

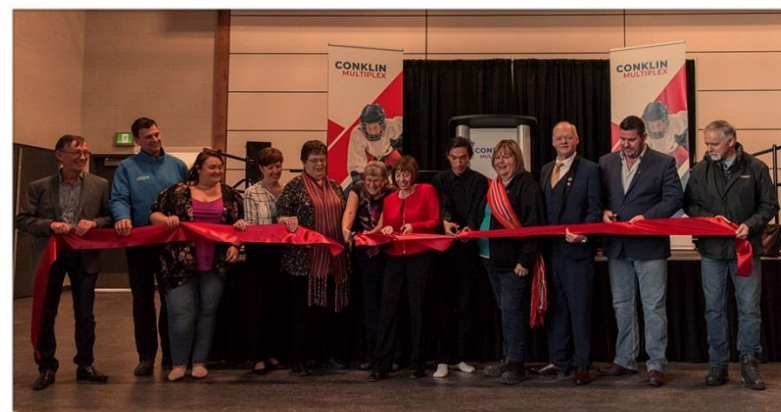
Regional Recreation Corporation of Wood Buffalo

Graig Walsh
CEO

November 28, 2018

Organization Mandate

- To advance, promote and encourage recreational, cultural and social activities and events for the benefit of residents of the Municipality; and
- Operate the recreational and cultural facilities existing at:
 - MacDonald Island Park
 - Anzac Recreation Centre (indoor operations exclusively)
 - Sonny Flett Aquatics Centre (aquatics programming exclusively)
 - Conklin Multiplex (indoor operations exclusively)
- Operate any additional facilities as requested by the Municipality



ENSURING EVERY KID
CAN AFFORD TO HAVE FUN
IN WOOD BUFFALO

2019 Grant Request

| 2019 Grant Request | MIP | Anzac | Fort Chipewyan | Conklin | Total |
|---|--------------|-------------|----------------|-------------|--------------|
| Revenue | \$22,837,480 | \$680,171 | \$18,600 | \$26,556 | \$23,562,807 |
| Expense | \$36,355,708 | \$1,460,442 | \$490,592 | \$1,527,059 | \$39,833,802 |
| Subsidy Requested | \$13,518,228 | \$780,272 | \$471,992 | \$1,500,503 | \$16,270,995 |
| Subsidy represents 41 % of total expenses (Subsidy/Expenses) | | | | | |

2019 Grant Request

| Previous Year's Financial Information | |
|---------------------------------------|-------------------|
| Last Fiscal Year End Date | December 31, 2017 |
| Total expenses from previous year | \$36,105,347 |
| Unrestricted Net Assets | \$2,239,454 |

Expense Summary

| Cost Category | Total Expense | Funded by RMWB |
|--|---------------|----------------|
| Salary/Wages (170 full time, 276 part time) | \$23,481,263 | \$9,591,440 |
| Program Costs | \$3,554,393 | - |
| Overhead (utilities, insurance, etc.) | \$12,798,146 | \$6,679,555 |
| TOTAL | \$39,883,802 | \$16,270,995 |

Community Investment History

| 2019 Request | 2018 | 2017 |
|--------------|------------|------------|
| 16,270,995 | 14,637,850 | 16,094,700 |

- Increase of \$1,633,000 in 2019 request is driven by:
 - \$1,500,000 due to new operating grant for Conklin
 - \$826,000 due to lower hospitality revenues (AB Winter games in 2018)
 - \$356,000 due to reduction/correction of membership revenues for sport/recreation/golf
 - \$254,000 due to higher utilities expenses attributed to carbon taxes
 - \$153,000 due to higher benefits expenses
- Partially offset by
 - \$934,000 decrease in wage expense
 - \$139,000 decrease related to lower travel and accommodation expense at Fort Chipewyan

Memberships & Passes

| Year | Number of Members | Budgeted Revenue | Actual Revenue | Variance |
|------|-------------------|------------------|---------------------------|-------------|
| 2014 | 9,156 | \$5,236,214 | \$4,469,266 | \$(766,948) |
| 2015 | 8,233 | \$5,258,252 | \$4,344,916 | \$(913,336) |
| 2016 | 8,592 | \$4,226,209 | \$3,647,557 | \$(578,652) |
| 2017 | NO DATA | \$4,081,696 | \$3,677,426 | \$(404,270) |
| 2018 | 7,385 | \$4,118,132 | \$3,338,705 (forecast) | \$(779,427) |
| 2019 | - | \$3,677,603 | - | - |

Summary

- Focus on maintaining existing service levels
- Very consistent materials/goods/supplies expenses in each department
- Decrease of 14.6 FTE above and beyond the reduction resulting from the contracting out of services to the RMWB
- Actively seeking alternative revenue sources to reduce the municipal operating grant amount

Regional Recreation Corporation of Wood Buffalo
2019 Sustaining Grant Analysis

CIP Grant Summary:

| 2016 | 2017 | 2018 * | 2019 Request | 2019 Recommended by CIP | Variance Recommended vs. Requested |
|------------|------------|------------|--------------|-------------------------|------------------------------------|
| 17,347,200 | 16,094,700 | 15,487,850 | 16,270,995 | 16,271,000 | 5 |

| Fiscal Year End | Total Expenses | Unrestricted Net Assets |
|-------------------|----------------|-------------------------|
| December 31, 2017 | 36,105,347 | 2,239,454 |

Notes:

* Originally approved in 2018 for \$14,637,850, the grant for RRC was amended to include \$850,000 additional grant to operate the Conklin Multiplex for the second half of the year. The increase in 2019 mainly reflects the Conklin Multiplex operations for the full year. The grant requests per facility is as follows:

| | |
|------------------------------------|---------------|
| - MacDonald Island Park | \$ 13,518,227 |
| - Anzac Recreation Centre | \$ 780,272 |
| - Conklin Multiplex | \$ 1,500,503 |
| - Fort Chipewyan Aquatics Programs | \$ 471,993 |

| Budget Line Description | 2019 Budget Request | 2019 Recommended |
|---|---------------------|-------------------|
| Revenues | | |
| RMWB Sustaining Grant | 16,270,995 | 16,271,000 |
| Hospitality (food & beverage) | 4,896,556 | - |
| Memberships/User Fees/Admissions | 6,257,815 | - |
| Events/Programs | 3,371,870 | - |
| Facility & Equipment Rental/Leased Premises | 3,328,932 | - |
| Other Revenue | 1,910,235 | - |
| Total Revenues | 36,036,403 | 16,271,000 |
| Expenses | | |
| Wages/Benefits | 23,481,263 | 9,591,440 |
| Cost of Good Sold | 3,554,393 | - |
| Other Operating Expenses | 8,928,746 | 6,679,560 |
| Total Expenses | 35,964,402 | 16,271,000 |
| Total Surplus (Deficit) | \$ 72,001 | \$ - |

Sustaining Grant

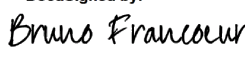
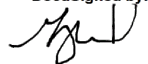
Part A - Organization Summary

| | |
|------------------------------|---|
| Organization Name: | Regional Recreation Corporation of Wood Buffalo |
| Street Address: | 1 C. A. Knight Way |
| City/Hamlet: | Fort McMurray |
| Province: | AB |
| 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: | 5318042107 |

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

| Main Contact | |
|-------------------------|--|
| Title: | Chief Executive Officer |
| Name: | Graig Walsh |
| Daytime Phone: | 780-791-0070 x 6990 |
| Email Address: | grraig.walsh@rrcwb.ca |
| Executive Director | |
| Name: | Sudip Roy (Interim Director, Finance & Supply Chain) |
| Daytime Phone: | 780-791-0070 x 5001 |
| Email Address: | sudip.roy@rrcwb.ca |
| Board Chair / President | |
| Name: | Bruno Francoeur |
| Daytime Phone: | |
| 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.

| | |
|--|---|
| <p>DocuSigned by:</p>  <p><small>E2A30FE50A0644C</small></p> <p>Signature of Board Member (must have signing authority)</p> <p style="text-align: center;">Bruno Francoeur, Board Chair</p> <p style="text-align: center;">Print Name</p> <p style="text-align: center;">2018-10-31</p> <p style="text-align: center;">Date: (Year-Month-Day)</p> | <p>DocuSigned by:</p>  <p><small>155667DC39CD447</small></p> <p>Signature of Board Member or Executive Director (must have signing authority)</p> <p style="text-align: center;">Graig Walsh, Chief Executive Officer</p> <p style="text-align: center;">Print Name</p> <p style="text-align: center;">2018-10-31</p> <p style="text-align: center;">Date: (Year-Month-Day)</p> |
|--|---|

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 **2017:** 11 **2016:** 11

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

Not applicable at this time.

If vacant spots are available, the RRC will engage the RMWB's Legislative Services. The RRC would use a skills matrix to determine where there are gaps and determine areas of risks. These findings would then be communicated to the RMWB to support engagement of new Board members.

Please list your current Board of Directors:

| Name | Board Position | Years on Board |
|--------------------|----------------|----------------|
| Francoeur, Bruno | Chair | 5 |
| Kearney, Colleen | Vice Chair | 3 |
| Beaver, Chantal | Secretary | 2 |
| Germain, Nicholas | | 3 |
| Grandison, Allan | | 3 |
| Hartigan, Colin | | 2 |
| Pirie, Christopher | | 3 |
| Tien, David | | 11 |
| Toner, Brendan | | 2 |
| Peddle, Jeff | | 1 |
| Voyageur, Claris | | 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 RRC or participating in programs or services offered is the fee (either a membership or registration fee).
The WB Kids program administered by the RRC 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 reviews the financial statements and variances relative to budget on a monthly basis.

Additional Revenue Sources

- * New lease opportunity for a food services operator
- * New grants applied for - Community Facility Enhancement Program (CFEP)
- * New revenue streams in hospitality

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?

2017

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

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

The strategic plan outlined challenges and opportunities for the RRC. The strategy of the RRC 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 residents of the RMWB.

The strategic plan outline a SWOT analysis performed, as this analysis generated information that is helpful in matching the RRC's goal, programs, and capacities to the environment in which the RRC operates.


Strategic Priorities identified include:

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

Part D - Organization Questionnaire

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

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



| | 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 |

Part E - Financial Information, Budget Request & Cash Flow

Current Staff Information:

| | Per Organization Chart: | Currently Filled: |
|---------------------|-------------------------|-------------------|
| Full Time Positions | 170 | 160 |
| Part Time Positions | 276 | 224 |

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

Cost savings and cost control initiatives

- * Elimination of positions deemed surplus
- * Significant improvement accounts receivable and reduction in bad debt expense
- * Significant cost control on travel and accommodations

2019 Grant Request:

| | | |
|---|----|-----------------|
| Total 2019 Budgeted Revenue (excluding RMWB Sustaining Grant) | \$ | 23,562,807.00 |
| Total 2019 Budgeted Expenses | \$ | 39,833,802.00 |
| Surplus* / (Deficit) | \$ | (16,270,995.00) |

2019 Sustaining Grant Request Amount:

\$ 16,270,995.00

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

Please Indicate Preferred Cash Flow, if approved**:

| | | | |
|------------------|-----------------|-------|-----------------|
| January/February | \$ 4,500,000.00 | April | \$ 4,500,000.00 |
|------------------|-----------------|-------|-----------------|

(no more than 75% of request)

| | | | |
|--------|-----------------|---------|-----------------|
| August | \$ 4,500,000.00 | October | \$ 2,770,995.00 |
|--------|-----------------|---------|-----------------|

** 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

| | 2019 Budget | 2018 Budget | Variance to 2018 Budget \$ | Variance to 2018 Budget % | 2017 Actual | Variance to 2017 Actual \$ | Variance to 2017 Actual % |
|--|---------------------|---------------------|-------------------------------|------------------------------|---------------------|-------------------------------|------------------------------|
| Hospitality (food and beverage) | 4,896,556 | 5,722,510 | (825,955) | -14% | 4,607,339 | 289,217 | 6% |
| Memberships | 3,454,364 | 3,837,034 | (382,669) | -10% | 3,391,771 | 62,593 | 2% |
| User fees and admissions | 2,803,451 | 2,835,302 | (31,851) | -1% | 2,266,322 | 537,129 | 24% |
| Events | 1,368,515 | 900,978 | 467,537 | 52% | 1,540,671 | (172,156) | -11% |
| Facility and equipment rental | 2,266,116 | 2,032,900 | 233,216 | 11% | 2,225,606 | 40,510 | 2% |
| Leased Premises | 1,062,816 | 1,040,820 | 21,996 | 2% | 1,074,373 | (11,557) | -1% |
| Programs | 2,003,355 | 1,906,390 | 96,965 | 5% | 1,910,809 | 92,546 | 5% |
| Sponsorships and Advertising | 912,600 | 982,540 | (69,940) | -7% | 1,050,534 | (137,934) | -13% |
| Other | 557,135 | 535,707 | 21,428 | 4% | 1,508,928 | (951,793) | -63% |
| Pro-shop merchandise sales | 440,500 | 408,000 | 32,500 | 8% | 272,845 | 167,655 | 61% |
| Service agreement | 0 | 0 | 0 | ** | 0 | 0 | ** |
| Operating Revenue | 19,765,408 | 20,202,181 | (436,773) | -2% | 19,849,199 | (83,791) | 0% |
| Events and Hospitality | 3,172,964 | 2,992,600 | 180,363 | 6% | 3,980,103 | (807,139) | -20% |
| Pro-shop merchandise sales | 321,645 | 282,230 | 39,415 | 14% | 251,896 | 69,749 | 28% |
| Sponsorship fulfillment | 59,784 | 91,264 | (31,480) | -34% | 206,801 | (147,017) | -71% |
| Cost of Goods Sold | 3,554,393 | 3,366,094 | 188,298 | 6% | 4,438,800 | (884,407) | -20% |
| Contribution Margin (Operating Revenue less Cost of Goods Sold) | 16,211,015 | 16,836,087 | (625,072) | -4% | 15,410,399 | 800,616 | 5% |
| Wages & Benefits | 23,481,263 | 23,801,518 | (320,255) | -1% | 22,175,521 | 1,305,742 | 6% |
| Utilities | 2,927,650 | 2,406,880 | 520,770 | 22% | 2,403,783 | 523,867 | 22% |
| Supplies | 1,793,391 | 1,628,653 | 164,738 | 10% | 1,335,162 | 458,229 | 34% |
| Promotion | 91,900 | 89,508 | 2,392 | 3% | 45,610 | 46,290 | 101% |
| Security | 5,000 | 0 | 5,000 | ** | 204,533 | (199,533) | -98% |
| Repairs and maintenance | 664,329 | 527,662 | 136,667 | 26% | 477,837 | 186,492 | 39% |
| Subcontractors | 519,840 | 398,598 | 121,242 | 30% | 336,593 | 183,248 | 54% |
| Professional fees | 213,000 | 213,600 | (600) | 0% | 297,715 | (84,715) | -28% |
| Insurance | 606,000 | 606,000 | 0 | ** | 365,481 | 240,519 | 66% |
| Travel and meals | 243,620 | 322,825 | (79,205) | -25% | 198,065 | 45,555 | 23% |
| Information technology | 383,524 | 353,736 | 29,788 | 8% | 451,728 | (68,204) | -15% |
| Office and general | 526,418 | 111,726 | 414,692 | 371% | 82,364 | 444,054 | 539% |
| Bank charges and penalties | 205,700 | 170,966 | 34,734 | 20% | 234,989 | (29,289) | -12% |
| Equipment and miscellaneous rentals | 166,135 | 167,571 | (1,436) | -1% | 127,443 | 38,692 | 30% |
| Advertising | 274,278 | 341,865 | (67,587) | -20% | 244,860 | 29,418 | 12% |
| Bad debts | 60,000 | 90,000 | (30,000) | -33% | 204,851 | (144,851) | -71% |
| Training | 87,107 | 90,000 | (2,893) | -3% | 94,324 | (7,217) | -8% |
| Licenses, fees and permits | 39,200 | 35,445 | 3,755 | 11% | 40,288 | (1,088) | -3% |
| Entertainers, prizes and trophies | 13,350 | 7,656 | 5,694 | 74% | 29,351 | (16,001) | -55% |
| Freight | 41,155 | 42,366 | (1,211) | -3% | 50,550 | (9,395) | -19% |
| Telephone | 66,000 | 52,924 | 13,076 | 25% | 52,846 | 13,154 | 25% |
| Miscellaneous | 1,150 | 9,436 | (8,286) | -88% | 31,702 | (30,552) | -96% |
| 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 | 8,928,746 | 7,667,416 | 1,261,330 | 16% | 7,310,075 | 1,618,671 | 22% |
| Operating Expenses (Wages and Benefits plus Other Operating Expenses) | 32,410,009 | 31,468,935 | 941,075 | 3% | 29,485,596 | 2,924,413 | 10% |
| Operating Profit (Loss) (Contribution Margin less Wages & Benefits less Operating Expenses) | (16,198,994) | (14,632,848) | (1,566,147) | 11% | (14,075,197) | (2,123,797) | 15% |
| Contributions from the Regional Municipality of Wood Buffalo (Revenue) | 16,270,995 | 14,637,850 | 1,633,145 | 11% | 14,190,331 | 2,080,664 | 15% |
| Amortization of deferred capital contributions (Revenue) | 3,797,400 | 6,343,524 | (2,546,124) | -40% | 6,504,618 | (2,707,218) | -42% |
| Gain (Loss) on disposal of capital assets (Revenue) | 0 | 0 | 0 | ** | (100,782) | 100,782 | ** |
| Amortization of capital assets (Expense) | 3,869,400 | 6,348,528 | (2,479,128) | -39% | 6,518,970 | (2,649,570) | -41% |
| Non-Operating Revenues and Expenses | 16,198,995 | 14,632,846 | 1,566,149 | 11% | 14,075,197 | 2,123,798 | 15% |
| Surplus (Deficiency) of Revenues over Expenses (Operating Profit (Loss) less Non-Operating Revenues and Expenses) | 0 | (2) | 2 | -124% | 0 | 0 | ** |

| | 2019 Budget | 2018 Budget | Variance to 2018 Budget \$ | Variance to 2018 Budget % | 2017 Actual | Variance to 2017 Actual \$ | Variance to 2017 Actual % |
|--|---------------------|---------------------|-------------------------------|------------------------------|---------------------|-------------------------------|------------------------------|
| Hospitality (food and beverage) | 4,896,556 | 5,722,510 | (825,955) | -14% | 4,607,339 | 289,217 | 6% |
| Memberships | 3,378,886 | 3,734,434 | (355,547) | -10% | 3,319,795 | 59,091 | 2% |
| User fees and admissions | 2,785,661 | 2,819,652 | (33,991) | -1% | 2,254,878 | 530,783 | 24% |
| Events | 1,361,915 | 896,978 | 464,937 | 52% | 1,540,671 | (178,756) | -12% |
| Facility and equipment rental | 2,127,507 | 1,970,060 | 157,448 | 8% | 2,164,714 | (37,206) | -2% |
| Leased Premises | 942,354 | 916,020 | 26,334 | 3% | 946,512 | (4,158) | 0% |
| Programs | 1,913,855 | 1,815,100 | 98,755 | 5% | 1,860,074 | 53,781 | 3% |
| Sponsorships and Advertising | 810,912 | 896,548 | (85,636) | -10% | 945,149 | (134,237) | -14% |
| Other | 525,935 | 512,407 | 13,528 | 3% | 1,481,672 | (955,738) | -65% |
| Pro-shop merchandise sales | 440,500 | 408,000 | 32,500 | 8% | 272,845 | 167,655 | 61% |
| Service agreement | 0 | 0 | 0 | ** | 0 | 0 | ** |
| Operating Revenue | 19,184,081 | 19,691,709 | (507,628) | -3% | 19,393,650 | (209,569) | -1% |
| Events and Hospitality | 3,163,964 | 2,986,200 | 177,763 | 6% | 3,969,494 | (805,530) | -20% |
| Pro-shop merchandise sales | 321,645 | 282,230 | 39,415 | 14% | 251,896 | 69,749 | 28% |
| Sponsorship fulfillment | 59,784 | 91,264 | (31,480) | -34% | 206,801 | (147,017) | -71% |
| Cost of Goods Sold | 3,545,393 | 3,359,694 | 185,698 | 6% | 4,428,191 | (882,798) | -20% |
| Contribution Margin (Operating Revenue less Cost of Goods Sold) | 15,638,689 | 16,332,015 | (693,326) | -4% | 14,965,459 | 673,229 | 4% |
| Wages & Benefits | 21,717,047 | 22,555,975 | (838,928) | -4% | 21,060,667 | 656,380 | 3% |
| Utilities | 2,373,600 | 2,155,680 | 217,920 | 10% | 2,170,585 | 203,015 | 9% |
| Supplies | 1,705,801 | 1,573,150 | 132,651 | 8% | 1,278,343 | 427,458 | 33% |
| Promotion | 91,900 | 89,508 | 2,392 | 3% | 44,466 | 47,434 | 107% |
| Security | 0 | 0 | 0 | ** | 166,545 | (166,545) | ** |
| Repairs and maintenance | 589,879 | 499,242 | 90,637 | 18% | 459,337 | 130,542 | 28% |
| Subcontractors | 446,940 | 358,670 | 88,270 | 25% | 286,282 | 160,658 | 56% |
| Professional fees | 213,000 | 213,600 | (600) | 0% | 297,715 | (84,715) | -28% |
| Insurance | 546,000 | 546,000 | 0 | ** | 455,211 | 90,789 | 20% |
| Travel and meals | 73,670 | 73,480 | 190 | 0% | 41,522 | 32,148 | 77% |
| Information technology | 311,724 | 315,588 | (3,864) | -1% | 425,908 | (114,184) | -27% |
| Office and general | 105,330 | 105,726 | (396) | 0% | 78,142 | 27,188 | 35% |
| Bank charges and penalties | 202,400 | 165,926 | 36,474 | 22% | 232,915 | (30,515) | -13% |
| Equipment and miscellaneous rentals | 149,835 | 160,845 | (11,011) | -7% | 122,355 | 27,479 | 22% |
| Advertising | 266,178 | 337,665 | (71,487) | -21% | 239,538 | 26,640 | 11% |
| Bad debts | 60,000 | 90,000 | (30,000) | -33% | 204,851 | (144,851) | -71% |
| Training | 87,107 | 90,000 | (2,893) | -3% | 94,299 | (7,192) | -8% |
| Licenses, fees and permits | 39,150 | 35,305 | 3,845 | 11% | 40,238 | (1,088) | -3% |
| Entertainers, prizes and trophies | 9,700 | 6,656 | 3,044 | 46% | 29,351 | (19,651) | -67% |
| Freight | 37,205 | 38,040 | (835) | -2% | 49,760 | (12,555) | -25% |
| Telephone | 57,300 | 49,680 | 7,620 | 15% | 47,936 | 9,364 | 20% |
| Miscellaneous | 1,150 | 9,436 | (8,286) | -88% | 33,387 | (32,237) | -97% |
| 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 | 7,367,868 | 6,914,197 | 453,671 | 7% | 6,798,689 | 569,179 | 8% |
| Operating Expenses (Wages and Benefits plus Other Operating Expenses) | 29,084,916 | 29,470,172 | (385,257) | -1% | 27,859,356 | 1,225,560 | 4% |
| Operating Profit (Loss) (Contribution Margin less Wages & Benefits less Operating Expenses) | (13,446,227) | (13,138,158) | (308,069) | 2% | (12,893,897) | (552,330) | 4% |
| Contributions from the Regional Municipality of Wood Buffalo (Revenue) | 13,518,227 | 13,143,160 | 375,067 | 3% | 12,860,015 | 658,212 | 5% |
| Amortization of deferred capital contributions (Revenue) | 3,653,400 | 6,204,324 | (2,550,924) | -41% | 6,504,618 | (2,851,218) | -44% |
| Gain (Loss) on disposal of capital assets (Revenue) | 0 | 0 | 0 | ** | (100,782) | 100,782 | ** |
| Amortization of capital assets (Expense) | 3,725,400 | 6,209,328 | (2,483,928) | -40% | 6,369,955 | (2,644,555) | -42% |
| Non-Operating Revenues and Expenses | 13,446,227 | 13,138,156 | 308,071 | 2% | 12,893,897 | 552,330 | 4% |
| Surplus (Deficiency) of Revenues over Expenses (Operating Profit (Loss) less Non-Operating Revenues and Expenses) | 0 | (2) | 2 | -126% | 0 | 0 | 310% |

| | 2019 Budget | 2018 Budget | Variance to 2018 Budget \$ | Variance to 2018 Budget % | 2017 Actual | Variance to 2017 Actual \$ | Variance to 2017 Actual % |
|--|------------------|------------------|-------------------------------|------------------------------|------------------|-------------------------------|------------------------------|
| Hospitality (food and beverage) | 0 | 0 | 0 | ** | 0 | 0 | ** |
| Memberships | 75,478 | 102,600 | (27,122) | -26% | 71,976 | 3,502 | 5% |
| User fees and admissions | 17,790 | 15,650 | 2,140 | 14% | 11,444 | 6,346 | 55% |
| Events | 6,600 | 4,000 | 2,600 | 65% | 0 | 6,600 | ** |
| Facility and equipment rental | 127,209 | 62,840 | 64,369 | 102% | 60,893 | 66,316 | 109% |
| Leased Premises | 115,302 | 124,800 | (9,498) | -8% | 127,861 | (12,559) | -10% |
| Programs | 89,500 | 61,650 | 27,850 | 45% | 50,735 | 38,765 | 76% |
| Sponsorships and Advertising | 73,092 | 85,992 | (12,900) | -15% | 85,033 | (11,941) | -14% |
| Other | 31,200 | 23,300 | 7,900 | 34% | 27,255 | 3,945 | 14% |
| Pro-shop merchandise sales | 0 | 0 | 0 | ** | 0 | 0 | ** |
| Service agreement | 0 | 0 | 0 | ** | 0 | 0 | ** |
| Operating Revenue | 536,171 | 480,832 | 55,339 | 12% | 435,198 | 100,973 | 23% |
| Events and Hospitality | 9,000 | 6,400 | 2,600 | 41% | 10,609 | (1,609) | -15% |
| Pro-shop merchandise sales | 0 | 0 | 0 | ** | 0 | 0 | ** |
| Sponsorship fulfillment | 0 | 0 | 0 | ** | 0 | 0 | ** |
| Cost of Goods Sold | 9,000 | 6,400 | 2,600 | 41% | 10,609 | (1,609) | -15% |
| Contribution Margin (Operating Revenue less Cost of Goods Sold) | 527,171 | 474,432 | 52,739 | 11% | 424,588 | 102,582 | 24% |
| Wages & Benefits | 810,222 | 797,996 | 12,226 | 2% | 890,562 | (80,339) | -9% |
| Utilities | 287,650 | 251,200 | 36,450 | 15% | 233,198 | 54,452 | 23% |
| Supplies | 34,070 | 34,460 | (390) | -1% | 49,883 | (15,813) | -32% |
| Promotion | 0 | 0 | 0 | ** | 1,144 | (1,144) | ** |
| Security | 5,000 | 0 | 5,000 | ** | 37,988 | (32,988) | -87% |
| Repairs and maintenance | 44,210 | 28,420 | 15,790 | 56% | 18,500 | 25,710 | 139% |
| Subcontractors | 72,900 | 39,928 | 32,972 | 83% | 50,310 | 22,590 | 45% |
| Professional fees | 0 | 0 | 0 | ** | 0 | 0 | ** |
| Insurance | 0 | 60,000 | (60,000) | ** | (89,730) | 89,730 | ** |
| Travel and meals | 0 | 700 | (700) | ** | 4,571 | (4,571) | ** |
| Information technology | 28,800 | 38,148 | (9,348) | -25% | 25,819 | 2,981 | 12% |
| Office and general | 5,400 | 5,400 | 0 | ** | 2,894 | 2,506 | 87% |
| Bank charges and penalties | 3,300 | 5,040 | (1,740) | -35% | 2,074 | 1,226 | 59% |
| Equipment and miscellaneous rentals | 6,100 | 6,725 | (625) | -9% | 4,758 | 1,342 | 28% |
| Advertising | 3,600 | 4,200 | (600) | -14% | 5,322 | (1,722) | -32% |
| Bad debts | 0 | 0 | 0 | ** | 0 | 0 | ** |
| Training | 0 | 0 | 0 | ** | 25 | (25) | ** |
| Licenses, fees and permits | 50 | 140 | (90) | -64% | 50 | 0 | ** |
| Entertainers, prizes and trophies | 1,650 | 1,000 | 650 | 65% | 0 | 1,650 | ** |
| Freight | 1,190 | 1,920 | (730) | -38% | 349 | 841 | 241% |
| Telephone | 3,300 | 3,244 | 56 | 2% | 3,198 | 102 | 3% |
| Miscellaneous | 0 | 0 | 0 | ** | (1,676) | 1,676 | ** |
| 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 | 497,220 | 480,525 | 16,695 | 3% | 348,678 | 148,542 | 43% |
| Operating Expenses (Wages and Benefits plus Other Operating Expenses) | 1,307,442 | 1,278,522 | 28,921 | 2% | 1,239,240 | 68,203 | 6% |
| Operating Profit (Loss) (Contribution Margin less Wages & Benefits less Operating Expenses) | (780,272) | (804,090) | 23,818 | -3% | (814,651) | 34,380 | -4% |
| Contributions from the Regional Municipality of Wood Buffalo (Revenue) | 780,272 | 804,090 | (23,818) | -3% | 963,667 | (183,395) | -19% |
| Amortization of deferred capital contributions (Revenue) | 144,000 | 139,200 | 4,800 | 3% | 0 | 144,000 | ** |
| Gain (Loss) on disposal of capital assets (Revenue) | 0 | 0 | 0 | ** | 0 | 0 | ** |
| Amortization of capital assets (Expense) | 144,000 | 139,200 | 4,800 | 3% | 149,015 | (5,015) | -3% |
| Non-Operating Revenues and Expenses | 780,272 | 804,090 | (23,818) | -3% | 814,651 | (34,380) | -4% |
| Surplus (Deficiency) of Revenues over Expenses (Operating Profit (Loss) less Non-Operating Revenues and Expenses) | 0 | 0 | (0) | ** | 0 | 0 | ** |

| | 2019 Budget | 2018 Budget | Variance to 2018 Budget \$ | Variance to 2018 Budget % | 2017 Actual | Variance to 2017 Actual \$ | Variance to 2017 Actual % |
|--|------------------|------------------|-------------------------------|------------------------------|------------------|-------------------------------|------------------------------|
| Hospitality (food and beverage) | 0 | 0 | 0 | ** | 0 | 0 | ** |
| Memberships | 0 | 0 | 0 | ** | 0 | 0 | ** |
| User fees and admissions | 0 | 0 | 0 | ** | 0 | 0 | ** |
| Events | 0 | 0 | 0 | ** | 0 | 0 | ** |
| Facility and equipment rental | 0 | 0 | 0 | ** | 0 | 0 | ** |
| Leased Premises | 0 | 0 | 0 | ** | 0 | 0 | ** |
| Programs | 0 | 29,640 | (29,640) | ** | 0 | 0 | ** |
| Sponsorships and Advertising | 18,600 | 0 | 18,600 | ** | 20,352 | (1,752) | -9% |
| Other | 0 | 0 | 0 | ** | 0 | 0 | ** |
| Pro-shop merchandise sales | 0 | 0 | 0 | ** | 0 | 0 | ** |
| Service agreement | 0 | 0 | 0 | ** | 0 | 0 | ** |
| Operating Revenue | 18,600 | 29,640 | (11,040) | -37% | 20,352 | (1,752) | -9% |
| 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) | 18,600 | 29,640 | (11,040) | -37% | 20,352 | (1,752) | -9% |
| Wages & Benefits | 363,042 | 447,547 | (84,504) | -19% | 224,292 | 138,750 | 62% |
| Utilities | 0 | 0 | 0 | ** | 0 | 0 | ** |
| Supplies | 13,800 | 21,043 | (7,243) | -34% | 6,937 | 6,863 | 99% |
| Promotion | 0 | 0 | 0 | ** | 0 | 0 | ** |
| Security | 0 | 0 | 0 | ** | 0 | 0 | ** |
| Repairs and maintenance | 0 | 0 | 0 | ** | 0 | 0 | ** |
| Subcontractors | 0 | 0 | 0 | ** | 0 | 0 | ** |
| Professional fees | 0 | 0 | 0 | ** | 0 | 0 | ** |
| Insurance | 0 | 0 | 0 | ** | 0 | 0 | ** |
| Travel and meals | 109,950 | 248,645 | (138,695) | -56% | 151,972 | (42,022) | -28% |
| Information technology | 0 | 0 | 0 | ** | 0 | 0 | ** |
| Office and general | 2,000 | 600 | 1,400 | 233% | 1,328 | 672 | 51% |
| Bank charges and penalties | 0 | 0 | 0 | ** | 0 | 0 | ** |
| Equipment and miscellaneous rentals | 0 | 0 | 0 | ** | 329 | (329) | ** |
| Advertising | 0 | 0 | 0 | ** | 0 | 0 | ** |
| Bad debts | 0 | 0 | 0 | ** | 0 | 0 | ** |
| Training | 0 | 0 | 0 | ** | 0 | 0 | ** |
| Licenses, fees and permits | 0 | 0 | 0 | ** | 0 | 0 | ** |
| Entertainers, prizes and trophies | 0 | 0 | 0 | ** | 0 | 0 | ** |
| Freight | 600 | 2,406 | (1,806) | -75% | 441 | 159 | 36% |
| Telephone | 1,200 | 0 | 1,200 | ** | 1,712 | (512) | -30% |
| Miscellaneous | 0 | 0 | 0 | ** | (9) | 9 | ** |
| 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 | 127,550 | 272,694 | (145,144) | -53% | 162,708 | (35,158) | -22% |
| Operating Expenses (Wages and Benefits plus Other Operating Expenses) | 490,592 | 720,240 | (229,648) | -32% | 387,000 | 103,592 | 27% |
| Operating Profit (Loss) (Contribution Margin less Wages & Benefits less Operating Expenses) | (471,992) | (690,600) | 218,608 | -32% | (366,649) | (105,343) | 29% |
| Contributions from the Regional Municipality of Wood Buffalo (Revenue) | 471,992 | 690,600 | (218,608) | -32% | 366,649 | 105,343 | 29% |
| 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 | 471,992 | 690,600 | (218,608) | -32% | 366,649 | 105,343 | 29% |
| Surplus (Deficiency) of Revenues over Expenses (Operating Profit (Loss) less Non-Operating Revenues and Expenses) | 0 | (0) | 0 | ** | (0) | 0 | ** |

| | 2019 Budget | 2018 Budget | Variance to 2018 Budget \$ | Variance to 2018 Budget % | 2017 Actual | Variance to 2017 Actual \$ | Variance to 2017 Actual % |
|--|--------------------|-------------|-------------------------------|------------------------------|-------------|-------------------------------|------------------------------|
| Hospitality (food and beverage) | 0 | 0 | 0 | ** | 0 | 0 | ** |
| Memberships | 0 | 0 | 0 | ** | 0 | 0 | ** |
| User fees and admissions | 0 | 0 | 0 | ** | 0 | 0 | ** |
| Events | 0 | 0 | 0 | ** | 0 | 0 | ** |
| Facility and equipment rental | 11,400 | 0 | 11,400 | ** | 0 | 11,400 | ** |
| Leased Premises | 5,160 | 0 | 5,160 | ** | 0 | 5,160 | ** |
| Programs | 0 | 0 | 0 | ** | 0 | 0 | ** |
| Sponsorships and Advertising | 9,996 | 0 | 9,996 | ** | 0 | 9,996 | ** |
| Other | 0 | 0 | 0 | ** | 0 | 0 | ** |
| Pro-shop merchandise sales | 0 | 0 | 0 | ** | 0 | 0 | ** |
| Service agreement | 0 | 0 | 0 | ** | 0 | 0 | ** |
| Operating Revenue | 26,556 | 0 | 26,556 | ** | 0 | 26,556 | ** |
| 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) | 26,556 | 0 | 26,556 | ** | 0 | 26,556 | ** |
| Wages & Benefits | 590,951 | 0 | 590,951 | ** | 0 | 590,951 | ** |
| Utilities | 266,400 | 0 | 266,400 | ** | 0 | 266,400 | ** |
| Supplies | 39,720 | 0 | 39,720 | ** | 0 | 39,720 | ** |
| Promotion | 0 | 0 | 0 | ** | 0 | 0 | ** |
| Security | 0 | 0 | 0 | ** | 0 | 0 | ** |
| Repairs and maintenance | 30,240 | 0 | 30,240 | ** | 0 | 30,240 | ** |
| Subcontractors | 0 | 0 | 0 | ** | 0 | 0 | ** |
| Professional fees | 0 | 0 | 0 | ** | 0 | 0 | ** |
| Insurance | 60,000 | 0 | 60,000 | ** | 0 | 60,000 | ** |
| Travel and meals | 60,000 | 0 | 60,000 | ** | 0 | 60,000 | ** |
| Information technology | 43,000 | 0 | 43,000 | ** | 0 | 43,000 | ** |
| Office and general | 413,688 | 0 | 413,688 | ** | 0 | 413,688 | ** |
| Bank charges and penalties | 0 | 0 | 0 | ** | 0 | 0 | ** |
| Equipment and miscellaneous rentals | 10,200 | 0 | 10,200 | ** | 0 | 10,200 | ** |
| Advertising | 4,500 | 0 | 4,500 | ** | 0 | 4,500 | ** |
| Bad debts | 0 | 0 | 0 | ** | 0 | 0 | ** |
| Training | 0 | 0 | 0 | ** | 0 | 0 | ** |
| Licenses, fees and permits | 0 | 0 | 0 | ** | 0 | 0 | ** |
| Entertainers, prizes and trophies | 2,000 | 0 | 2,000 | ** | 0 | 2,000 | ** |
| Freight | 2,160 | 0 | 2,160 | ** | 0 | 2,160 | ** |
| Telephone | 4,200 | 0 | 4,200 | ** | 0 | 4,200 | ** |
| 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 | 936,108 | 0 | 936,108 | ** | 0 | 936,108 | ** |
| Operating Expenses (Wages and Benefits plus Other Operating Expenses) | 1,527,059 | 0 | 1,527,059 | ** | 0 | 1,527,059 | ** |
| Operating Profit (Loss) (Contribution Margin less Wages & Benefits less Operating Expenses) | (1,500,503) | 0 | (1,500,503) | ** | 0 | (1,500,503) | ** |
| Contributions from the Regional Municipality of Wood Buffalo (Revenue) | 1,500,503 | 0 | 1,500,503 | ** | 0 | 1,500,503 | ** |
| 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 | 1,500,503 | 0 | 1,500,503 | ** | 0 | 1,500,503 | ** |
| Surplus (Deficiency) of Revenues over Expenses (Operating Profit (Loss) less Non-Operating Revenues and Expenses) | 0 | 0 | 0 | ** | 0 | 0 | ** |