. Report prepared for the Ontario Public Service Employees Union. Rhythm Communications (March 2007), available at [www.opseu.org](http://www.opseu.org).

## 1) Agency Store Repatriation: Annual Sales over \$2 Million

Agency Store Location	LCBO Location / Nearest Centre	Total Agency Store Sales 2005-06	LCBO Profit from Agency Store	LCBO Profit if Replaced w/ LCBO Store	Increase in LCBO Profit if Replaced	Percentage Increase
Binbrook	Hamilton	\$2,448,383	\$419,271	\$879,794	\$460,523	110%
Carlisle	Waterdown / Burlington	\$2,093,745	\$432,201	\$773,465	\$341,264	79%
Chippawa	Niagara Falls / St Catharines	\$2,495,717	\$462,246	\$910,749	\$448,503	97%
Craighurst	Barrie	\$2,585,098	\$647,602	\$1,008,279	\$360,677	56%
Greely	Ottawa	\$2,197,522	\$411,569	\$798,262	\$386,693	94%
Inverary	Sydenham / Kingston	\$3,229,596	\$695,800	\$1,228,404	\$532,604	77%
Lefroy	Bradford / Barrie	\$2,057,097	\$341,638	\$728,014	\$386,376	113%
Mount Albert	Newmarket	\$3,254,108	\$705,148	\$1,239,593	\$534,445	76%
Verona	Sydenham / Kingston	\$2,988,696	\$569,014	\$1,105,336	\$536,322	94%
Vineland	Lincoln / Grimsby	\$2,321,750	\$451,276	\$852,097	\$400,821	89%
Wainfleet	Port Colborne	\$2,035,908	\$315,911	\$711,724	\$395,813	125%

## 2) Agency Store Repatriation: Annual Sales of \$1 Million - \$2 Million

Agency Store Location	LCBO Location / Nearest Centre	Total Agency Store Sales 2005-06	LCBO Profit from Agency Store	LCBO Profit if Replaced w/ LCBO Store	Increase in LCBO Profit if Replaced	Percentage Increase
Ayr	Cambridge	\$1,078,851	\$196,523	\$365,677	\$169,153	86%
Bath	Amherstview / Kingston	\$1,028,763	\$187,400	\$346,889	\$159,490	85%
Beeton	Tottenham / Aliston	\$1,619,566	\$360,609	\$597,962	\$237,353	66%
Camlachie	Reeces Corners / Sarnia	\$1,180,300	\$215,003	\$403,730	\$188,727	88%
Campbellville	Guelph / Milton	\$1,466,691	\$302,575	\$528,209	\$225,806	75%
Carnarvon	Minden	\$1,448,884	\$321,874	\$529,928	\$208,054	65%
Chatsworth	Owen Sound	\$1,087,735	\$198,142	\$369,009	\$170,867	86%
Constance Bay	Arnprior	\$1,012,308	\$184,402	\$340,717	\$156,315	85%
Craigleith	Collingwood	\$1,397,206	\$254,515	\$499,072	\$244,557	96%
Dunrobin	Ottawa / Carp	\$1,942,908	\$430,471	\$725,529	\$295,058	69%
Grafton	Colborne	\$1,792,564	\$364,208	\$653,547	\$289,339	79%
Hawkestone	Barrie / Orillia	\$1,047,874	\$190,881	\$354,057	\$163,177	85%
Hillsburgh	Erin / Orangeville	\$1,415,710	\$308,210	\$514,412	\$206,202	67%
Jarvis	Simcoe	\$1,070,979	\$195,089	\$362,724	\$167,635	86%
Little Britain	Lindsay	\$1,414,370	\$284,088	\$504,938	\$220,850	78%
Mansfield	Alliston	\$1,114,228	\$202,968	\$378,947	\$175,979	87%
Metcalfe	Winchester / London	\$1,491,255	\$329,516	\$546,077	\$216,561	66%
Mount Brydges	Strathroy / London	\$1,689,637	\$302,575	\$598,167	\$295,592	98%
Navan	Ottawa	\$1,668,362	\$319,176	\$597,722	\$278,546	87%
Nestleton	Port Perry	\$1,099,410	\$200,269	\$373,389	\$173,120	86%
New Dundee	Kitchener	\$1,012,676	\$184,469	\$340,855	\$156,386	85%

## 2) Agency Store Repatriation: Annual Sales of \$1 Million - \$2 Million ... cont'd

Agency Store Location	LCBO Location / Nearest Centre	Total Agency Store Sales 2005-06	LCBO Profit from Agency Store	LCBO Profit if Replaced w/ LCBO Store	Increase in LCBO Profit if Replaced	Percentage Increase
Newburgh	Napanee	\$1,080,537	\$196,831	\$366,309	\$169,479	86%
North Gower	Ottawa / Manotick	\$1,178,118	\$214,606	\$402,912	\$188,306	88%
Osgoode	Ottawa	\$1,511,297	\$275,298	\$543,499	\$268,201	97%
Pakenham	Arnprior	\$1,135,912	\$206,918	\$387,080	\$180,163	87%
Port Sydney	Bracebridge	\$1,369,727	\$249,509	\$488,372	\$238,862	96%
Rockwood	Guelph	\$1,690,914	\$308,017	\$613,442	\$305,425	99%
Roseneath	Hastings / Cobourg	\$1,105,191	\$201,322	\$375,557	\$174,236	87%
Scotland	Burford / Brantford	\$1,130,587	\$205,948	\$385,083	\$179,135	87%
Spencerville	Prescott / Prescott	\$1,274,362	\$232,138	\$439,013	\$206,875	89%
St. George	Paris / Brantford	\$1,218,085	\$221,886	\$417,904	\$196,017	88%
Stevensville	Fort Erie	\$1,467,438	\$284,612	\$521,771	\$237,159	83%
Thamesford	Ingersoll	\$1,343,570	\$244,745	\$464,973	\$220,228	90%
Thorndale	London	\$1,087,011	\$198,010	\$368,738	\$170,728	86%
Thornton	Barrie	\$1,230,540	\$224,155	\$422,576	\$198,420	89%
Tiverton	Kincardine	\$1,139,810	\$207,628	\$388,543	\$180,915	87%
Turkey Point	Simcoe	\$1,188,974	\$216,584	\$406,984	\$190,401	88%
West Guilford	Haliburton	\$1,155,675	\$210,518	\$394,494	\$183,976	87%

### 3) Agency Store Repatriation: Annual Sales of \$575,000 - \$1 Million

Agency Store Location	LCBO Location / Nearest Centre	Total Agency Store Sales 2005-06	LCBO Profit from Agency Store	LCBO Profit if Replaced w/ LCBO Store	Increase in LCBO Profit if Replaced	Percentage Increase
Ailsa Craig	Lucan / London	<b>\$739,802</b>	\$134,762	\$227,910	<b>\$93,148</b>	<b>69%</b>
Alvinston	Watford / London	<b>\$660,924</b>	\$120,394	\$182,697	<b>\$62,303</b>	<b>52%</b>
Bethany	Millbrook / Peterborough	<b>\$928,850</b>	\$169,199	\$309,412	<b>\$140,212</b>	<b>83%</b>
Blackstock	Port Perry	<b>\$860,713</b>	\$156,788	\$270,471	<b>\$113,684</b>	<b>73%</b>
Blyth	Clinton	<b>\$599,828</b>	\$109,265	\$162,804	<b>\$53,539</b>	<b>49%</b>
Cardiff	Bancroft	<b>\$612,970</b>	\$111,659	\$167,083	<b>\$55,424</b>	<b>50%</b>
Carlsbad Springs	Ottawa / Ottawa	<b>\$762,771</b>	\$138,946	\$235,995	<b>\$97,049</b>	<b>70%</b>
Claremont	Uxbridge / Ajax	<b>\$849,553</b>	\$154,754	\$266,542	<b>\$111,788</b>	<b>72%</b>
Consecon	Trenton	<b>\$859,928</b>	\$156,644	\$270,195	<b>\$113,550</b>	<b>72%</b>
Drayton	Palmerston / Perth County	<b>\$864,253</b>	\$157,432	\$271,717	<b>\$114,285</b>	<b>73%</b>
Eagle Lake	Haliburton	<b>\$702,266</b>	\$127,925	\$214,698	<b>\$86,773</b>	<b>68%</b>
Embro	Woodstock	<b>\$673,832</b>	\$122,745	\$186,900	<b>\$64,154</b>	<b>52%</b>
Gilmour	Madoc	<b>\$693,231</b>	\$126,279	\$211,517	<b>\$85,238</b>	<b>68%</b>
Gore's Landing	Cobourg	<b>\$659,564</b>	\$120,146	\$182,254	<b>\$62,108</b>	<b>52%</b>
Hampton	Bowmanville / Oshawa	<b>\$943,460</b>	\$171,861	\$314,892	<b>\$143,031</b>	<b>83%</b>
Hockley	Orangeville	<b>\$596,928</b>	\$108,736	\$161,860	<b>\$53,123</b>	<b>49%</b>
Innerkip	Woodstock	<b>\$894,909</b>	\$163,017	\$282,508	<b>\$119,491</b>	<b>73%</b>
Innisville	Carleton / Carleton Place	<b>\$790,276</b>	\$143,957	\$245,677	<b>\$101,720</b>	<b>71%</b>
Janetville	Lindsay	<b>\$727,510</b>	\$132,523	\$223,584	<b>\$91,060</b>	<b>69%</b>
Keene	Peterborough	<b>\$619,683</b>	\$112,882	\$169,269	<b>\$56,387</b>	<b>50%</b>
Kinburn	Arnprior	<b>\$677,956</b>	\$123,496	\$188,243	<b>\$64,746</b>	<b>52%</b>

### 3) Agency Store Repatriation: Annual Sales of \$575,000 - \$1 Million... cont'd

Agency Store Location	LCBO Location / Nearest Centre	Total Agency Store Sales 2005-06	LCBO Profit from Agency Store	LCBO Profit if Replaced w/ LCBO Store	Increase in LCBO Profit if Replaced	Percentage Increase
L'Orignal	Alfred	\$667,871	\$121,659	\$184,959	\$63,299	52%
Mallorytown	Brockville	\$960,395	\$174,946	\$321,244	\$146,299	84%
Minesing	Barrie	\$870,843	\$158,633	\$274,037	\$115,404	73%
Pain Court	Chatham	\$578,723	\$105,420	\$155,932	\$50,512	48%
Piperville	Ottawa	\$590,300	\$107,529	\$159,702	\$52,173	49%
Port Lambton	Courtright / Wallaceburg	\$606,126	\$110,412	\$164,855	\$54,443	49%
Rideau Ferry	Perth	\$934,036	\$170,144	\$311,357	\$141,213	83%
Selkirk	Cayuga	\$942,558	\$171,696	\$314,554	\$142,857	83%
South Mountain	Winchester / Morrisburg	\$764,338	\$139,232	\$236,547	\$97,315	70%
St. Clements	Waterloo	\$852,018	\$155,204	\$267,410	\$112,207	72%
Stoney Point	Belle River	\$829,353	\$151,075	\$259,432	\$108,357	72%
Sunderland	Cannington / Port Perry	\$692,001	\$126,055	\$211,085	\$85,030	67%
Tara	Owen Sound	\$732,795	\$133,486	\$225,444	\$91,958	69%
Warminster	Coldwater / Orillia	\$716,261	\$130,474	\$219,624	\$89,150	68%
Wellesley	New Hamburg / Kitchener	\$592,063	\$107,850	\$160,276	\$52,425	49%
West Lorne	Rodney / London	\$650,526	\$118,500	\$179,311	\$60,811	51%
Wolfe Island	Kingston	\$575,230	\$104,784	\$154,795	\$50,011	48%
Woodville	Cannington / Port Perry	\$763,186	\$139,022	\$236,142	\$97,120	70%
Young's Point	Lakefield / Peterborough	\$666,648	\$121,437	\$184,561	\$63,124	52%

#### 4) Agency Store Repatriation: Summary – 89 Stores w/ Annual Sales over \$557,000

	Total Agency Store Sales 2005-06	LCBO Profit from Agency Store	LCBO Profit if Replaced w/ LCBO Store	Increase in LCBO Profit if Replaced	Percentage Increase
<b>Total for all 89 Stores</b>	<b>\$106,800,124</b>	<b>\$20,294,330</b>	<b>\$36,522,018</b>	<b>\$16,227,860</b>	<b>80%</b>
<b>Total as % of Sales</b>	<b>100.0%</b>	<b>19.0%</b>	<b>31.1%</b>	<b>15.2%</b>	
<b>Average</b>	<b>\$1,200,001</b>	<b>\$228,026</b>	<b>\$410,360</b>	<b>\$182,336</b>	