



YMCA of Northern Alberta Wood Buffalo Region

Sonya Earle, Regional Manager
Janet Giles, Vice President

November 28, 2018

Organization Mandate

- **Our Mission:** The YMCA of Northern Alberta creates life-enhancing opportunities for the growth and development of all people in spirit, mind and body
- **Our Vision:** Strong kids, healthy families & thriving communities
- YMCA Wood Buffalo Region: 10 Child Care Centres, 6 Community Outreach Programs, 2 Health, Fitness & Aquatics, Centres
- Serving Wood Buffalo for 43 years, 1976
- Serve people of all ages and abilities



Organization Mandate

- Goals for 2019:
 1. Promoting Health and Well-being
 2. Helping Children, Youth and Families Thrive
 3. Fostering Belonging and Social Connections
 4. Providing Opportunities for All
- Grant Funding will support the program and service delivery at both the Westwood Family YMCA and the Eagle Ridge Community Centre.



Community Impact

Westwood Family YMCA & Eagle Ridge Community Centre

- Serve over 8,327 pass holders annually, with over 125,830 annual visits.
- 2,997 or 36%, are children and youth
- 749 or 9%, receive financial assistance/subsidy
- 1,000 participants in swim lessons & 2,600 recreational swimming accesses a month
- 960 children & youth participated in a week long summer day camp
- Eagle Ridge provides several social outreach programs, Bridging the Gap, & Wellness



Community Impact

Programming consists of:

- A wide variety of Health, Fitness and Aquatic programs – including a focus on skill development, physical literacy activities, swim lessons, as well as individual and group fitness programs
- Children/Youth – Drop-in Centre, Sports and Fitness, Summer and Holiday Day Camps
- Family Programs – Parent and Child ‘Snack & Chat’, Birthday Parties
- Group Fitness classes
- Group Room Rentals
- Wellness Programs and Bridging the Gap
- Early Years and Out of School Licensed Child Care



2019 Grant Request

2019 Grant Request	Westwood YMCA	Eagle Ridge	Total
Revenue	\$2,184,500	\$244,500	\$2,429,000
Expense	\$2,409,000	\$749,500	\$3,158,500
Subsidy Requested	\$225,000	\$505,000	\$730,000
Subsidy represents 23% of total expenses	9%	67%	23%



2019 Grant Request

Previous Year's Financial Information	
Last Fiscal Year End Date	December 31, 2017
Total expenses from previous year	\$62,154,312
Unrestricted Net Assets	\$(4,101,043)



Expense Summary

Westwood YMCA

Cost Category	Total Expense	Funded by RMWB
Salary/Wages (16 full time, 86 part time)	\$1,547,500	-
Program Costs	\$170,500	-
Overhead (utilities, insurance, facility operations, refurb, Assoc. overhead 10%, etc.)	\$691,000	\$225,000
TOTAL	\$2,409,000	\$225,000



Expense Summary

Eagle Ridge Community Centre

Cost Category	Total Expense	Funded by RMWB
Salary/Wages (4 full time, 18 part time)	\$403,000	\$206,500
Program Costs	\$67,500	\$19,500
Overhead (utilities, insurance, facility operations, refurb, Assoc. overhead 10%, etc.)	\$279,000	\$279,000
TOTAL	\$749,500	\$505,000



Community Investment History

2019 Request	2018	2017
\$730,000	\$606,300	\$606,300
<i>WW: \$225,000</i> <i>ER: \$505,000</i>	<i>WW: \$169,300</i> <i>ER: \$437,000</i>	<i>WW: \$211,500</i> <i>ER: \$394,000</i>

Increase in 2019 of \$123,700 is largely due to lower than expected revenues at Eagle Ridge and increased maintenance and operating costs due to an aging Westwood facility and general inflationary costs.



YMCA of Northern Alberta
2019 Sustaining Grant Analysis

CIP Grant Summary:

2016	2017	2018	2019 Request	2019 Recommended by CIP	Variance Recommended vs. Requested
645,000	606,300	606,300	729,500	729,500	-

Fiscal Year End *	Total Expenses	Unrestricted Net Assets
December 31, 2017	62,154,312	(4,101,043)

Notes:

YMCA of Northern Alberta has an Operating Agreement with the Regional Municipality of Wood Buffalo for the operations of the Eagle Ridge Community Centre; it also receives a grant to support preventative maintenance at the Westwood Family YMCA.

*Financial Statement information represents all operations of the YMCA of Northern Alberta.

Budget Line Description	Eagle Ridge Operating	Westwood Operating	2019 Recommended
Revenues			
RMWB Sustaining Grant	505,000	224,500	729,500
Membership Subsidy Revenue	9,000	148,500	-
Opportunity Fund - Membership	(10,500)	(96,000)	-
Opportunity Fund	-	(16,000)	-
Membership Revenue	-	1,623,000	-
Purchase of Service - Gov't	4,000	10,000	-
Program Fees	114,000	268,000	-
Rental & Other	80,000	43,000	-
Contributions	10,000	42,000	-
Branch Allocations	38,000	13,000	-
United Way Allocations	-	149,000	-
Total Revenues	749,500	2,409,000	729,500
Expenses			
Salaries/Wages/Benefits	403,000	1,547,500	206,500
Occupancy	133,000	326,500	258,000
Supplies/Training/Travel	50,000	85,000	50,000
Printing and Promotion/Telephone/Postage	19,000	66,500	19,000
Finance/Insurance/Other Expenses	5,000	20,000	5,000
Repairs & Maintenance	59,500	108,500	159,500
Administration Allocation	12,000	3,500	12,000
10% Administration Allocation	68,000	235,000	19,500
Bad Debt Expense/Interest on debt	-	16,500	-
Total Expenses	749,500	2,409,000	729,500
Total Surplus (Deficit)	\$ -	\$ -	\$ -


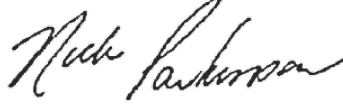
Sustaining Grant Part A - Organization Summary

Organization Name:	YMCA of Northern Alberta
Street Address:	10211 105 Street
City/Hamlet:	Edmonton
Province:	Alberta
Postal Code:	T5J 1E3
Phone Number:	780-429-9622
Website:	www.northernalberta.ymca.ca
Fiscal Year End:	December 31
Act Registered Under:	Please Select
Registration Number:	Please see attached Incorporation Memorandum

Note: Organization must be in good standing to receive funding.

Main Contact	
Title:	Chief Operating Officer
Name:	Jody Kyle
Daytime Phone:	17(1)
Email Address:	jody.kyle@northernalberta.ymca.ca
Executive Director	
Name:	Nick Parkinson
Daytime Phone:	17(1)
Email Address:	Nick.Parkinson@northernalberta.ymca.ca
Board Chair / President	
Name:	Estelle Asselin
Daytime Phone:	17(1)
Email Address:	17(1)

Declaration of Board Members - In making this application, we, the undersigned, confirm that we are authorized by the applicant organization to complete the application and hereby represent to the Regional Municipality of Wood Buffalo's Community Investment Program and declare that to the best of our knowledge and belief, the information provided is truthful and accurate, and the application is made on behalf of the above-named organization and with the Board of Directors' full knowledge and consent.

 	
Signature of Board Member (must have signing authority)	Signature of Board Member or Executive Director (must have signing authority)
Estelle Asselin	Nick Parkinson
Print Name	Print Name
2018-11-01	2018-11-01
Date: (Year-Month-Day)	Date: (Year-Month-Day)

Part B - Board Questionnaire

How often does the Board of Directors meet? 5 times per year

Minimum number of board members according to bylaws: 9

Number of board members:

Currently: 16 **2017:** 18 **2016:** 18

Describe measures being undertaken to fill vacant spots if minimum board members are not met:

Not applicable. All vacancies are currently filled.

Please list your current Board of Directors:

Name	Board Position	Years on Board
Estelle Asselin	Board Chair	8 Years
Harold Kunas	Director	4 Years
Tim Haak	Vice-Chair	6 Years
Darren Lunt	Director	6 Years
Dale Beesley	Dircetor	8 Years
Lester Shore	Vice-Chair	8 Years
Robyn Eeson	Director	5 Years
John Corlett	Dircetor	5 Years
Shyamala Nagendran	Director	5 Years
Adam Budzinski	Director	3 Years
Curt Clement	Director	3 Years
Andrea Bailer	Director	2 Years
Jeremy Herbert	Dircetor	2 Years
Raphael Bohlmann	Director	2 Years
Robert de Guzman	Director	1 Years
Sherri Wilson	Director	1 Year

Part B - Board Questionnaire

Are any board members being paid, or receiving an honorarium, for being on the Board or for other positions in the organization outside of their role on the Board? Yes ☐ No ☐

If yes, complete the following table:

Board member name	Paid role on the board / organization	Amount received

What are the restrictions (if any) on becoming a member of your organization or participating in programs or services?

The YMCA of Northern Alberta specifies the following conditions on becoming a member of the Board:

- Each director must be 18 or more years of age and shall be in sympathy with the purposes and objectives of the Association.
- No employee of the Association may serve as a Director.
- Members of the Board of Directors must demonstrate their support with of purposes and objectives by contributing to our financial campaigns.
- Recruitment to the Board is done on a competency, skill and diversity basis.

How often does the Board review the financial position of the agency? What efforts have been made in the past fiscal year to increase the number and types of financial support for your organization?

The Board of Directors and the Audit and Finance Committee review the financial position of our organization four times per year. Additional meetings may be arranged to discuss urgent matters. The YMCA Management Team is responsible for monitoring and managing the operating and financial position on a monthly basis. The Association has the ability to seek additional support in this area through its auditors – Grant Thornton LLP.

YMCA of Northern Alberta has a professional Fund Development Team that leads our Association in a variety of fundraising activities including, the annual campaign, major gifts, planned giving, events, sponsorship and grants from all levels of government, corporations and foundations. YMCA Strong Kids is the annual fundraising campaign for the YMCA. The Associations goal for 2019 is \$2,200,000. The annual goal is achieved through a collective effort of YMCA staff and volunteers who target YMCA members and members of the community for annual giving. Dollars raised through the Strong Kids Campaign go towards the YMCA Opportunity Fund which ensures no one is turned away from the YMCA due to financial limitations.

The personal information collected in this application is collected under the authority of section 33(c) of Alberta's Freedom of Information and Protection of Privacy (FOIP) Act. It will be used to process the application and contact you if needed, during the review of this application. If you have any questions about the collection and use of the personal information you may contact the Community Investment Advisor, at 9909 Franklin Avenue, Fort McMurray, AB T9H 2K4 or at (780) 788-4309.

Part C - Strategic Plan

The Regional Municipality of Wood Buffalo 2018-2021 Strategic Plan focuses on the vision of a vibrant, sustainable region we are proud to call home. It identifies four key strategic priorities to achieve this goal: Responsible Government, Downtown Revitalization, Regional Economic Development, and Rural and Indigenous Communities and Partnerships. The Community Investment Program aims to assist non-profit agencies to achieve the goals and objectives outlined in the Municipal Strategic Plan.

The Sustaining Grant subsidizes organizations to operate and maintain Municipally-owned assets and/or contribute toward the key strategic priorities identified above. Please indicate which category that is applicable to the organization.

- ☒ Operator of a Municipally-owned asset (Please continue to Part E on page 7)
- ☐ Provide programs and services related to the collection, preservation and display of regional heritage and culture in a museum setting (Strategy & Initiatives #1a and #1c)
- ☐ Acts as a collective voice for:
 - a) the development of the arts community (Strategy & Initiative #1f);
 - b) advancement of cultural diversity (Strategy & Initiative #3f); or
 - c) promotion of tourism potential of the Municipality (Strategy & Initiative #3b)
- ☒ Provides strategic programs/services that are of benefit to the entire region

Part D - Organization Questionnaire

What year did the organization complete its last strategic plan?

Our most recent Strategic Plan was approved by the Board of Directors in June 27th, 2017.

Provide a brief overview of the organization's strategic priorities:

The YMCA of Northern Alberta's Strategic Plan focuses on responding to urgent challenges facing our communities that require immediate action through our identified "Calls to Actions" which include:

- Promoting health and wellbeing
 - o Children under 12 are active and healthy
 - o Adults experience optimal health as they age
 - o Individuals and families are supported in meeting basic needs such as safe, affordable housing, income and nutritious food
- Helping children, youth and families thrive
 - o Children enter kindergarten ready for school
 - o Individuals and families report and improved quality of life
 - o Youth are healthy and engaged in their community
- Fostering belonging and connection
 - o People are involved in and feel a sense of belonging to their community and each other
 - o Ongoing collaboration between community organization and stakeholders to find effective solutions
- Providing opportunities for all
 - o Individuals who demonstrate an inability to pay the full cost of membership or program are eligible for YMCA financial assistance
 - o Our Y reflects the diversity of the communities we serve

Part D - Organization Questionnaire

Describe the elements, activities, or events of general operations that the organization is seeking this funding for:

YMCA of Northern Alberta is seeking support for general operations of the Westwood Family YMCA and the Eagle Ridge Centre.

Westwood Family YMCA, Health, Fitness and Aquatics

The Westwood Family YMCA is a Health, Fitness and Aquatics facility that has been providing quality programs and services that foster the growth of spirit, mind and body in individuals and families, since 1986.

For the past 32 years, thousands of children, youth and families in the Thickwood, Timberlea and surrounding neighborhoods have participated in and enjoyed the benefits of being a YMCA member or program participant. Individuals of all ages have the opportunity to connect and feel a sense of belonging, make healthy choices and reach their potential by becoming engaged in a wide variety of programs and services including: preschool, child and youth programs, aquatics, youth leadership development, adult fitness and lifestyle programming and many more.

Eagle Ridge Community Centre (ERCC)

The YMCA of Northern Alberta was engaged by the RMWB to operate the ERCC. The ERCC consists of 2 multi-use spaces, a studio, 2 meeting rooms and a dedicated youth centre. The program offerings have focused on providing activities that include family participation, preschool and child activities, fitness classes, child minding, birthday parties, summer day camps and youth programs and activities. In addition to providing quality programs for participants, the YMCA also facilitates the community's access to the centre.

Explain how the operations/programming will achieve the objectives of the Municipal Strategic Plan as indicated on page 4:

Research strongly supports the positive impact that quality recreation opportunities have on children, youth and families. A paper published by the National Children's Alliance summarizes the following positive benefits: *Participation in recreation and physical activity is a significant influence in reversing the ever-growing trend of childhood obesity. *Youth participation in recreation leads to decreased participation in negative behaviors. *Participating in recreation activities not only improves health but also exposes children to positive role models and develops life-long skills. (<http://www.nationalchildrensalliance.com>)

Both the Westwood Family YMCA and the Eagle Ridge Community Centre provide strategic programs and services that benefit the community. Programs and services offered at both locations are determined based on community interests and needs.

The Westwood Family YMCA averages 460 facility users per day with a total of 8,327 pass holders in 2018 year to date and 125,830 accesses year to date. The facility serves over 711 children per week in swim lessons. In addition to private lessons, the YMCA offers 82 group classes each week for children as young as 6 months through to adults.

The Eagle Ridge Community Centre (ERCC) offers drop-in and registered programs for children, youth and adults. In addition to fitness classes and child and youth programming, the YMCA's Bridging the Gap and Wellness programs provide outreach support at the ERCC. The YMCA also works in collaboration with other community organizations to provide a variety of programs and services to meet the diverse needs of our community. An example is our partnership with the Wood Buffalo Food Bank who is offering a cooking program for seniors out of the ERCC Kitchen.

Describe any other funding initiatives the organization has taken or is planning to implement to further support this request for Sustaining Grant funding:

YMCA of Northern Alberta has an annual marketing and communication plan that is focused on attracting new members and increasing member retention. In addition to these efforts, the YMCA Strong Kids Campaign raises dollars for the YMCA Opportunity Fund which ensures no one is turned away from the YMCA due to financial limitations.

The YMCA of Northern Alberta also seeks funding opportunities through all levels of government and corporate and foundation funding programs to support our programs and assets and increase our capacity to serve the community. This includes annual applications to the Alberta Lottery Foundation's Community Facility Enhancement Program and the Government of Canada's Federal Infrastructure program to help us meet our annual capital refurbishment needs.

Current Volunteer Information:

	Per Organizational Needs:	Currently Filled:
Program & Services Volunteers	30	10
Fundraising Volunteers	2	0
Committee Volunteers	0	0
Administrative Volunteers	2	0
Total Organization Volunteers (Count each only once)	32	12

Part E - Financial Information, Budget Request & Cash Flow

Current Staff Information:

	Per Organization Chart:	Currently Filled:
Full Time Positions	15	13
Part Time Positions	70	70

Please explain any cost savings initiatives the organization has, or is planning, to implement:

The YMCA management team reviews the financial position and operating budgets of each of our service areas on an ongoing basis to identify gaps in revenues and reduce costs where possible. The association is currently preparing for the implementation of a new online management registration system which we anticipate will reduce staffing costs as members and participants move to a more self serve model. The Westwood Family YMCA has been serving the community since 1986. The facility has aged to a point where significant renovations and infrastructure work must be done to extend the life of the building so that the Westwood Family Y continue to be a centre of community until a new north side recreation facility can be built. Cost savings initiatives from a facility perspective are not possible without significant work to upgrade the centre to as new. The YMCA has done considerable work in outlining the renovations that are required some of which are very urgent in nature. The YMCA has begun to work with RMWB administration to identify the infrastructure needs, solutions and proposed time-lines. This work will allow Westwood to continue to serve the Community while also increasing energy efficiency.

2019 Grant Request:

Total 2019 Budgeted Revenue (excluding RMWB Sustaining Grant)	\$	2,429,000.00
Total 2019 Budgeted Expenses	\$	3,158,500.00
Surplus* / (Deficit)	\$	(729,500.00)

2019 Sustaining Grant Request Amount:

\$ 729,500.00

* If in a surplus position, organization is not eligible for a Sustaining Grant.

Please Indicate Preferred Cash Flow, if approved**:

January/February	\$ 182,375.00	April	\$ 182,375.00
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(no more than 75% of request)

August	\$ 182,375.00	October	\$ 182,375.00
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** Must have minimum of 25% to be disbursed between August and December. There will be no funds released in July, as 6-month reports are due by July 31 and require Administrative review prior to August/October disbursements.

Part F - Required Attachments for Application

The following attachment **MUST** accompany your application:

- ☐ A detailed budget showing projected 2019 revenue and expenses
- ☐ 2019 Business Plan or Strategic Plan
- ☐ Logic Model (if available)
- ☐ Financial Statements of two (2) most recent fiscal years

The YMCA of Northern Alberta
Wood Buffalo Westwood
Statement of Revenues and Expenses
2019

	Annual Budget
REVENUES	
Membership Subsidy Revenue	148,500.00
Opportunity Fund - Membership	(96,000.00)
Net Membership Revenue from Opportunity Fund	52,500.00
Membership Revenue	1,623,000.00
Membership Revenue, net opportunity fund	1,675,500.00
New Member Building Fee	6,000.00
Adult Program Fees	5,000.00
Adult Lifestyle and Aquatics	10,000.00
Adult Fitness Services	8,000.00
Preschool Program Fees	6,000.00
Childrens Program Fees	12,000.00
Youth Specialty	33,000.00
Day Passes	40,000.00
Childrens Day Camps	120,000.00
Public Swim Fees	28,000.00
Program Fees	268,000.00
Opportunity Fund - Program	(16,000.00)
Opportunity Fund - Day Camps	-
Opportunity Fund	(16,000.00)
Federal Employment Grant	4,000.00
Municipal Government Funding	
Provincial STEP Grant	6,000.00
Purchase of service - government	10,000.00
Merchandise	-
Vending Commission	4,000.00
Facility Rental	15,000.00
Aquatic Facility Rental	-
Miscellaneous Revenue	24,000.00
Rental and other	43,000.00
United Way Allocations	149,000.00
	149,000.00
Designated Contributions	7,000.00
Strong Kids Campaign Revenue	35,000.00
Contributions	42,000.00
Branch Allocation - Occupancy	8,000.00

Administration Allocation	5,000.00
Branch Allocations	<hr/> 13,000.00
TOTAL REVENUES	<hr/> 2,184,500.00
EXPENSES	
Administration Staff Full Time	186,000.00
Program Staff Full Time	176,000.00
Building and Cleaning Staff FT	43,000.00
Program Staff Part Time	534,000.00
Program Staff Part Time	110,000.00
Program Staff Guard Part Time	150,000.00
Building and Cleaning Staff PT	196,000.00
Salaries and wages	<hr/> 1,395,000.00
Association Benefits Full Time	45,500.00
Statutory Benefits Full Time	33,000.00
Statutory Benefits Part Time	74,000.00
Benefits	<hr/> 152,500.00
Building Refurbishment	44,000.00
Building Cleaning Costs	26,000.00
Pool Costs	53,500.00
Heating	30,000.00
Power	142,000.00
Sewer	9,000.00
Water	10,000.00
Property Insurance	12,000.00
Occupancy	<hr/> 326,500.00
Office Supplies	6,500.00
Cleaning Supplies	
Program Supplies	14,500.00
Program Supplies	9,000.00
Program Supplies Life	1,000.00
Program Supplies Fitness	12,000.00
Entrance Fees	
Program ASP Supplies	3,000.00
Food and Beverage Supplies	2,500.00
Uniform Supplies	10,000.00
Merchandise for Resale	
Supplies	<hr/> 58,500.00
Program Equipment Purchase	3,000.00
Building Equipment Purchase	
Equipment Rental	1,000.00
Computer and Office Equipment	5,000.00
Equipment Costs	10,000.00
Building Operations	55,000.00
Building R&M - Contingency	
Contract Equipment Maintenance	34,500.00
Repairs and maintenance	<hr/> 108,500.00
Professional Fees - Other	

Purchased services and insurance	-
Staff Development - Training	7,500.00
Staff/ Volunteer Recognition	5,000.00
Volunteer Development	1,000.00
Training	13,500.00
Program Promotion	44,500.00
Membership Promotion Discounts	
Waived Fees	3,000.00
Promotion Brochures	3,000.00
Strong Kids Campaign Expense	2,000.00
Printing and promotion	52,500.00
Telephone	12,000.00
Postage and Courier	2,000.00
Telephone and postage	14,000.00
Bank Charges	20,000.00
Over/Short	
Finance	20,000.00
Travel	3,500.00
Meals	500.00
Vehicle Operation	3,000.00
Bus and Transportation Costs	6,000.00
Travel	13,000.00
Bad Debt Expense	15,000.00
Bad debt expense	15,000.00
Unmatched Purchases	
Miscellaneous Expense	
Other	-
Capital Lease Interest	1,500.00
Interest on long-term debt	1,500.00
Branch Allocation - Rent	
Administration Allocation	3,500.00
Branch allocations	3,500.00
TOTAL DIRECT EXPENSES	2,174,000.00
10% ADMINISTRATION ALLOCATION**	235,000.00
TOTAL EXPENSES	2,409,000.00
TOTAL REVENUES (Excluding RMWB GRANT)	2,184,500.00
TOTAL EXPENSES	2,409,000.00
NET CONTRIBUTION & RMWB GRANT REQUEST	(224,500.00)

**NOTE: 10% allocation reflects cost of centralized shared services such as Human Resources, Payroll, Marketing and Communications, Finance and IT.

The YMCA of Northern Alberta
Eagle Ridge Community Centre
Statement of Revenues and Expenses
Draft 2019

Draft 2019
Annual
Budget

REVENUES

Net Membership Revenue from Opportunity Fund

-

Membership Revenue

9,000.00

Membership Revenue, net opportunity fund

9,000.00

Adult Lifestyle and Aquatics

-

Preschool Program Fees

13,000.00

Childrens Program Fees

2,000.00

Youth Specialty

10,000.00

Day Passes

-

Childrens Day Camps

89,000.00

Program Fees

114,000.00

Opportunity Fund - Program

(10,500.00)

Opportunity Fund - Day Camps

-

Opportunity Fund

(10,500.00)

Federal Employment Grant

4,000.00

Municipal Government Funding

Purchase of service - government

4,000.00

Facility Rental

80,000.00

Miscellaneous Revenue

-

Rental and other

80,000.00

Designated Contributions

4,000.00

Strong Kids Campaign Revenue

6,000.00

Contributions

10,000.00

Branch Allocation - Occupancy

38,000.00

Branch Allocations

38,000.00

TOTAL REVENUES	244,500.00
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EXPENSES

Administration Staff Full Time	141,000.00
Program Staff Full Time	
Program Staff Part Time	182,500.00
Program Staff Part Time	37,000.00

Salaries and wages	360,500.00
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Association Benefits Full Time	15,500.00
Statutory Benefits Full Time	11,500.00
Statutory Benefits Part Time	15,500.00

Benefits	42,500.00
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Building Refurbishment	5,000.00
Building Cleaning Costs	65,000.00
Heating	17,000.00
Power	38,000.00
Sewer	3,000.00
Water	4,500.00
Property Insurance	500.00

Occupancy	133,000.00
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Office Supplies	8,000.00
Cleaning Supplies	6,000.00
Program Supplies	18,000.00
Program Supplies	2,000.00
Program Supplies Fitness	3,000.00
Entrance Fees	2,000.00
Food and Beverage Supplies	
Uniform Supplies	

Supplies	39,000.00
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Building Equipment Purchase	
Equipment Rental	5,000.00
Computer and Office Equipment	
Building Operations	18,000.00
Contract Equipment Maintenance	36,500.00

Repairs and maintenance	59,500.00
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Staff Development - Training	2,500.00
Staff Development - Events	
Staff/ Volunteer Recognition	1,500.00
Volunteer Development	500.00

Training	4,500.00
Program Promotion	12,500.00
Promotion Brochures	1,000.00
Strong Kids Campaign Expense	1,500.00
Printing and promotion	15,000.00
Telephone	3,500.00
Postage and Courier	500.00
Telephone and postage	4,000.00
Bank Charges	5,000.00
Over/Short	
Finance	5,000.00
Travel	1,000.00
Meals	500.00
Bus and Transportation Costs	5,000.00
Travel	6,500.00
Bad Debt Expense	
Bad debt expense	-
Unmatched Purchases	
Other	-
Administration Allocation	12,000.00
Branch allocations	12,000.00
TOTAL DIRECT EXPENSES	681,500.00
10% ADMINISTRATION ALLOCATION **	68,000.00
TOTAL EXPENSES	749,500.00
TOTAL REVENUE (Excluding RMWB Grant)	244,500.00
TOTAL EXPENSES	749,500.00
NET CONTRIBUTION & RMWB GRANT REQUEST	(505,000.00)

****NOTE:** 10% allocation reflects cost of centralized shared services such as Human Resources, Payroll, Marketing and Communications, Finance and IT.