



2016 Financial & Annual Report

2016 Overview

- Objectives
- Highlights
- Strategic Plan
- Operating Overview
 - ✓ Cost Recovery
 - ✓ Revenues
 - ✓ Expenses
- Capital Purchases
- Restricted Fund Summary



2016 Objectives

Stakeholder Engagement

- Enhanced custodial service, new delivery model (Custodial Service Review)
- Additional facility support staff (Governance Review)
- New POS Software implementation
- Enhanced focus on life cycle management

Increased Utilization

- Expand programming where possible
- New membership categories
- Community Sport Partnership Program
- Maximizing programmable space
- Working with user groups to identify efficiencies in scheduling and facility use



2016 Highlights

- Continued excellence in program development and implementation:
 - PLAY Parkland
 - Athlete Development Project
- Continued community engagement:
 - First Five Forever
 - Early Childhood Coalition
 - WestView Primary Care Network
 - The Steadward Centre
 - Got Pain Alberta
 - PSD Triathlon Event Organizing Committee
 - Regional Recreation and Wellness Committee
 - Parkland Area Volunteer Action Committee



2016 Highlights



- Sharing Industry Experience
 - Donna McKean, Heidi Paul and Jenine Armstrong were part of creating a new Aquatic Resource for teachers and rec leaders promoting physical literacy skills in the aquatic environment called “Dip, Dive and Glide!”
- Launch of an updated website in the summer of 2016
- Transition in the facilities recreation management software from CLASS to IntelliLeisure



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2016 Facility Usage



- Drop-in Admission sales increased by 5%
- Member and pass holder sales increased by 6%
- Program revenue increased by 1%
- Total facility rental hours booked increased by 2%
- Arena rental hours booked increased by 1%
- Indoor Field rental hours booked increased by 1%



2016 Special Projects

10-Year Strategic Plan

- Draft Strategic Plan developed in 2014 with the assistance of Western Management Consultants
- Draft was not adopted/accepted at that time
- Primary stumbling block was the mandate of regional coordination including the oversight of regional programming and recreation facility management
- The TLC then operated from 2014-2016 without an approved/adopted strategic plan



2016 Special Projects

10-Year Strategic Plan

- A draft strategic plan was developed based on engagement with key stakeholders
- In April of 2016 the TLC's Board focused on the development of a strategic plan at the annual Board Retreat
- In June of 2016 a 10-year Strategic Plan was finalized and adopted by the Board



2016 Special Projects

10-Year Strategic Plan

- PEAK Priorities

Personnel

Engaging Stakeholders

Asset Management

Key Service Levels



2016 Operating Overview

	Budget	Actual	Variance
Revenues	\$7,893,891	\$8,222,847	\$328,956
Expenses (Including Depreciation)	\$7,893,891	\$8,657,109	\$763,218
Excess (deficiency) Revenues Over Expenses Before other Revenue	-	* (\$434,262)	* (\$434,262)

* Depreciation expense of \$324,649 and TLC Expansion Schematic Design write-off (2010/11 Project) of \$270,283 both non-cash/unbudgeted transactions

Cost Recovery

- 75.64% Cost Recovery

YEAR	BUDGETED COST RECOVERY	ACTUAL COST RECOVERY
2013	81.86%	82.82%
2014	79.24%	79.85%
2015	78.52%	78.63%
2016	75.54%	75.64%



2016 Operating Revenues

Earned Revenues	2016 Budget	2016 Actual
Membership/Passes	\$2,985,000	\$2,949,400
Municipal Contributions	\$2,124,516	\$2,124,516
Programs	\$1,018,098	\$1,161,286
Facility Rentals	\$952,040	\$1,173,986
Administration	\$814,237	\$813,659
TOTAL REVENUES	\$7,893,891	\$8,222,847

2016 Operating Expenses

Expenses	2016 Budget	2016 Actual
Salaries & Benefits	\$5,049,898	\$4,510,958
Materials, Goods & Supplies	\$2,040,993	\$3,227,874
Utilities	\$803,000	\$918,277
Total Expenses	\$7,893,891	\$8,657,109

* The TLC does not budget for amortization, however, amortization (324,649) and the write off of the schematic design (270,283) for expansion is showing as an expense in these figures (neither items identified in the budget column)

2016 Capital Overview

	Budget	Actual	Variance
Capital Expenses	\$496,517	\$566,159	(\$69,642)

EXPENSES INCLUDED:

- Batting Cage
- Aquatic Play Structure
- Fitness Equipment
- Volleyball Nets
- Aquatic Sound System
- Gator Utility Vehicle

- Indoor Turf Replacement
- Custodial Equipment
- Score Clock
- Event Equipment
- Exterior Video Board Sign Replacement
- Overage on custodial equipment & door security

2016 Restricted & Unrestricted Fund Overview

FUND	Start of 2016	End of 2016	Change
Restricted	\$678,740	\$722,638	\$43,628
Unrestricted	\$183,641	\$281,041	\$97,400

Summary

- Consistent growth in revenue categories
- Unexpected expenses in 2016
 - TLC expansion schematic design write-off
 - Viewing area handrail replacement
 - Severance
 - Legal fees
 - Electrical expenses (parking lot light, ice plant compressor breakers, etc.)
- Progress with respect to long-term planning including the adoption of a 10-year Capital Plan and 10-year Strategic Plan
- New initiatives including PLAY Parkland, Athlete Development Project, website launch, recreation management software replacement, concert/special events, etc.
- Completion of valuable infrastructure and capital projects including the electric video board replacement, aquatic play structure, washroom renovations, interior painting projects, production rigging/suspended batting cage, wayfinding signage, etc.

