



Capital Regional District

Notice of Meeting and Meeting Agenda

Sooke & Electoral Area Parks and Recreation Commission

Tuesday, March 04, 2025

6:30 PM

SEAPARC Board Room
2168 Phillips Rd
Sooke, BC V9Z 0Y3

A. Beddows (Chair), D. Little (Vice Chair), N. Dowhy, M. Tait, J. Warner, A. Wickheim, N. Quint

The Capital Regional District strives to be a place where inclusion is paramount and all people are treated with dignity. We pledge to make our meetings a place where all feel welcome and respected.

1. Territorial Acknowledgement

2. Approval of Agenda

3. Adoption of Minutes

- 3.1. Minutes from the January 7, 2025 Sooke & Electoral Area Parks and Recreation Commission.

Recommendation: That the minutes of the Sooke & Electoral Area Parks and Recreation Commission of January 7, 2025 be adopted as circulated.

Attachments: Minutes: January 7, 2025

4. Chair's Remarks

5. Presentations/Delegations

6. Commission Business

6.1. LIFE Program Update

Recommendation: There is no recommendation. This report is for information only.

Attachments: Staff Report: Leisure Involvement for Everyone (LIFE) Program Update

6.2. 2024 Annual Programs and Services Report

Recommendation: There is no recommendation. This report is for information only.

Attachments: Staff Report: 2024 Annual Programs and Services Report
Appendix A: 2024 Annual Programs and Services Highlights

6.3. 2024 Financial Year-End Report

Recommendation: There is no recommendation. This report is for information only.

Attachments: Staff Report: 2024 Financial Year-End Report
Appendix A: SEAPARC Statement of Operations – December 2024

7. Correspondence

8. Notice(s) of Motion

9. New Business

10. Adjournment

11. Next Meeting: April 1, 2025



Capital Regional District

625 Fisgard St.,
Victoria, BC V8W 1R7

Meeting Minutes

Sooke & Electoral Area Parks and Recreation Commission

Tuesday, January 7, 2025

6:30 PM

SEAPARC Board Room
2168 Phillips Road,
Sooke, BC V9Z 0Y3

Present:

Commissioners: A. Beddows (Chair), D. Little (Vice Chair), N. Dowhy, M. Tait, J. Warner, A. Wickheim,

Staff: M. Alsdorf, Senior Manager, SEAPARC Recreation; M. Curtis, Manager of Operations; C. Hoglund, Program Services Manager; M. MacKeigan, Administrative Secretary (Recorder)

Chair Beddows called the meeting to order at 6:32 pm.

1. TERRITORIAL ACKNOWLEDGEMENT

2. APPROVAL OF THE AGENDA

MOVED by Commissioner Little, **SECONDED** by Commissioner Dowhy,

That the agenda for the January 7, 2025 session of the SEAPARC Commission be approved as circulated.

CARRIED

3. ADOPTION OF MINUTES

MOVED by Commissioner Tait, **SECONDED** by Commissioner Little,

That the minutes of the Sooke & Electoral Area Parks and Recreation Commission meeting of November 5, 2024 be adopted as circulated.

CARRIED

4. CHAIR'S REMARKS

The SEAPARC Recreation Centre continues to be a busy community hub providing a great service to the community with many happy customers.

5. PRESENTATIONS/DELEGATIONS

5.1. Presentations

- There were no presentations.

5.2. Delegations

- There were no delegations.

6. COMMISSION BUSINESS

6.1. 2025 SEAPARC Commission Meeting Schedule

M. Alsdorf provided an overview of the report. There was no discussion.

MOVED by Commissioner Little, **SECONDED** by Commissioner Wickheim,

That the Sooke & Electoral Area Parks and Recreation Commission approves the 2025 meeting schedule as presented.

CARRIED

6.2. Operating Surplus

M. Alsdorf provided an overview of the report. The commission discussed the following:

- Borrowing for Capital Projects

MOVED by Commissioner Wickheim, **SECONDED** by Commissioner Little,

That the Sooke & Electoral Area Parks and Recreation Commission approve the transfer of the 2024 operating surplus as follows: \$25,000 to operating reserve to support the strategic plan completion with the remaining to be split equally between the capital reserve and the equipment replacement fund.

CARRIED

6.3. Capital Projects & Facility Update

M. Curtis provided an overview of the report. The commission discussed the following topics:

- Reception redesign project client and staff feedback
- Dehumidifier replacement costs
- Cybersecurity for web-based software
- Public WIFI

This report was received for information.

8. CORRESPONDENCE:

There were no correspondence.

9. NOTICE(S) of MOTION:

There were no notices of motion.

10. NEW BUSINESS:

The commission shared the following:

- District of Sooke provided an update on new committees for 2025; breaking ground on the Little River Bridge project; move to 24/7 police services; and projected budget increase of 8.98% for 2025.
- The JDF Electoral area provided an update: focus on road improvements; increased number of unhoused in the area; recent windstorm resulted in 36hour power outage.
- The commission recognized Graham White on his retirement; the contributions of staff in the delivery of the Festival of Trees; and facility cleanliness.

11. ADJOURNMENT:

MOVED by Commissioner Dowhy, **SECONDED** by Commissioner Little,

That the January 7, 2025 meeting of the Sooke & Electoral Area Parks and Recreation Commission be adjourned at 7:10 pm.

CHAIR

RECORDER

REPORT TO THE SOOKE & ELECTORAL AREA PARKS AND RECREATION COMMISSION MEETING OF TUESDAY, MARCH 04, 2025

SUBJECT Leisure Involvement for Everyone (LIFE) Program Update

ISSUE SUMMARY

To provide an update on the LIFE program after changes in 2024.

BACKGROUND

The LIFE program is a regional initiative supported by the Greater Victoria recreation centres to provide no cost and low-cost recreation opportunities for individuals and families on limited incomes.

At the February 7, 2023, meeting the Sooke & Electoral Area Parks & Recreation Commission approved changes to the LIFE program to provide enhanced privacy and equity to program participants. The change meant that instead of utilizing a percentage discount for registered programs, subsidy funds are now allocated to LIFE program participants. This change allows participants to register online, providing equity on program registration opening day. It also enhances privacy, as participants don't need to identify as a LIFE participant at the reception desk when registering for a program.

The subsidy used in 2024 increased by \$2,387 over 2023 and the average used per participant increased by 42%. Data shown in Table 1 below.

	2023	2024
# of participants	528	594
Youth subsidy used	\$3,071	\$5,601
Adult subsidy used	\$933	\$791
Total subsidy used	\$4,004	\$6,391
Average subsidy used/participant	\$7.58	\$10.76

Table 1: LIFE participant data for 2023 & 2024

At the May 7, 2024, meeting the Sooke & Electoral Area Parks and Recreation Commission approved further changes to the LIFE program for 2025, in alignment with other Greater Victoria municipal recreation centres. Changes include:

- Eligible Sooke & JDF electoral area residents receive unlimited drop-in access to SEAPARC Recreation facilities and 52 drop-in admissions to all Greater Victoria municipal/regional recreation centres. (formerly 52 visits annually to SEAPARC)
- The approval term be increased from one to two years before expiry. The two-year cycle begins upon approval date rather than being limited to a January renewal.
- LIFE pass holders will receive two full years of subsidy on their account at the time of issue.

- Expand the LIFE program to include post-secondary students who qualify under the income thresholds outlined in the LICO guidelines.

IMPLICATIONS

Alignment with Board & Corporate Priorities

The 2023-2026 Corporate Plan identifies “Affordable recreation opportunities that improve livability” as a key priority (item 10-c). The changes to the LIFE program were made to improve access to programs and services for residents with financial barriers.

Equity, Diversity & Inclusion

The LIFE program change to a subsidy model to support registered program access enhances equity and inclusion by allowing LIFE program participants to register online. Online registration provides more privacy than in person. It also allows all registrants to access courses at the same time.

Financial Implications

In 2024, the total subsidy utilized was \$6,391, a year over year increase of \$2,387 and could be viewed as a reduction in revenue as a result, however it could be argued that without the subsidy, the LIFE participants wouldn't be able to register in these programs.

Intergovernmental Implications

The LIFE program is offered across all municipal Greater Victoria recreation centres. While some small elements of the program may differ between sites, an effort has been made to ensure consistency across the region.

Social Implications

Recreation provides many health and wellness related benefits, including social connection, physical health and mental health. Removing financial and access barriers to recreation services assists in ensuring access to these benefits for all residents.

CONCLUSION

The Leisure Involvement for Everyone (LIFE) program is a regional initiative supported by the Greater Victoria recreation centres to provide no cost and low-cost recreation opportunities for individuals and families on limited incomes. Changes made to the program to improve access and equity for 2024 resulted in an increase in the amount of subsidy utilized for registered program registration both overall and per person. Further changes have been introduced for 2025.

RECOMMENDATION

There is no recommendation. This report is for information only.

Submitted by:	Melanie Alsdorf, Senior Manager, SEAPARC Recreation
---------------	---

REPORT TO THE SOOKE & ELECTORAL AREA PARKS AND RECREATION COMMISSION MEETING OF TUESDAY, MARCH 04, 2025

SUBJECT 2024 Annual Programs and Services Report

ISSUE SUMMARY

To provide an overview of 2024 programs and services.

BACKGROUND

Throughout 2024, SEAPARC experienced demand on services, particularly drop-in programs. Pass sales for the recreation centre in 2023 were \$385,000 and \$438,580 in 2024. Hours of operation remain unchanged since 2023.

Programs and services are promoted through various methods including the website, Facebook page, digital road sign, local media sources and via in-house tools.

Marketing highlights:

- Website provides online access to all facility and program information, including real-time drop-in schedules. Content is updated regularly. A new website will be launched in the spring of 2025, improving accessibility and ease for finding information.
- Three online Active Living Guides were produced through the year.
- 142 January Fit Passes (\$20) were purchased in 2024. This pass includes five drop-in admissions to be used during the month of January. The purchase can then be applied towards a monthly or annual active pass. These conversion sales resulted in the purchase of 15 active passes.
- 72 Summer Sweat & Splash Youth Passes were purchased in 2024. This pass is available to youth 7-18 years, providing unlimited drop-in access for July-August to the weight room and pool (12 and under not permitted to the weight room).

Special Events:

- A \$2 Family Day Skate was held February 19 with 124 people in attendance. A \$1,000 BC Government grant was received to support the free skate.
- The annual Community Garage Sale was held April 29. 40 tables were booked, and there were approximately 500 visitors.
- Staff supported two community events, including a Sooke Bike Club event on the bike park, and All Sooke Days, by leading children's activities.
- The annual Festival of Trees event ran November 22-December 24, raising approximately \$8,200 in support of the BC Children's Hospital Foundation. The 4th annual Santa's Giftshop event was held in conjunction with the Festival of Trees, providing children the opportunity to shop for gifts for their families, by donation, in support of Children's Hospital fundraiser. All items available in the giftshop were donated. The Sooke Harbourside Lions Club once again provided valuable support to these fundraisers.
- Skate with Santa event was held December 15 with over 150 people in attendance. Free

admission was sponsored by Bev Berger, Re/MAX Camosun Realtor.

Appendix A provides a brief summary of January to December for 2024.

IMPLICATIONS

Social Implications

Recreation participation offers positive social, emotional, and physical benefits for people of all ages, and these services are essential to a healthy community.

Financial Implications

Growth in the community and weight room opening appears to have contributed to a noticeable increase in SEAPARC Recreation's passholder base. Staff continue to monitor and adapt services to ensure fiscal responsibility.

Service Delivery Implication

Staff continue to adjust and evaluate programs and services in effort to provide a reliable and quality experience and support the community's health and wellness.

CONCLUSION

Recreation programs and services continue to be desired in the community with trends towards registered programs and active passes in 2024. Staff provide a variety of program options, as well as special events and promotions to encourage participation.

RECOMMENDATION

There is no recommendation. This report is for information only.

Submitted by:	Colleen Hoglund, Program Services Manager, SEAPARC Recreation
Concurrence:	Melanie Alsdorf, Senior Manager, SEAPARC Recreation

ATTACHMENT(S)

Appendix A: Annual Programs and Services Report 2024



SEAPARC RECREATION



2024

ANNUAL PROGRAMS
& SERVICES REPORT

The SEAPARC Recreation departments covered in this report include:

- **General Information**
- **Aquatics**
 - Early Years & School Age
 - Adult
 - Group & Private Swim Lessons
 - Advanced Aquatics
- **Community Recreation**
 - Early Years
 - Licensed Preschool
 - School Age
 - Summer Camps
 - Adult
 - Arena
- **Fitness & Weights**
- **DeMamiel Creek Golf Course**



General Information

- Drop-in admissions decreased approximately 6% (51,466 in 2023; 48,437 in 2024). This is likely the result of increased membership pass sales.
- Membership revenue increased by 14% (\$385,000 in 2023; \$438,580 in 2024).
- Overall visits to the facility increased in 2024 (177,353) compared to 2023 (169,036).
- The \$2 admission time for youth (7-18 years) on Fridays from 2:15-5:00pm was offered during the school year. This time provides an affordable option for youth to access to the weight room, skating and swimming.
- Swim and skate party bookings were revamped in 2024. They are no longer staffed and can be booked online. This has proven to be a popular option. \$7,605 was generated in revenue. Kindergym party options for preschool aged children continue to be staffed.



Aquatic Programs

Program revenue increased approximately 50% (\$128,405 in 2023; \$192,179 in 2024) with an approximate 25% increase in registered program participants (1,638 in 2023; 2,093 in 2024).

Early Years & School Age

- The Water Playland drop-in program was rebranded to Play & Splash and was offered 5 times a week compared to 2 times a week in 2023. It is a great time for parents and grandparents to meet and make connections for their young children in the community.
- Drop-in Quiet Swims were introduced in 2024 and are offered 4 days per week. This time is suitable for participants with sensitivity to noise or hearing difficulties.
- The synchronized swim program was discontinued midway through 2024 due to instructor availability and reduced popularity.
- The Sharks Program (a children's recreational swim club bridge-program) continued to see similar levels of participation with a 10% increase in revenue.
- The Sooke Lions Club sponsored Grade 2 Swim to Survive lessons with approximately 200 children participating in the program.

Adult

- Adult swim lesson revenue increased 268% (\$1,997 in 2023; \$7,344 in 2024). Only 2 registered classes were offered with 18 participants in 2023 as the program transitioned from being drop-in only. In 2024, 13 registered classes were offered with 65 participants, with a choice of two different skill levels.
- The Drop-In Swim Fit program continues to be popular with approximately 15 regular users, offered Tuesdays and Thursdays in the afternoon. Due to its high demand, a new time on Wednesday nights has been added in 2025.
- Aqua Fitness classes are popular with a steady group of regular participants. Attendance remains similar to 2023.



Aquatic Programs

● Group & Private Swim Lessons

- Private lessons were re-introduced in 2024, \$28,570 in revenue was generated. 132 classes were offered with 198 registered participants.
 - Preschool lesson revenue increased by 20% (\$49,671 in 2023; \$60,016 in 2024) and participation increased by 17% (689 in 2023; 807 in 2024).
 - School age lesson revenue increased 2.6% (\$55,260 in 2023; \$58,580 in 2024) and participation increased 3.28% (731 in 2023; 755 in 2024). Much of this demographic shifted to private lessons in 2024. Private lessons are in demand for school age children where they are learning more complex skills, which has also helped to alleviate issues with people being waitlisted for group lessons.
 - A new partnership with Pearson College was established in late 2024 which involved SEAPARC instructors delivering the learn to swim program Friday afternoons for older teens. This program proved to be successful and generated \$2,025 in revenue. It will continue in 2025 during the school year.
-

● Advanced Aquatics

- The National Lifeguard full program and recertifications revenue increased by 150% (\$2,645 in 2023; \$6,580 in 2024).
 - The Swim Instructor full course and recertifications revenue increased 132% (\$1,504 in 2023; \$3,500 in 2024).
 - Discounted-Practicum Swim Lessons were offered to 59 participants in Spring 2024 which allowed for upcoming swim instructors in the program to learn to teach.
 - Lifesaving Programs experienced revenue remained consistent (\$7,941 in 2023; \$7,965 in 2024).
-



Community Recreation Programs

● Early Years (Birth to 5 Years)

- Program revenue increased by approximately 24% (\$14,392 in 2023; \$17,827 in 2024).
 - The Preschool Fun Dance program attendance was steady through the year, with only a couple of sessions cancelled. The classes offered in the fall of 2024 had 10 registered.
 - Little Kickers Taekwondo was introduced in September. An average of 14 children participated.
 - The Active Start program continues to gain in popularity, with an average of 12 children registered each session.
-

● Licensed Preschool

- Licensed Preschool revenue increased by approximately 40% (\$48,609 in 2023; \$67,841 in 2024).
 - The M,W,F classes had full enrolment with 14 children, and the Tu/Th class had an average of 11 children enrolled.
 - Due to staffing shortages, this program was cancelled for the remainder of the 2024/2025 school season and will not be offered again in 2025/2026.
-



Community Recreation Programs

School Age (5 to 18 Years)

- Program revenue increased approximately 29% (\$158,212 in 2023; \$203,631 in 2024). This includes revenue from camps and all other school age and youth programs.
 - New programs were introduced in 2024 including Spring Ball Hockey, a Chess Club, Youth Pickleball Lessons, and Intro to Lacrosse.
 - Boys Night Out was re-structured to run one Friday night per month which has proven to be successful as attendance has been steady with an average of 14 children registered each night.
 - The spring Youth Creations Craft Fair event was introduced, with 20 vendors ages 7-19 years selling their creations.
 - The Kids Christmas Creative Craft Fair was offered for the 2nd year in a row with 20 vendors. Several community members supported the event.
-

Summer Camps

- Adventure Summer Camps (early years and school age) revenue increased by approximately 55% (\$96,521 in 2023; \$149,714 in 2024)
 - A local bus company was hired to provide transportation for camps to visit various locations in the Sooke and Victoria areas. Local businesses and non-profit associations either donated or provided sponsorship for the bus transportation. Without their support, the field trips would not have been possible in 2024. Staff have adjusted the program for 2025 to include field trips, without requiring sponsorship or donations.
 - Several specialty camps were offered at Camp Barnard. As well, there were a number of contracted camps including engineering, robotics and science camps, as well as a camp offered by the Sooke Sailing Association.
-



Community Recreation Programs

● Adult (19+ Years)

- Program revenue increased by approximately 93% (\$9,231 in 2023; \$17,861 in 2024) as a result of new program offerings including Creative Writing, Adult Pickleball Lessons, and Born to Birth Childbirth Education, in addition to long standing programs such as Adult Taekwondo.
 - Drop-in Pickleball was reduced to 2 days per week due to space availability. The program saw steady attendance with approximately 16 participants each session. The program has been cancelled for the remainder of the winter/spring 2025 season due to lack of gymnasium space in the local schools.
 - Social Ballroom Dance continues to attract approximately 8 participants each class.
 - The 3rd Annual Golf Tournament had 23 participants.
-

● Arena

- Program revenue increased by approximately 23% (\$18,431 in 2023; \$22,575 in 2024).
 - Parent & Tot skate lessons were re-introduced in January. Registration was full, with a waitlist. These lessons were offered in the fall as a result the previous season's success.
 - To encourage parents/guardians and their toddlers to become comfortable on the ice and encourage them to register in future lessons, a one-time drop-in parent and tot skate was offered, with staff leading some instructional activities. This provided families with a sample to what these lessons entail. Over 20 families attended.
 - Adult drop-in recreational hockey is offered Sunday evenings. Attendance has ranged from 14-21 through the season.
 - Private skate lessons were offered to 10 children, an increase of 50% from 2023.
 - Roller skating was introduced for the spring, with lesson and drop-in options. This program was popular however due to instructor availability; it will not return in 2025.
-



Fitness & Weights

Youth & Adult

- Weight Room visits increased by approximately 6% (45,915 in 2023; 48,881 in 2024). This number represents pass scans and drop-in visits.
 - The number of registered and drop-in fitness classes offered increased by 53% (32 per week in 2023 to 49 per week in 2024).
 - 156 Youth completed Weight Room Orientations an increase of 9% from 2023.
 - Personal Training sessions increased by 130% (122 in 2023; 281 in 2024).
 - 2024 marked the first year SEAPARC offered registered fitness classes in East Sooke and Shirley communities, with 2 classes per week between both locations.
-

DeMamiel Creek Golf Course

Youth & Adult

- The golf course was open March 23 to November 3
 - Clinics were offered for children and adults through out the season. Registration was low with \$2,019 generated in revenue.
 - Overall, pass sales increased 16% (\$78,662 in 2023; \$91,209 in 2024). This includes season and 10 admission passes.
 - Adult season pass sales increased by 22% (\$49,988 in 2023; \$61,071 in 2024)
 - Youth season pass sales increased by 35% (\$4,500 in 2023; \$6,095 in 2024)
 - Green fee admissions decreased by 7% (\$141,045 in 2023; \$131,773 in 2024). This is likely the result of inclement weather during specific times through out the season, and the increase of pass sales.
-



REPORT TO THE SOOKE & ELECTORAL AREA PARKS AND RECREATION COMMISSION MEETING OF TUESDAY, MARCH 04, 2025

SUBJECT 2024 Year-End Financial Report

ISSUE SUMMARY

To inform the Commission of the year-end financial data for 2024.

BACKGROUND

At the January 7, 2025, meeting, the Sooke & Electoral Area Parks and Recreation Commission approved the 2024 operating surplus be transferred as follows: 30% to capital reserve, 30% to equipment replacement fund, and 39% to 2025 surplus.

The final operating surplus for the year ending December 31, 2024, was \$63,467. The year-end financials for 2024 are complete, and a summary of the operating revenues and expenses for the year are shown on the attached document (Appendix A). The transfer of \$19,232 to capital reserve, \$19,232 to the equipment replacement fund, and \$25,000 to the 2025 surplus to support the strategic plan completion is reflected in the following balance of reserves summary.

The operating surplus was, in part, a result of the following:

1. \$ 30,344 additional contribution from direct operations
2. \$ 6,379 from additional indirect revenues
3. \$ 29,212 savings in debt-interest payments

Balance of reserves on December 31, 2024:

Equipment Replacement Fund (ERF) (after transfer of 2024 surplus)	\$ 270,540
Capital Reserves (after transfer of 2024 surplus)	\$ 873,101
Operating Reserve	\$ 35,815

Ratio 2024 operating funded by:

- Total 2024 operations and transfers were 38.5% funded by the users
- Excluding debt, 2024 operations and transfers were 39.3% funded by the users

CONCLUSION

The practice of building capital, equipment, and operating reserves for funding ongoing infrastructure renewal is essential to ensuring the long-term sustainability of SEAPARC Recreation Centre as an infrastructure dependent service. As with all capital reserve funds, the resources to build the proposed reserve funds can either be part of the respective services budget or result from an operating surplus. It is common for operations with large capital assets to allocate operating surplus to their capital reserves. Historically, the Commission has followed this practice.

RECOMMENDATION

There is no recommendation. This report is for information only.

Submitted by:	Melanie Alsdorf, Senior Manager, SEAPARC Recreation
Concurrence:	Michael Medland, Senior Financial Advisor, CRD

ATTACHMENT

Appendix A: SEAPARC Statement of Operations – December 2024

APPENDIX A

SEAPARC Recreation

STATEMENT OF OPERATIONS (12 MONTH ENDING - Dec. 31, 2024)

	% of Budget Utilized	2024 BUDGET	# of Actuals	2024 YTD Dec-31	2023 YTD Dec-31	Actual YTD Difference 2024 to 2023	
						Dollars	%
100%	percentage of budget utilization @ 12 months						
DIRECT OPERATING REVENUES							
Admissions & Membership passes	102%	895,250		915,430	839,444	75,986	8%
Programs	121%	505,200		609,777	453,965	155,812	26%
Rentals	98%	389,862		381,293	362,974	18,319	5%
Resale goods, concession	106%	76,500		81,044	63,448	17,596	22%
Advertising	146%	6,700		9,776	7,090	2,686	27%
Sponsorships, grants, donations	246%	16,682		41,103	19,641	21,462	52%
Other (commissions, fees)	68%	45,430		30,762	37,795	- 7,034	-23%
TOTAL OPERATING REVENUES	107%	1,935,624		2,069,184	1,784,358	284,827	14%
DIRECT OPERATING EXPENSES							
Contract & instructional services	152%	57,450		87,592	69,331	18,261	21%
Operating supplies	87%	184,635		160,892	195,596	- 34,704	-22%
Repairs & maintenance (pool, arena, golf, outdoor)	116%	141,363		163,907	181,123	- 17,216	-11%
Rentals	209%	7,000		14,628	-	14,628	100%
Travel & vehicle costs	64%	15,783		10,045	22,633	- 12,588	-125%
Wages & benefits	105%	1,541,364		1,616,725	1,420,302	196,423	12%
Other (staff training, licences, fees, grants in aid)	78%	13,846		10,868	5,716	5,152	47%
TOTAL DIRECT OPERATING EXPENSES	105%	1,961,441		2,064,658	1,894,701	169,957	8%
CONTRIBUTION DIRECT OPERATIONS	-18%	- 25,817		4,527	- 110,343	114,870	2538%
INDIRECT EXPENSES, ADMINISTRATION, MAINTENANCE							
Advertising & promotion	84%	21,000		17,642	27,990	- 10,349	-59%
Contract for services & legal	3201%	1,000		32,009	6,658	25,350	79%
CRD Charges (IT, HR, Ops, labour)	103%	304,700		313,899	289,191	24,708	8%
Insurance	100%	32,570		32,570	32,370	200	1%
Licences, fees and dues	131%	53,650		70,391	43,120	27,270	39%
Repairs and maintenance	124%	58,500		72,781	81,202	- 8,421	-12%
Rentals	95%	2,550		2,424	2,764	- 340	-14%
Supplies	120%	55,100		66,256	84,533	- 18,277	-28%
Utilities	84%	313,158		264,022	271,484	- 7,462	-3%
Travel & vehicle costs	112%	10,300		11,520	9,339	2,181	19%
Honoraria	0%	1,020		-	-	-	0%
Wages & benefits	98%	1,793,564		1,758,621	1,536,531	222,090	13%
Other (meetings, print costs, staff training, courier, postage, etc.)	134%	20,150		27,072	21,990	5,082	19%
Contingency	0%	-		-	-	-	0%
TOTAL INDIRECT EXPENSES, ADMINISTRATION, MAINTENANCE	100%	2,667,262		2,669,206	2,407,175	262,032	10%
INDIRECT REVENUES							
TOTAL INDIRECT REVENUES	4087%	160		6,539	16,031	- 9,491	-145%
NET CONTRIBUTIONS (DEFICIT)	99%	- 2,692,919		- 2,658,140	- 2,501,487	- 156,653	6%
TRANSFERS & DEBT							
Transfers to Capital Reserve Fund	105%	355,000		374,232	435,938	- 61,706	-16%
Transfers to Equipment Replacement Fund	117%	115,000		134,232	205,938	- 71,706	-53%
Transfers to Operating Reserve Fund	0%	-		-	-	-	0%
Debt-interest payments	55%	64,417		35,205	50,933	- 15,728	-45%
Debt-principle payments	101%	80,486		80,903	78,668	2,235	3%
M.F.A. Debt Reserve Fund - Arena other debt	167%	160		267	231	36	0.00%
TOTAL TRANSFERS & DEBT	102%	615,063		624,839	771,708	- 146,870	-24%
NET BEFORE REQUISITION & PRIOR YEAR SURPLUS	99%	- 3,307,982		- 3,282,979	- 3,273,196	- 9,783	0.30%
Requisition & Payment in Lieu	100%	3,307,982		3,307,982	3,218,446	89,536	3%
Prior Year Surplus		-		-	54,750	- 54,750	0%
NET OPERATIONS		-		25,003	-	25,003	100%