

Regional Recreation Corporation of Wood Buffalo

Rachel Orser – Interim Chief Executive Officer
Maureen Gravelle – Interim Chief Financial Officer

February 7, 2018



Organization Mandate

- To advance, promote and encourage recreational, cultural and social activities and events for the benefit of residents of the Municipality.
- Operate the recreational and cultural facilities existing as of November 1, 2016 at: MacDonald Island Park, Anzac Recreation Centre (indoor operations only), and Fort Chipewyan Aquatics Centre (aquatics programming only).
- Operate any additional facilities as requested by the Municipality



Community Impact

- We make a positive difference in the communities we serve
- Programming offered by the Regional Recreation Corporation of Wood Buffalo (RRC) includes fitness, aquatics, golf, dance, visual arts, and events
- The RRC also offers the following types of events and activities:
 - Family Entertainment
 - Live Entertainment
 - General Community Events
 - Trade and Consumer Shows
 - Catering and Conferencing



2018 Grant Request

Revenue	\$20,202,181
Expenses	\$34,840,031
Subsidy Requested	\$14,637,850

Subsidy represents 42% of total expenses



Expense Summary

Cost Category	Total Expense	Funded by RMWB
Salary/Wages 279.8 full time equivalent)	\$23,801,517	\$10,488,165
Direct Costs	\$3,366,094	\$0
Operating Costs (utilities, insurance, etc.)	\$7,672,420	\$4,149,685
TOTAL	\$34,840,031	\$14,637,850



Community Investment History

2018 Request	2017	2016
\$14,637,850	\$16,094,700	\$17,267,200

Decrease in 2018 of \$1,456,850 is due to realized savings on full year operations of the Fort Chipewyan Aquatics Center, third year of zero based budgeting, and continued fiscal responsibility.



Regional Recreation Corporation

2018 Operating Grant Analysis

CIP Grant Summary:

2015	2016	2017	2018 Request	2018 Recommended by CIP	Difference of Recommended vs. Requested
15,706,000	17,347,200	16,094,700	14,637,850	14,637,900	50

Program Reporting Required:

Six Month & Annual Reports

Financial Reporting Required:

Audited Financial Statements

Notes:

The Regional Recreation Corporation of Wood Buffalo has reduced its grant request in 2018 by approximately 9%, mainly through finding cost savings opportunities.

The Regional Recreation Corporation of Wood Buffalo operates MacDonald Island Park, Anzac Recreation Centre, and provides aquatics programming at the Fort Chipewyan Aquatics Centre.

Budget Line Description	2018 Budget Request	2018 Recommended
Revenues		
RMWB Grant	14,637,850	14,637,900
Hospitality (food & beverage)	5,722,510	-
Memberships/User Fees/Admissions	6,658,036	-
Events/Programs	2,803,368	-
Facility & Equipment Rental/Leased Premises	3,036,720	-
Other Revenue	1,981,547	-
Total Revenues	34,840,031	14,637,900
Expenses		
Wages/Benefits	23,801,518	10,000,000
Cost of Good Sold	3,366,094	1,400,000
Other Operating Expenses	7,672,419	3,237,900
Total Expenses	34,840,031	14,637,900
Total Surplus (Deficit)	\$ -	\$ -



Community Operating Grant Part A - Organization Summary

Organization Name:	Regional Recreation Corporation of Wood Buffalo
Street Address:	1 C. A. Knight Way
City/Hamlet:	Fort McMurray
Province:	Alberta
Postal Code:	T9H 5C5
Phone Number:	780-791-0070
Website:	www.rrcwb.ca
Fiscal Year End:	December 31
Act Registered Under:	Canada Not-for-Profit Corporations Act
Registration Number:	810288332

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

Main Contact	
Title:	Interim Chief Executive Officer
Name:	Rachel Orser
Daytime Phone:	FOIP s.17(1)
Email Address:	rachel.orser@rrcwb.ca
Executive Director	
Name:	Maureen Gravelle
Daytime Phone:	FOIP s.17(1)
Email Address:	maureen.gravelle@rrcwb.ca
Board Chair / President	
Name:	Bruno Francoeur
Daytime Phone:	FOIP s.17(1)
Email Address:	bfrancoeur@suncor.com

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)

Bruno Francoeur

Print Name

2017-09-14

Date: (Year-Month-Day)

Signature of Board Member or Executive Director
(must have signing authority)

Rachel Orser

Print Name

2017-09-14

Date: (Year-Month-Day)

Part B - Board Questionnaire

How often does the Board of Directors meet?

Monthly

Minimum number of board members according to bylaws:

11

Number of board members:

Currently:

11

2016:

11

2015:

11

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

Not applicable at this time. If this were to occur we would engage the Regional Municipality of Wood Buffalo's (RMWB) Legislative Services indicating a vacancy on the Board. We would use a skills matrix to determine where there are gaps in the board and determine where there are risks. We would then communicate to the RMWB of our findings and where the gaps are and the type of strengths we seek in a new member.

Please list your current Board of Directors:

Name	Board Position	Years on Board
Bruno Francoeur	Chair	4
Colleen kearney	Vice Chair	2
Cr. Keith McGrath		3
Dave Tien		10
Cr. Julia Cardinal		2
Nicholas Germain		2
Allan Grandison		2
Christopher Pirie		2
Chantal Beaver	Secretary	1
Brendan Toner		1
Colin Hartigan		1

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 only restriction to becoming a member at the Regional Recreation Corporation of Wood Buffalo or participating in programs or services offered is the fee (either a membership or registration fee).

The MiKids program is administered by the Regional Recreation Corporation of Wood Buffalo and provides financial assistance to support Wood Buffalo youth and families that face barriers to participation in sport, recreation, social and cultural programs and activities.

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 review the financial statements and variances relative to budget on a monthly basis.

In the past fiscal year, the Regional Recreation Corporation of Wood Buffalo has sought sponsorships for programs being offered and events being held and has applied for grants to offer financial support for the organization.

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 Strategic Plan focuses on **Building a Strong and Resilient Community**. It was built on the feedback received from community residents and leaders and reflects the wishes and needs of the community. The Community Investment Program aims to assist non-profit agencies to achieve the goals and objectives outlined in the Municipal Strategic Plan.

Please indicate the Objectives in Goal 2: Building Balanced Regional Services or in Goal 7: Building for a Healthy and Active Lifestyle* that apply to the programs, services or events that your organization provides (check all that apply):**

#2. Building Balanced Regional Services

Goal: To deliver high quality and well-planned services to our residents.

By re-focusing attention to core services, as outlined in the Municipal Government Act, and by clearly defining service standards, the Municipality will strengthen service delivery to all residents and businesses within the Region. Our core services are:

Roadways, streets and sidewalks • Flood protection • Police, fire and emergency services •
Public transit • Solid waste • Water • Sanitary and storm drainage • Bylaw enforcement •
Parks and recreation • Cemeteries • Planning and development

- ☒ Strengthen regional service delivery quality.
- ☐ Strengthen service delivery monitoring practices.
- ☒ Implement, improve and maintain core service infrastructure.

#7. Building for a Healthy and Active Lifestyle

Goal: To connect people and communities through accessible, regional-based leisure and wellness activities, programs and public gathering places.

Working with partner organizations and through direct delivery of services to residents throughout the Region, the Municipality provides opportunities for community members to enjoy a high quality of life. Opportunities will include arts, recreation, health and wellness, as well as leisure activities.

- ☒ Encourage the use of the Region's recreational & community facilities, including natural amenities.
- ☒ Encourage and support the social profit sector.
- ☒ Increase accessible recreation and leisure opportunities for all user groups in the Region.
- ☒ Increase opportunities for large-scale sports/cultural tourism events.
- ☒ Increase tourism, culture and arts programming throughout the Region.

* If your organization does not meet any objectives in Goals 2 or 7, please visit <http://www.rmwb.ca/StrategicPlan> to determine which Goal/Objective would be most applicable, and explain how your organization's program/services will achieve those objectives in the space on the next page.

** Please visit <http://www.rmwb.ca/StrategicPlan> if you would like to investigate and describe any other Goals/Objectives that your organization will achieve, and describe in the space on the next page.

Part D - Organization Questionnaire

Mission Statement:

A passionate team committed to the quality of life in our region, striving through innovation to inspire exceptional memories and build fun.

Vision Statement:

We Make a Positive Difference in the Communities We Serve.

What year did the organization complete its last strategic plan?

2017

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

In May of 2017, the Regional Recreation Corporation of Wood Buffalo Board of Directors engaged Keldar Leadership to lead them in a Strategic Planning Process. The intent of this strategic plan was to guide the Regional Recreation Corporation of Wood Buffalo for the next three years.

The strategic plan outlined challenges and opportunities for the Regional Recreation Corporation of Wood Buffalo. The strategy of the Regional Recreation Corporation of Wood Buffalo is developed from the commitment of the organization to make a difference in the region through innovation, community engagement and a dedication to the quality of life of the resident of the Regional Municipality of Wood Buffalo.

The strategic plan outline a SWOT analysis performed, as this analysis generated information that is helpful in matching the Regional Recreation Corporation of Wood Buffalo's goal, programs, and capacities to the environment in which we operate.

Strategic Priorities identified include:

- Maximize Sustainable Revenue;
- Continued Cost Improvement;
- Best Possible People / Talent; and
- Alignment with Stakeholders.

Part D - Organization Questionnaire

List the overall programs, services and events the organization provides:

The Regional Recreation Corporation of Wood Buffalo is responsible for advancing, promoting, and encouraging recreational, cultural and social activities and events for the benefit of residents of the Regional Municipality of Wood Buffalo.

The Regional Recreation Corporation of Wood Buffalo operates the following facilities:

- MacDonald Island Park;
- Anzac Recreation Centre (indoor operations only); and
- Fort Chipewyan Aquatics Centre (aquatics programming only).

Programming offered by the Regional Recreation Corporation of Wood Buffalo includes fitness, aquatics, golf, dance, visual arts and events.

In addition to the programs listed above, the Regional Recreation Corporation of Wood Buffalo will offer the following types of events and activities in 2018:

- family entertainment;
- live entertainment;
- general community events;
- trade and consumer shows; and
- catering and conferencing.

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

The community need that the Regional Recreation Corporation of Wood Buffalo will address through our operations and programming is 'Building for a Healthy and Active Lifestyle'.

This need was determined through the Regional Municipality of Wood Buffalo's strategic plan that focuses on Building a Strong and Resilient Community.

The goals of this objects are to connect people and communities through accessible, regional-based leisure and wellness activities, programs and public gather places, which is what the operations and programs offered by the Regional Recreation Corporation of Wood Buffalo will address.

Part D - Organization Questionnaire

Current Staff Information:

	Per Organization Chart:	Currently Filled:
Full Time Positions	174	171
Part Time Positions	249	233

Current Volunteer Information:

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

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

The Regional Recreation Corporation of Wood Buffalo offers a wide variety of programming and services that encourage the use of the Region's recreational and community facilities, which includes natural amenities.

The Regional Recreation Corporation of Wood Buffalo's Shell Place is home to the United Way of Fort McMurray, which encourages and support the social profit sector.

Through the MiKids and MiCoach programs, the Regional Recreation Corporation of Wood Buffalo is increasing accessible recreation and leisure opportunities for all user groups in the Region.

The Regional Recreation Corporation of Wood Buffalo works in partnership with Fort McMurray Tourism and specific user groups to increase the opportunity for large-scale sports and cultural tourism events, with the intent to increase tourism, culture and arts programming throughout the Region.

The above examples are not inclusive of all programming and services that the Regional Recreation Corporation of Wood Buffalo offers to achieve the objective indicated above.

Part D - Organization Questionnaire

What is the community need that these operations/programming will address?

The community need that the Regional Recreation Corporation of Wood Buffalo will address through our operations and programming is 'Building for a Healthy and Active Lifestyle'.

How was the need determined?

This need was determined through the Regional Municipality of Wood Buffalo's strategic plan that focuses on Building a Strong and Resilient Community.

How will these operations/programs address this need?

The goals of this objects are to connect people and communities through accessible, regional-based leisure and wellness activities, programs and public gather places, which is what the operations and programs offered by the Regional Recreation Corporation of Wood Buffalo will address.

Part D - Organization Questionnaire

What do successful operations/programs look like? How do you know they are successful?

Successful programs and operations are best assessed by determining if they meet community needs, are receiving interest and support from the community and through customer experience feedback. As the RRC operates a wide variety of programs and operates two locations (one in Fort McMurray and one in Anzac) with several distinct amenities in each location, this feedback comes from a wide demographic including facility users, facility members, user groups, lease space tenants, event organizers and other visitors to the facilities. Strong positive interactions with these demographics and the strength of the relationships developed are testimonial to the success of the RRC, along with programs that are well-attended such as swimming lessons, dance lessons, fitness classes and other arts, culture, health&wellness opportunities. As the RRC seeks to make a positive difference in the communities we serve, success is best measured by making that difference.

How are you measuring success (i.e. surveys, evaluation, longitudinal studies)?

In addition to the monitoring of financial success of the various programs and amenities, the RRC conducts customer experience surveys on events, programs and other aspects of our operations. Stewardship reports provided to our industry and business partners show the impact their partnerships have on our region and how their partnership contributes to quality of life in the region. RRC social media, as well as all local social media and traditional media, is monitored on a regular basis to gauge areas of customer satisfaction, concerns or areas of improvement. Feedback from the demographics served are welcomed through paper forms, online contact options and direct contact, which allows the RRC to continue to refine the customer experience and ensure we are offering the services, programs and amenities desired by residents of the region to enhance their lives in the communities we serve.

Does these operations/programs duplicate or overlap with other operations/programs offered in the community? How is your organization's offering unique?

Perhaps the most unique aspect of the RRC's offerings is based on the nature of the facilities operated by the RRC. Wide in scope and presenting a "one stop shop" approach to sport, recreation, leisure and event experiences, the RRC through the RMWB-owned facilities has the opportunity to present programming unavailable in other facilities in the region (eg, climbing wall, indoor turf field house, badminton centre, etc.). While there is some overlap with other organizations in some aspects (eg, swimming lessons) these are typically in areas of high demand where there is less of a competitive approach as opposed to offering alternatives to other community availabilities.

The RRC seeks to work collaboratively with other organizations and programs whenever possible in order to ensure the success of all community organizations and the greatest possible quality of life for residents. This includes developing strong relationships with user groups, other social profit organizations and local businesses in order to share strengths and support each other's initiatives, Examples of this include events such as Canada Day, The Craze and Community Registration Day, all of which involved multiple community partners and stakeholders to develop and deliver the events. This collaborative approach leads to less service duplication and encourages the participation and development of other community organizations which may lack capacity to host large-scale events but find significant benefit in being part of a larger over-all structure as they serve the region.

Part D - Organization Questionnaire

What other community groups are you partnering with? Please outline their roles.

Sport user groups such as Noralta Skating Club, Mantas Swim Club, Young Aquatics Club, Oil Sands Curling Club, Fort McMurray Giants, Fort McMurray Monarchs, etc: Sport user groups are a key demographic for the RRC and these partnerships take many forms including venue rentals and/or serving as anchor tenants. These relationships provide the sport user groups with a venue for their activities, while also ensuring the RRC can facilitate the offering of these various sports and activities to the region.

Non-profit organizations such as St. Aidan's Society, Wood Buffalo Food Bank, Fuse Social, etc: Partnerships with local non-profit organizations take many forms, such as the Seniors Walk on the Island, an initiative through St Aidan's Society as well as Alberta Health Services, and Community Registration Day, which is a collaborative event provided in partnership with Fuse Social. In addition, the RRC regularly partners with social profit organization such as the Wood Buffalo Food Bank to provide them with opportunities to participate in community events and connect with the community, while also enhancing the experience of guests and visitors to our facilities.

Minor sport organizations such as Fort McMurray Youth Soccer, etc: Through the Mi KIDS program, which aims to provide barrier-free access to sport, recreation, cultural and social experiences for children and youth, the RRC works with minor sport organizations to ensure children and youth nominated to receive funding for program registration and/or equipment have the opportunity to participate.

The RRC seeks to engage and work collaboratively with all partners, including seeking out new partnerships and opportunities and exploring ways to build on existing partnerships to strengthen quality of life in the communities we serve and provide even better experiences for all those who access RRC-operated facilities, programs and/or services.

Target Segment (choose all that apply):

- | | | |
|--|--|--|
| <input type="checkbox"/> Aboriginal Adults | <input checked="" type="checkbox"/> Culture | <input checked="" type="checkbox"/> Recreation |
| <input type="checkbox"/> Aboriginal Children & Youth | <input checked="" type="checkbox"/> Diversity | <input checked="" type="checkbox"/> Seniors |
| <input checked="" type="checkbox"/> Adults | <input checked="" type="checkbox"/> Educational | <input checked="" type="checkbox"/> Sports |
| <input checked="" type="checkbox"/> Arts & Crafts | <input checked="" type="checkbox"/> Families | <input type="checkbox"/> Volunteerism |
| <input type="checkbox"/> Capacity Building | <input checked="" type="checkbox"/> Low Income | <input checked="" type="checkbox"/> Youth |
| <input checked="" type="checkbox"/> Children | <input checked="" type="checkbox"/> Performing Arts | <input type="checkbox"/> Other: _____ |
| <input checked="" type="checkbox"/> Community Enrichment | <input type="checkbox"/> Persons with Mental Illness | _____ |

Part E - Financial Information, Budget Request & Cash Flow

Other Funding Sources Applied For	Term of Funding	Secured	In Process
<i>Example: United Way</i>	<i>April 2017 - March 2018</i>	50,000,000.00	
<i>Example: Government of Alberta</i>	<i>January 2018 - December 2019</i>		100,000.00
Total		\$ 0.00	\$ 0.00

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

The Regional Recreation Corporation of Wood Buffalo's (RRC) has set one of its strategic priorities as maximizing sustainable revenue. As an organization we continue to look for ways to increase funding support to offset operational costs. Past and present initiatives have included Sponsorship for amenities and programs, Red Cross funding, and provincial grants.

Part E - Financial Information, Budget Request & Cash Flow

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

The Regional Recreation Corporation of Wood Buffalo's (RRC) has set one of its strategic priorities as continued cost improvement. Initiatives are being taken to drive:

- 3 year life-cycle maintenance planning;
- Decreased non-labour, non-supplies related operating costs;
- Building a collaborative supply approach in the region to realize cost savings in supplies; and
- Building a culture that rewards innovative practices which support continuous cost improvements.

In a time of fiscal restraint, the Municipality would like to know how the organization is working towards a sustainability plan to ensure the operations/programming are continued, should the CIP's Community Operating Grant be decreased or eliminated in the future:

The Regional Recreation Corporation of Wood Buffalo (RRC) recognized the change in economic climate in the region in 2015 and has been striving diligently towards a sustainable, fiscally responsible, operation model in order to overcome this challenge. We as an organization implemented zero-based budgeting for the last two years, and continued to do so in 2018. This operating grant request has already acknowledged these trying times and has decreased from our 2017 request in advance of consideration knowing the fiscal constraints the Municipality is facing.

Space continues on next page...

Part E - Financial Information, Budget Request & Cash Flow

Total 2018 Budgeted Revenue (excluding RMWB Operating Grant)	\$	20,202,181.00
Total 2018 Budgeted Expenses	\$	34,840,035.00
Surplus* / (Deficit)	\$	-14,637,854.00

2018 Operating Grant Request Amount: **\$ 14,637,850.00**

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

Please Indicate Preferred Cash Flow, if approved:**

January/February	\$ 3,681,463.00	April	\$ 4,823,898.00
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(no more than 75% of request)

August	\$ 3,586,009.00	October	\$ 2,546,480.00
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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 - Additional Information

Provide any additional information that may assist in developing a better understanding of your organization or its services/programs during the budget review:

Part G - Required Attachments for Application

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

- ☐ A detailed budget showing projected 2018 revenue and expenses
- ☐ 2018 Business Plan
- ☐ Logic Model (if available)
- ☐ Proof of active status as a registered non-profit organization (dated within 3 months of submission date)
- ☐ Financial Statements of two (2) most recent fiscal years

Regional Recreation Corporation of Wood Buffalo Statement of Operations - CONSOLIDATED

For the year ending December 31, 2018

Hospitality (food and beverage)	5,722,510	5,929,250	(206,739)	-3%	3,695,261	2,027,250	55%
Memberships	3,822,734	3,979,206	(156,472)	-4%	3,568,202	254,532	7%
User fees and admissions	2,835,302	2,762,819	72,483	3%	2,374,058	461,244	19%
Events	896,978	1,409,075	(512,097)	-36%	1,024,083	(127,104)	-12%
Facility and equipment rental	1,995,900	1,955,724	40,176	2%	1,799,644	196,256	11%
Leased Premises	1,040,820	975,402	65,418	7%	932,508	108,312	12%
Programs	1,906,390	1,743,572	162,818	9%	1,834,213	72,177	4%
Sponsorships and Advertising	982,540	874,996	107,544	12%	818,274	164,266	20%
Other	591,007	681,816	(90,809)	-13%	718,427	(127,420)	-18%
Pro-shop merchandise sales	408,000	423,500	(15,500)	-4%	344,340	63,660	18%
Service agreement	0	0	0	**	0	0	**
Operating Revenue	20,202,181	20,735,360	(533,179)	-3%	17,109,009	3,093,172	18%

Events and Hospitality	2,992,600	3,681,530	(688,930)	-19%	2,793,802	198,798	7%
Pro-shop merchandise sales	282,230	291,685	(9,455)	-3%	267,456	14,774	6%
Sponsorship fulfillment	91,264	91,485	(221)	0%	63,897	27,367	43%
Cost of Goods Sold	3,366,094	4,064,700	(698,606)	-17%	3,125,155	240,939	8%

Contribution Margin							
(Operating Revenue less Cost of Goods	16,836,087	16,670,660	165,427	1%	13,983,854	2,852,233	20%

wages & benefits	23,801,518	24,396,373	(594,855.00)	-2%	20,190,555	3,610,963	18%
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Utilities	2,406,880	2,343,860	63,020	3%	2,015,888	390,992	19%
Supplies	1,640,653	1,773,280	(132,627)	-7%	1,188,446	452,207	38%
Promotion	89,508	91,110	(1,602)	-2%	70,034	19,474	28%
Security	0	101,000	(101,000)	**	512,071	(512,071)	**
Repairs and maintenance	527,662	619,864	(92,202)	-15%	373,583	154,079	41%
Subcontractors	398,598	522,790	(124,192)	-24%	513,639	(115,041)	-22%
Professional fees	213,600	293,304	(79,704)	-27%	344,720	(131,120)	-38%
Insurance	606,000	588,000	18,000	3%	492,282	113,719	23%
Travel and meals	322,825	250,611	72,214	29%	105,857	216,968	205%
Information technology	353,736	478,792	(125,056)	-26%	277,270	76,466	28%
Office and general	99,726	123,465	(23,739)	-19%	108,712	(8,986)	-8%
Bank charges and penalties	170,966	228,600	(57,634)	-25%	149,879	21,087	14%
Equipment and miscellaneous rentals	167,571	186,300	(18,729)	-10%	147,150	20,420	14%
Advertising	341,865	250,561	91,304	36%	185,713	156,152	84%
Bad debts	90,000	90,000	0	**	204,250	(114,250)	-56%
Training	90,000	90,600	(600)	-1%	76,265	13,735	18%
Licenses, fees and permits	35,445	28,050	7,395	26%	165,049	(129,604)	-79%
Entertainers, prizes and trophies	7,656	47,350	(39,694)	-84%	3,560	4,096	115%
Freight	42,366	52,950	(10,584)	-20%	43,329	(963)	-2%
Telephone	52,924	51,984	940	2%	46,159	6,765	15%
Miscellaneous	9,436	0	9,436	**	(12,688)	22,124	-174%
Inventory adjustments	0	0	0	**	0	0	**
Start-up expenses	0	0	0	**	0	0	**
Interest on capital leases	0	0	0	**	0	0	**
Other Operating Expenses	7,667,416	8,212,471	(545,054)	-7%	7,011,167	656,249	9%

Operating Expenses (Wages and Benefits plus Other Operating Expenses)	31,468,934	32,608,844	(1,139,910)	-3%	27,201,722	4,267,212	16%
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Operating Profit (Loss) (Contribution Margin less Wages & Benefits less Operating Expenses)	(14,632,847)	(15,938,184)	1,305,337	-8%	(13,217,868)	(1,414,978)	11%
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Contributions from the Regional Municipality of Wood Buffalo (Revenue)	14,637,850	16,094,666	(1,456,816)	-9%	15,875,931	(1,238,081)	-8%
Amortization of deferred capital contributions (Revenue)	6,343,524	2,918,526	3,424,998	117%	6,293,055	50,469	1%
Gain (Loss) on disposal of capital assets (Revenue)	0	0	0	**	(3,334)	3,334	**
Amortization of capital assets (Expense)	6,348,528	3,075,009	3,273,519	106%	6,372,012	(23,484)	0%
Non-Operating Revenues and Expenses	14,632,846	15,938,183	(1,305,337)	-8%	15,793,640	(1,160,794)	-7%

Surplus (Deficiency) of Revenues over Expenses (Operating Profit (Loss) less Revenues and Expenses)	0	0	0	*	2,575,771	(2,575,772)	-100%
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Regional Recreation Corporation of Wood Buffalo Statement of Operations - MACDONALD ISLAND PARK

For the year ending December 31, 2018

Hospitality (food and beverage)	5,722,510	5,929,250	(206,739)	-3%	3,690,702	2,031,809	55%
Memberships	3,720,134	3,865,206	(145,072)	-4%	3,498,961	221,173	6%
User fees and admissions	2,819,652	2,747,319	72,333	3%	2,359,663	459,989	19%
Events	896,978	1,409,075	(512,097)	-36%	1,024,083	(127,104)	-12%
Facility and equipment rental	1,929,060	1,852,184	76,876	4%	1,744,095	184,965	11%
Leased Premises	916,020	853,602	62,418	7%	842,508	73,512	9%
Programs	1,815,100	1,672,722	142,378	9%	1,748,107	66,993	4%
Sponsorships and Advertising	896,548	788,992	107,556	14%	731,574	164,975	23%
Other	567,707	665,316	(97,609)	-15%	689,606	(121,899)	-18%
Pro-shop merchandise sales	408,000	423,500	(15,500)	-4%	344,340	63,660	18%
Service agreement	0	0	0	**	0	0	**
Operating Revenue	19,691,709	20,207,166	(515,457)	-3%	16,673,638	3,018,071	18%

Events and Hospitality	2,986,200	3,667,680	(681,480)	-19%	2,772,170	214,030	8%
Pro-shop merchandise sales	282,230	291,685	(9,455)	-3%	267,456	14,774	6%
Sponsorship fulfillment	91,264	91,485	(221)	0%	63,897	27,367	43%
Cost of Goods Sold	3,359,694	4,050,850	(691,156)	-17%	3,103,523	256,171	8%

Contribution Margin (Operating Revenue less Cost of Goods Sold)	16,332,015	16,156,316	175,699	1%	13,570,115	2,761,900	20%
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Wages & Benefits	22,555,975	22,910,570	(354,595)	-2%	19,338,891	3,217,084	17%
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Utilities	2,155,680	2,084,960	70,720	3%	1,799,012	356,668	20%
Supplies	1,585,150	1,720,348	(135,197)	-8%	1,151,002	434,148	38%
Promotion	89,508	87,750	1,758	2%	69,557	19,951	29%
Security	0	75,000	(75,000)	**	380,968	(380,968)	**
Repairs and maintenance	499,242	576,300	(77,058)	-13%	351,963	147,279	42%
Subcontractors	358,670	375,190	(16,520)	-4%	433,851	(75,181)	-17%
Professional fees	213,600	293,304	(79,704)	-27%	344,720	(131,120)	-38%
Insurance	546,000	528,000	18,000	3%	432,282	113,719	26%
Travel and meals	73,480	86,836	(13,356)	-15%	46,543	26,937	58%
Information technology	315,588	451,792	(136,204)	-30%	253,279	62,309	25%
Office and general	93,726	112,065	(18,339)	-16%	76,222	17,504	23%
Bank charges and penalties	165,926	223,200	(57,274)	-26%	146,622	19,304	13%
Equipment and miscellaneous rentals	160,845	178,700	(17,855)	-10%	139,359	21,486	15%
Advertising	337,665	243,361	94,304	39%	181,473	156,192	86%
Bad debts	90,000	90,000	0	**	204,250	(114,250)	-56%
Training	90,000	90,000	0	0%	75,815	14,185	19%
Licenses, fees and permits	35,305	16,058	19,247	120%	158,794	(123,489)	-78%
Entertainers, prizes and trophies	6,656	46,750	(40,094)	-86%	3,560	3,096	87%
Freight	38,040	51,150	(13,110)	-26%	41,692	(3,652)	-9%
Telephone	49,680	48,624	1,056	2%	43,250	6,430	15%
Miscellaneous	9,436	0	9,436	**	(12,582)	22,018	-175%
Inventory adjustments	0	0	0	**	0	0	**
Start-up expenses	0	0	0	**	0	0	**
Interest on capital leases	0	0	0	**	0	0	**
Other Operating Expenses	6,914,197	7,379,388	(465,190)	-6%	6,321,632	592,565	9%

Operating Expenses (Wages and Benefits plus Other Operating Expenses)	29,470,172	30,289,958	(819,786)	-3%	25,660,523	3,809,649	15%
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Operating Profit (Loss) (Contribution Margin less Wages & Benefits less Operating Expenses)	(13,138,157)	(14,133,642)	995,485	-7%	(12,090,408)	(1,047,749)	9%
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Contributions from the Regional Municipality of Wood Buffalo (Revenue)	13,143,160	14,157,639	(1,014,479)	-7%	14,307,365	(1,164,205)	-8%
Amortization of deferred capital contributions (Revenue)	6,204,324	2,918,526	3,285,798	113%	6,293,055	(88,731)	-1%
Gain (Loss) on disposal of capital assets (Revenue)	0	0	0	**	0	0	**
Amortization of capital assets (Expense)	6,209,328	2,942,523	3,266,805	111%	6,234,195	(24,867)	0%
Non-Operating Revenues and Expenses	13,138,156	14,133,642	(995,486)	-7%	14,366,225	(1,228,069)	-9%

Surplus (Deficiency) of Revenues over Expenses (Operating Profit (Loss) less Non-Operating Revenues and Expenses)	0	0	0	**	2,275,817	(2,275,817)	-100%
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Regional Recreation Corporation of Wood Buffalo Statement of Operations - ANZAC

For the year ending December 31, 2018

Hospitality (food and beverage)	0	0	0		4,559	(4,559)	
Memberships	102,600	114,000	(11,400)	-10%	69,241	33,359	48%
User fees and admissions	15,650	15,500	150	1%	13,361	2,289	17%
Events	0	0	0		0	0	
Facility and equipment rental	66,840	103,540	(36,700)	-35%	55,549	11,291	20%
Leased Premises	124,800	121,800	3,000	2%	90,000	34,800	39%
Programs	61,650	70,850	(9,200)	-13%	86,106	(24,456)	-28%
Sponsorships and Advertising	85,992	86,004	(12)	0%	86,700	(708)	-1%
Other	23,300	16,500	6,800	41%	25,795	(2,495)	-10%
Pro-shop merchandise sales	0	0	0		0	0	
Service agreement	0	0	0		0	0	
Operating Revenue	480,832	528,194	(47,362)	-9%	431,311	49,521	11%

Events and Hospitality	6,400	13,850	(7,450)	-54%	21,632	(15,232)	-70%
Pro-shop merchandise sales	0	0	0		0	0	
Sponsorship fulfillment	0	0	0		0	0	
Cost of Goods Sold	6,400	13,850	(7,450)	-54%	21,632	(15,232)	-70%

Contribution Margin (Operating Revenue less Cost of Goods Sold)	474,432	514,344	(39,912)	-8%	409,679	64,753	16%
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Wages & Benefits	797,996	874,586	(76,589)	-9%	751,905	46,091	6%
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Utilities	251,200	258,900	(7,700)	-3%	216,876	34,324	16%
Supplies	34,460	46,932	(12,472)	-27%	37,420	(2,960)	-8%
Promotion	0	360	(360)		477	(477)	
Security	0	26,000	(26,000)		131,103	(131,103)	
Repairs and maintenance	28,420	43,564	(15,144)	-35%	21,620	6,800	31%
Subcontractors	39,928	72,000	(32,072)	-45%	79,788	(39,860)	-50%
Professional fees	0	0	0		0	0	
Insurance	60,000	60,000	0		60,000	0	
Travel and meals	700	4,475	(3,775)	-84%	1,345	(645)	-48%
Information technology	38,148	27,000	11,148	41%	23,991	14,157	59%
Office and general	5,400	5,400	0		5,557	(157)	-3%
Bank charges and penalties	5,040	5,400	(360)	-7%	3,257	1,783	55%
Equipment and miscellaneous rentals	6,725	7,600	(875)	-12%	7,311	(586)	-8%
Advertising	4,200	7,200	(3,000)	-42%	4,240	(40)	-1%
Bad debts	0	0	0		0	0	
Training	0	600	(600)		450	(450)	
Licenses, fees and permits	140	7,992	(7,852)	-98%	6,256	(6,116)	-98%
Entertainers, prizes and trophies	1,000	0	1,000		0	1,000	
Freight	1,920	1,800	120	7%	1,637	283	17%
Telephone	3,244	3,360	(116)	-3%	2,909	335	12%
Miscellaneous	0	0	0		(105)	105	
Inventory adjustments	0	0	0		0	0	
Start-up expenses	0	0	0		0	0	
Interest on capital leases	0	0	0		0	0	
Other Operating Expenses	480,525	578,583	(98,058)	-17%	604,129	(123,604)	-20%

Operating Expenses (Wages and Benefits plus Other Operating Expenses)	1,278,522	1,453,169	(174,647)	-12%	1,356,034	(77,512)	-6%
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Operating Profit (Loss) (Contribution Margin less Wages & Benefits less Operating Expenses)	(804,090)	(938,825)	134,735	-14%	(946,355)	142,265	-15%
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Contributions from the Regional Municipality of Wood Buffalo (Revenue)	804,090	1,071,309	(267,219)	-25%	1,383,400	(579,310)	-42%
Amortization of deferred capital contributions (Revenue)	139,200	0	139,200		0	139,200	
Gain (Loss) on disposal of capital assets (Revenue)	0	0	0		0	0	
Amortization of capital assets (Expense)	139,200	132,485	6,715	5%	137,816	1,384	1%
Non-Operating Revenues and Expenses	804,090	938,824	(134,734)	-14%	1,245,584	(441,494)	-35%

Surplus (Deficiency) of Revenues over Expenses (Operating Profit (Loss) less Non-Operating Revenues and Expenses)	0	0	0		299,229	(299,228)	-100%
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Regional Recreation Corporation of Wood Buffalo Statement of Operations - FORT CHIPEWYAN

For the year ending December 31, 2018

Hospitality (food and beverage)	0	0	0	**	0	0	**
Memberships	0	0	0	**	0	0	**
User fees and admissions	0	0	0	**	1,034	(1,034)	**
Events	0	0	0	**	0	0	**
Facility and equipment rental	0	0	0	**	0	0	**
Leased Premises	0	0	0	**	0	0	**
Programs	29,640	0	29,640	**	0	29,640	**
Sponsorships and Advertising	0	0	0	**	0	0	**
Other	0	0	0	**	3,026	(3,026)	**
Pro-shop merchandise sales	0	0	0	**	0	0	**
Service agreement	0	0	0	**	0	0	**
Operating Revenue	29,640	0	29,640	**	4,060	25,580	630%

Events and Hospitality	0	0	0	**	0	0	**
Pro-shop merchandise sales	0	0	0	**	0	0	**
Sponsorship fulfillment	0	0	0	**	0	0	**
Cost of Goods Sold	0	0	0	**	0	0	**

Contribution Margin (Operating Revenue less Cost of Goods Sold)	29,640	0	29,640	**	4,060	25,580	630%
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Wages & Benefits	447,547	611,218	(163,671)	-27%	99,759	347,787	349%
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Utilities	0	0	0	**	0	0	**
Supplies	21,043	6,000	15,043	251%	24	21,019	87614%
Promotion	0	3,000	(3,000)	**	0	0	**
Security	0	0	0	**	0	0	**
Repairs and maintenance	0	0	0	**	0	0	**
Subcontractors	0	75,600	(75,600)	**	0	0	**
Professional fees	0	0	0	**	0	0	**
Insurance	0	0	0	**	0	0	**
Travel and meals	248,645	159,300	89,345	56%	57,969	190,676	329%
Information technology	0	0	0	**	0	0	**
Office and general	600	6,000	(5,400)	-90%	26,934	(26,334)	-98%
Bank charges and penalties	0	0	0	**	0	0	**
Equipment and miscellaneous rentals	0	0	0	**	480	(480)	**
Advertising	0	0	0	**	0	0	**
Bad debts	0	0	0	**	0	0	**
Training	0	0	0	**	0	0	**
Licenses, fees and permits	0	4,000	(4,000)	**	0	0	**
Entertainers, prizes and trophies	0	600	(600)	**	0	0	**
Freight	2,406	0	2,406	**	0	2,406	**
Telephone	0	0	0	**	0	0	**
Miscellaneous	0	0	0	**	0	0	**
Inventory adjustments	0	0	0	**	0	0	**
Start-up expenses	0	0	0	**	0	0	**
Interest on capital leases	0	0	0	**	0	0	**
Other Operating Expenses	272,694	254,500	18,194	7%	85,406	187,288	219%

Operating Expenses (Wages and Benefits plus Other Operating Expenses)	720,240	865,718	(145,477)	-17%	185,165	535,075	289%
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Operating Profit (Loss) (Contribution Margin less Wages & Benefits less Operating Expenses)	(690,600)	(865,718)	175,117	-20%	(181,105)	(509,495)	281%
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Contributions from the Regional Municipality of Wood Buffalo (Revenue)	690,600	865,718	(175,118)	-20%	185,165	505,435	273%
Amortization of deferred capital contributions (Revenue)	0	0	0	**	0	0	**
Gain (Loss) on disposal of capital assets (Revenue)	0	0	0	**	0	0	**
Amortization of capital assets (Expense)	0	0	0	**	0	0	**
Non-Operating Revenues and Expenses	690,600	865,718	(175,118)	-20%	185,165	505,435	273%

Surplus (Deficiency) of Revenues over Expenses (Operating Profit (Loss) less Non-Operating							
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