

# Servus Place Quarterly Report Year End 2013

## Income Statement of Revenue and Expenditures For the Period Ended December 31, 2013 (Un-Audited)

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2013 Budget	2013 Variance
Memberships	\$ 2,357,662	\$ 2,490,518	\$ 2,512,558	\$ 2,563,914	\$ 2,694,832	\$ 2,688,500	\$ 6,332
Admission Fees	968,841	1,115,546	1,143,536	1,306,779	1,472,746	1,325,200	147,546
Lesson Fees	616,462	845,278	929,285	1,042,769	1,075,351	989,800	85,551
Rentals - Facility	1,387,585	1,539,513	1,548,887	1,644,450	1,772,608	1,617,900	154,708
Advertising/Sponsorship	545,279	544,170	558,842	494,649	613,499	511,500	101,999
Commission & Vending	85,725	80,768	138,080	585,161	666,572	624,400	42,172
Miscellaneous Revenue	79,739	25,663	47,517	37,524	62,664	43,500	19,164
<b>Total Revenue</b>	<b>\$ 6,041,293</b>	<b>\$ 6,641,456</b>	<b>\$ 6,878,704</b>	<b>\$ 7,675,246</b>	<b>\$ 8,358,272</b>	<b>\$ 7,800,800</b>	<b>\$ 557,472</b>
Personnel Costs	\$ 3,660,519	\$ 4,085,047	\$ 4,193,131	\$ 4,593,100	\$ 4,749,682	\$ 4,702,100	\$ 47,582
Contracted & General Services	754,725	707,503	787,414	803,277	891,867	958,200	(66,333)
Utilities	811,647	890,703	974,912	1,053,804	1,058,904	932,800	126,104
Materials, Goods & Supplies	452,898	431,683	477,018	683,871	738,293	658,800	79,493
Transfer to Reserves	221,078	53,291	53,670	109,039	92,921	88,500	4,421
Transfer to Aquatics	713,163	745,200	750,439	715,401	748,462	775,200	(26,738)
Transfer to Public Works	698,990	739,920	730,554	758,426	820,590	781,700	38,890
<b>Total Expenditure</b>	<b>\$ 7,313,020</b>	<b>\$ 7,653,347</b>	<b>\$ 7,967,138</b>	<b>\$ 8,716,919</b>	<b>\$ 9,100,719</b>	<b>\$ 8,897,300</b>	<b>\$ 203,419</b>
<b>Net Surplus (Deficit)</b>	<b>\$(1,271,727)</b>	<b>\$(1,011,891)</b>	<b>\$(1,088,434)</b>	<b>\$(1,041,673)</b>	<b>\$ (742,447)</b>	<b>\$(1,096,500)</b>	<b>\$ 354,053</b>
<b>Recovery Rate</b>	83%	87%	86%	88%	92%	88%	4%
Cost Centre 3171 Revenue	\$ 445,001	\$ 457,722	\$ 485,241	\$ 503,291	\$ 595,212	\$ 531,300	\$ 63,912
Cost Centre 3171 Expenses	123,691	132,237	138,979	146,064	130,067	151,500	(21,433)
<b>Operating Surplus (Deficit)</b>	<b>\$ 321,310</b>	<b>\$ 325,485</b>	<b>\$ 346,262</b>	<b>\$ 357,227</b>	<b>\$ 465,145</b>	<b>\$ 379,800</b>	<b>\$ 85,345</b>
<b>Total Operating Surplus (Deficit)</b>	<b>\$ (950,417)</b>	<b>\$ (686,406)</b>	<b>\$ (742,172)</b>	<b>\$ (684,446)</b>	<b>\$ (277,302)</b>	<b>\$ (716,700)</b>	<b>\$ 439,398</b>

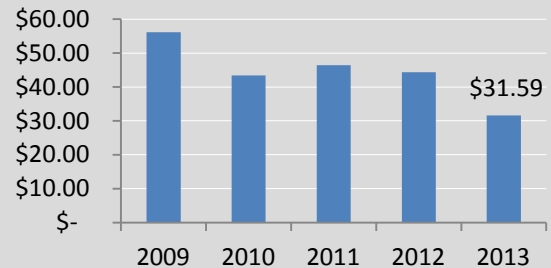
# Servus Place Quarterly Report Year End 2013

## Department Overview

At the end of 2013, Servus Place had a net deficit of \$742,447 which is more than \$350,000 positive variance from budget. The year end recovery rate was 92% which is 4% higher than budget and 4% better than the 2012 year end cost recovery.

The St. Albert tax support for the operation of Servus Place per household was \$31.59 for the entire year, a decrease of \$12.73 from the 2012 contribution. The number of households for 2013 is based on the City of St. Albert 2012 Census.

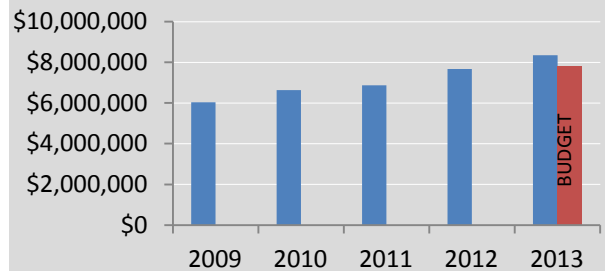
**St. Albert Tax Support for Servus Place per Household**



Total revenue for 2013 is \$8,358,272 which reflects a \$557,472 positive variance to budget. This variance is due to higher than budgeted revenue in all revenue streams.

**Servus Place Revenue**

**+8.9%**

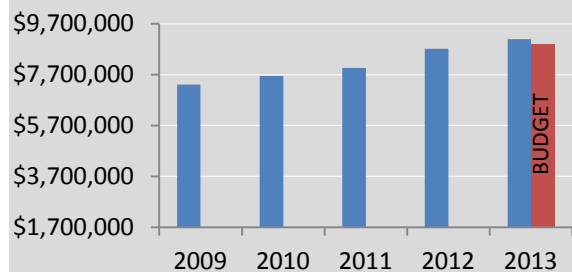


Total expenses for 2013 are \$9,100,719 compared to a budget of \$ 8,897,300 resulting in a net difference of approximately \$200,000. This variance is primarily due to increases in personnel costs, materials goods and supplies and public works. These variance costs are directly associated with increased revenue in lesson fees and facility rentals.

The variance in utilities is due to higher than budgeted electricity, natural gas and water/waste charges. The utility budget is set based on the corporate utility model.

**Servus Place Expenses**

**+4.4%**

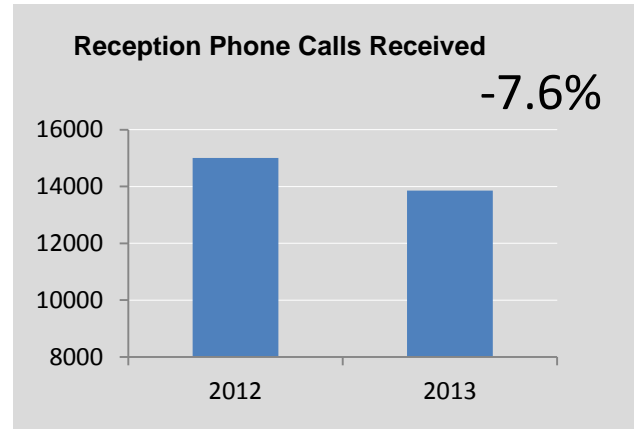


# Servus Place Quarterly Report Year End 2013

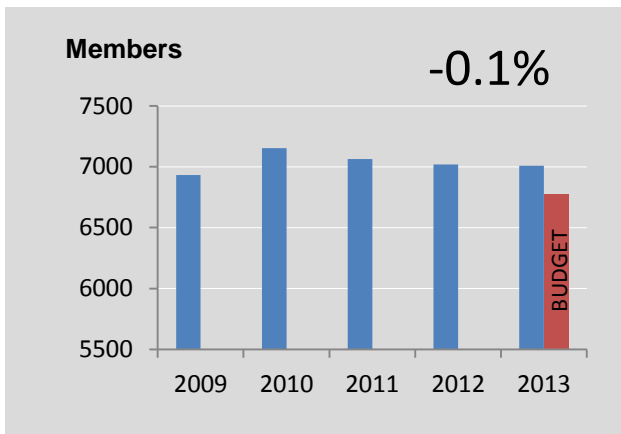
## Guest Services

Servus Place telephone reception continues to be a value added service with over 13,861 calls taken in 2013 for an average of 39 calls per day. The non-traditional office hours of the facility provide residents with increased opportunity to speak to someone directly during evenings and weekends to answer any questions in regards to the City. Many of the calls are received after 5:00 pm and on weekends when the main switch board at City Hall is closed. The majority of the call volumes continue to involve aquatics, general facility questions and bookings of the facility.

In October, Servus Place reception began a pilot in partnership with Corporate Communications, providing coverage for City Hall Phone Reception during their 12-1pm lunch break and 15 min daily breaks. The pilot has been successful with volumes manageable within current staff levels. The pilot will continue until fall 2014.

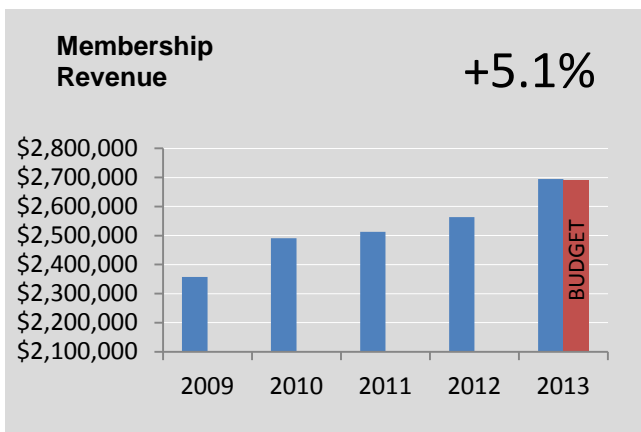


## Membership



Servus Place members of 7,008 are very close to 2012 members but ahead of budget by 3.4%.

The average number of family membership units per month for 2013 is 501, which equates to 5 individual members per family membership unit.



Corporate memberships represent 15.6% of the Servus Place memberships. Membership revenue for 2013 is \$2,694,832 which is very close to budget for 2013 (+0.2%) and 5.1% above 2012.

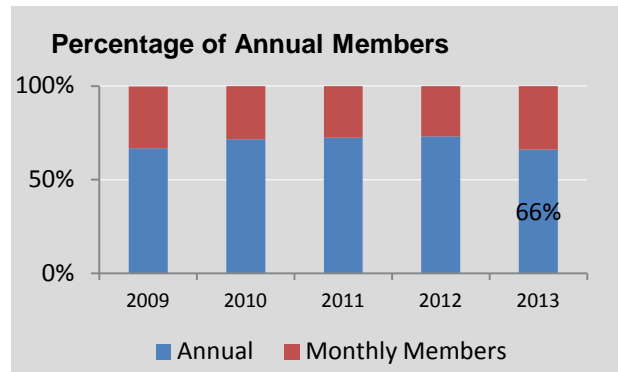
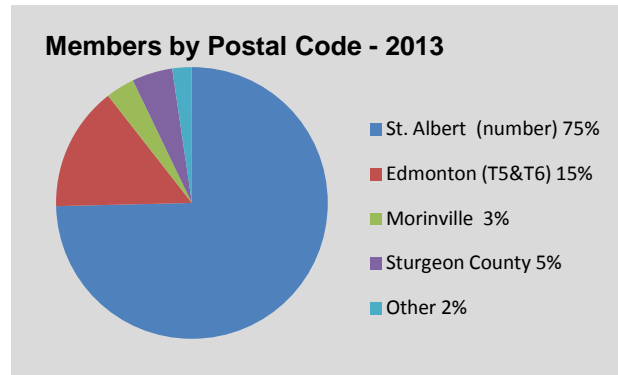
## Servus Place Quarterly Report Year End 2013

In 2013, the average percentage of members who are St. Albert residents is 75% which is a 2% decrease from 2012. This number has seen gradual decreases over the past few years.

The percentage of members that are from Edmonton has seen high growth from 10% in 2012 to 15% in 2013. The improved accessibility of St. Albert to other communities has led to an increase in the number of members from outside of St. Albert.

In 2013, annual memberships accounted for 66% of the total memberships, a decrease of 7% from 2012. The trend has been slightly lower than anticipated due to a decrease in corporate annual memberships, which has reduced the overall annual membership total for the year.

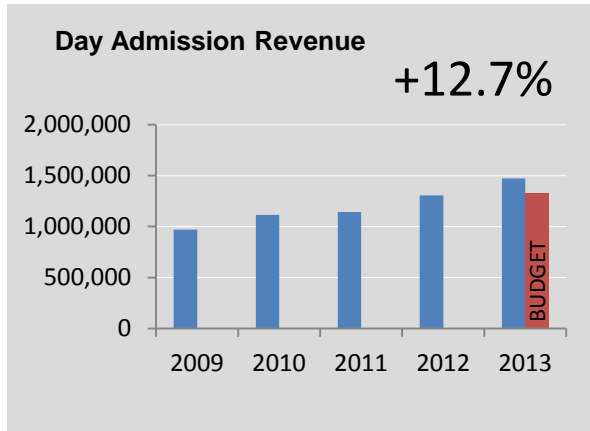
In 2013, an average of 16.8% of members renewed their membership with no lapse and 16.4% were brand new members who have never had a membership before. The remaining 66.8% are members who have renewed a lapsed membership.



Memberships	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2013 Budget	2013 Variance
Adult	2,877	2,957	2,915	2,893	2,844	2,921	-77
Child	657	486	362	324	298	266	32
Family	1,915	2,150	2,304	2,384	2,412	2,191	222
Senior	620	701	747	794	837	797	41
Student	465	498	407	339	339	332	7
Youth	399	362	330	284	252	266	-13
<b>Total Members</b>	<b>6,932</b>	<b>7,154</b>	<b>7,064</b>	<b>7,018</b>	<b>7,008</b>	<b>6,772</b>	<b>237</b>
Total Paid Membership Units	64,936	65,489	62,945	61,673	61,165		
Corporate Memberships	1,886	2,079	1,886	1,746	1,096		
<b>Membership Revenue</b>	<b>\$2,357,662</b>	<b>\$2,490,518</b>	<b>\$2,512,558</b>	<b>\$2,563,914</b>	<b>\$2,694,831</b>	<b>\$2,688,500</b>	<b>\$ 6,331</b>

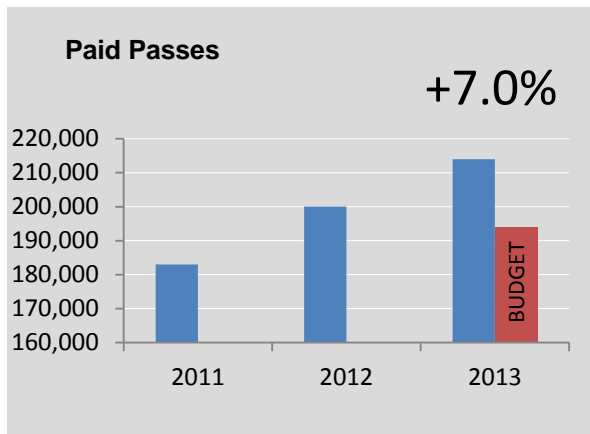
## Servus Place Quarterly Report Year End 2013

### Day Admissions



The day admission revenue for 2013 is \$1,472,746 which is an increase of 12.7% from 2012 and is 11.1% ahead of budget. This revenue has seen regular growth over the past five years.

In response to user demand and after extensive market research, in October 2013, Servus Place launched the Multi Access Pass which gives the purchaser ten facility accesses for the price of nine. The Multi Access Pass has been quite well received with over 250 passes sold over the last three months of 2013.



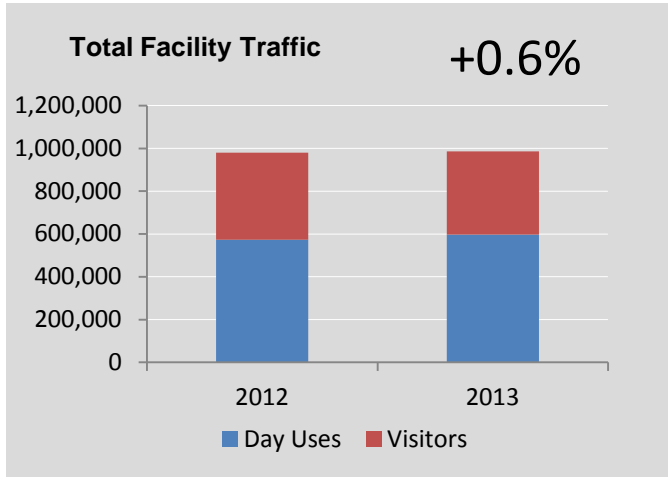
The number of paid passes was 214,005 for 2013 which is a 10.3% above budget at 7.0% ahead of 2013.

Paid Passes are the number of people that purchased a day admission to use the facility.

Day Admissions	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2013 Budget	2013 Variance
Adult	41,155	45,196	46,536	49,760	55,588	48,491	7,097
Child	52,142	61,361	57,686	61,815	62,654	58,188	4,466
Family	N/A	N/A	57,286	64,882	70,137	64,012	6,125
Senior	4,131	3,365	3,639	4,343	5,405	3,880	1,525
Youth	14,148	17,513	17,872	19,220	20,221	19,400	821
<b>Total Paid Passes</b>	<b>N/A</b>	<b>N/A</b>	<b>183,019</b>	<b>200,020</b>	<b>214,005</b>	<b>193,971</b>	<b>20,034</b>
Total Membership Swipes	348,792	369,580	361,136	372,698	383,246		
<b>Total Day Uses</b>	<b>N/A</b>	<b>N/A</b>	<b>544,155</b>	<b>572,718</b>	<b>597,251</b>		
Paid Pass Revenue	\$ 924,960	\$ 1,072,144	\$ 1,091,566	\$ 1,246,815	\$ 1,413,657	\$ 1,270,700	\$ 142,957
Multiple Access Card Rev	\$ -	\$ -	\$ -	\$ -	\$ 19,616	\$ -	\$ 19,616
Childminding Revenue	\$ 37,531	\$ 40,300	\$ 47,247	\$ 54,705	\$ 57,981	\$ 49,700	\$ 8,281
Community Drop-In Program Rev	\$ 6,350	\$ 3,102	\$ 4,720	\$ 5,259	\$ 1,109	\$ 4,800	\$ (3,691)
<b>Total Admission Fees Revenue</b>	<b>\$ 968,841</b>	<b>\$ 1,115,546</b>	<b>\$ 1,143,533</b>	<b>\$ 1,306,779</b>	<b>\$ 1,472,747</b>	<b>\$ 1,325,200</b>	<b>\$ 147,547</b>

Day admission revenue includes revenue from paid passes, multiple access cards, childminding and community drop-in programs.

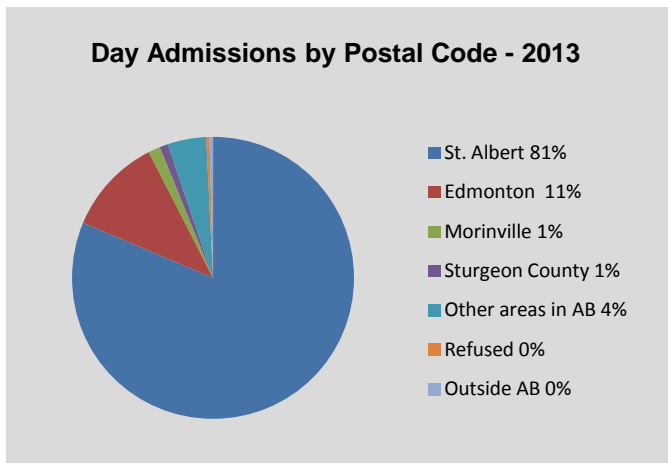
## Servus Place Quarterly Report Year End 2013



Overall facility traffic for 2013 included approximately 985,000 individuals through the facility. This is a slight increase of 6,000 over 2012. Servus Place sees approximately 2,700 individuals through the facility daily

The busiest days in the facility for each quarter were:

- Family Day (February 18) with 3351 users through the facility, a slight increase over last year.
- June 8 and 9 which saw almost 9,500 individuals through the facility during the Baggataway Lacrosse Tournament
- The weekend of September 28 and 29 which saw almost 6,300 individuals through the facility during the 5 Rivers 4 on 4 Ball Hockey Tournament and
- The weekend of December 7 and 8 with almost 11,000 visitors over the two day period



In 2013, the majority of day admissions are St. Albert residents with second largest percentage coming from the City of Edmonton.

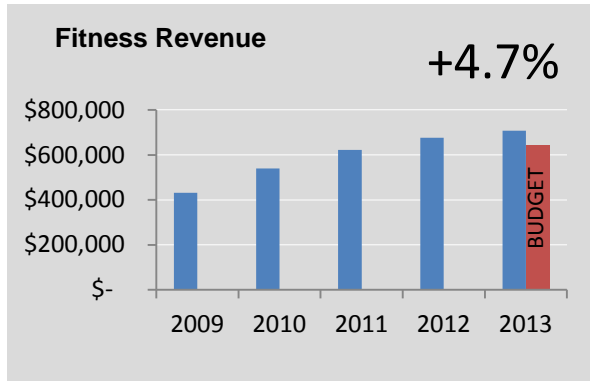
# Servus Place Quarterly Report

## Year End 2013

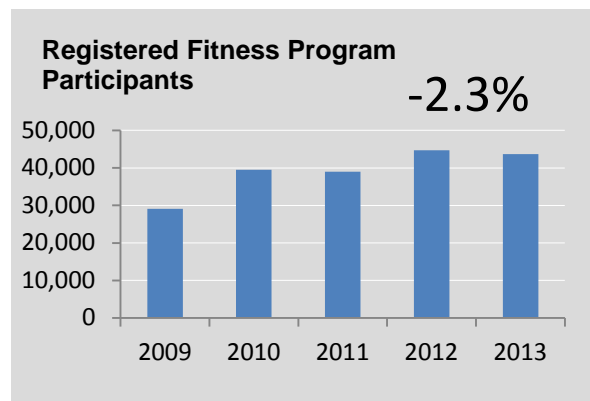
### Lesson Fees

Lesson fees are ahead of budget for the quarter due to high participation in fitness services and Recreation preschool program and camp revenues. In 2013, a trend of increased drop-in and spontaneous use has been seen not only in programs but in overall facility use.

### Fitness Programs & Services



In 2013, fitness program revenue is \$707,229 which is 9.8% ahead of budget and 4.7% ahead of 2012. This variance is primarily due to fitness services averaging just over \$13,000 in additional revenue per month.

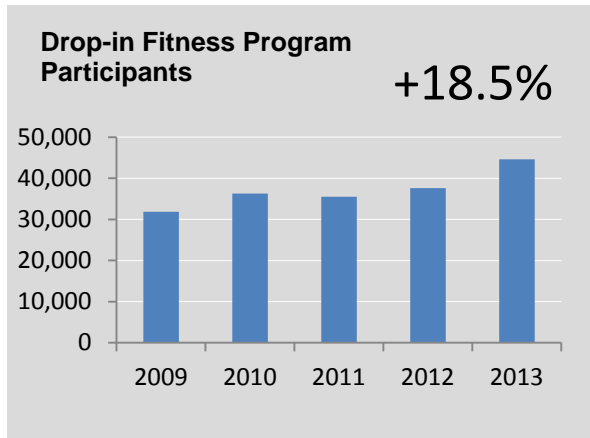


In 2013, Fitness introduced nine new program options including:

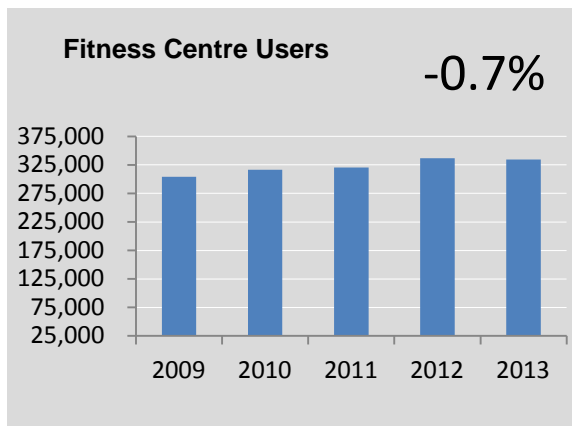
- “Re-boot Body Bootcamp” that incorporates small group participation and the benefits of a large class design.
- “Triple Threat” which incorporates the use of spin bikes, the track and stairs and is intended to challenge those that were looking to take their Bootcamp training to the next level
- “Tabata”, a high impact class that requires participants to do an exercise to the maximum effort for 20 seconds with a 10 second rest, repeated for 8 rounds.
- “Fall Mash-Up” was a 3 day program session that had no additional cost to facility users. These programs were a blend of 2 of the existing programs and provided users with a sample of what each of those classes was like.

Registered fitness program participants are at 43,678 for 2013 which is a slight increase (2.3%) from 2012. The fill rate in programs for 2013 was 76% which is a decrease of 6% from 2012. In 2014, fewer registered programs were run with longer length sessions as opposed to more programs with shorter program sessions. The overall fill rates indicate that registrants prefer shorter program sessions.

## Servus Place Quarterly Report Year End 2013



Drop-in participants were 44,598 in 2013 which is an increase of 18.5% over 2012. In response to user demand there was a large increase in the number of drop-in programs being offered.



In 2013, there were 334,263 users of the Fitness Centre which is very close to 2012.

The “Prescription for Health” program is to get those with chronic illnesses and need to become active to utilize their local recreation centre to improve their own health. The doctors who are members of the St Albert & Sturgeon Primary Care Network (SASPCN) will give these individuals a prescription form to come to Servus Place and redeem it for a free pass and consultation with an in house CSEP-CEP\*. The initiative was rolled out in November 2013, with the hard launch happening in early 2014.

Through the Q4 of 2013, some changes were made to the Fitness Centre in order to improve functionality, accessibility and capacity. Major changes that were made included:

- Installation of new “Mondo” flooring in expanded fitness area.
- Build and installation of the new fitness desk.
- Additional pieces of fitness equipment installed including a Life Fitness 8 Station Multi Jungle and Chest Fly/Reverse Fly Machine.
- Reorganization of the free weight area to increase usable floor space and safety zones.

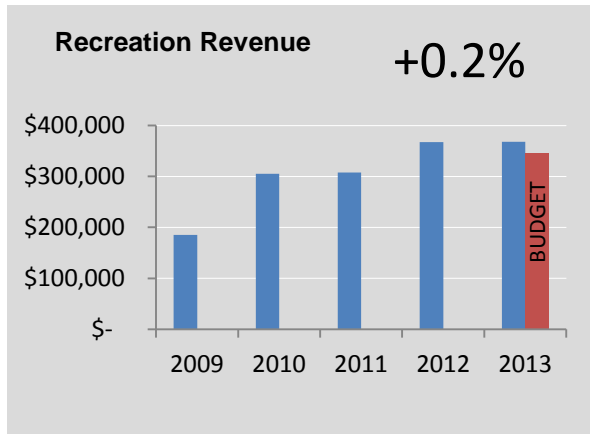
The Fitness Centre annual cleaning and maintenance shutdown occurred June 27-28.

- Every piece of strength and cardio equipment was moved, cleaned, inspected and lubricated.
- All free weight equipment was inspected and cleaned.
- All floors were polished, walls painted, overhead lights replaced, and air handling ducts cleaned.
- Washrooms were thoroughly cleaned, floors polished and any minor repairs completed.
- The fitness studio, mind/body studio and track levels are also thoroughly cleaned and repaired.
- The track lines and wording were all repainted along with a complete track surface cleaning June 21-26<sup>th</sup>.



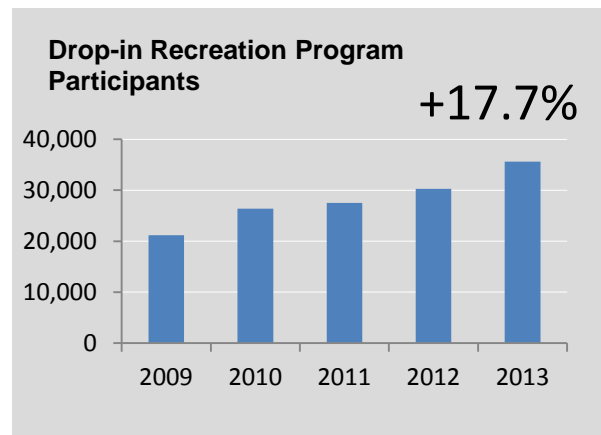
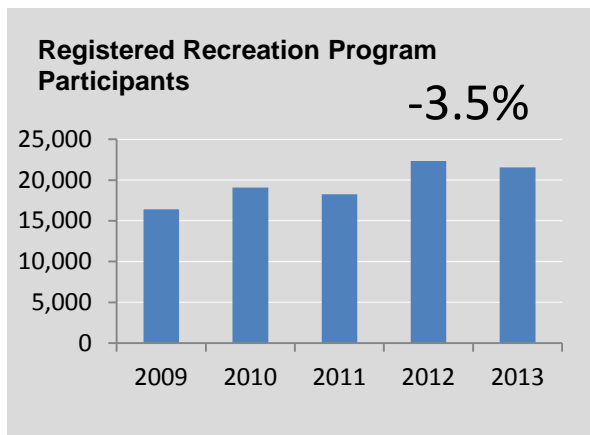
# Servus Place Quarterly Report Year End 2013

## Recreation Programs & Services



Program evaluations were completed and recreation programs received 90% program satisfaction in 2013. Feedback from the program evaluations is used to ensure that programs are meeting people's expectations. Any feedback about a specific program is shared with the instructors so they can ensure they continue to deliver outstanding programs.

Recreation program revenue for 2013 is \$368,123 which is very close to 2012 however 6.4% above budget. This variance is due to continued popularity in pre-school programming as well as revenues for July which broke \$102,000 in revenues, the highest ever for Servus Place.



Registered Program participants are 21,572 in 2013 which is a decrease of 3.5% from 2012. Servus Place and Community Recreation programs had an 85% fill rate in 2013.

Drop in Program participants for Q3 were 35,618 in 2013, an increase of 17.7% from 2012. This increase is due to an increase in the number of drop-in programs that are offered as it has significantly increased the opportunities for drop-in participation.

# Servus Place Quarterly Report Year End 2013

## Servus Place Recreation Programs

In 2014, Servus Place partnered with BAM for Youth of offer Youth Night at Servus Place. The staff provide a variety of activities and social opportunities for St. Albert youth.

In Q2, Servus Place Recreation staff hosted a Fundamental Movement Skills (FMS) trainer's course, providing three internal staff and thirteen external individuals with the opportunity to become certified FMS trainers. Staff also hosted "A Day in the Life" summer camp training to 36 camp leaders from surrounding municipalities. Staff provided ten different learning sessions for these individuals from game preparations to camp participant engagement strategies to large group game activity delivery.

In April and May, Servus Place staff volunteered their time and resources to build mini-golf course in the Kingsway Toyota Leisure Ice to be available to the public for the month of May. Throughout the month, 251 participants came to enjoy the course before the inflatables replaced mini-golf in that space in June.

Summer camps were overall quite successful with 1144 participants taking part, and were provided with a good variety of active sports oriented camps, to cooking, craft and creation based camps, to nature and science themed camps.

The Recreation Team based out of Servus Place conducted numerous summer camps and many of those camps involved field trips within St. Albert. Recreation and Parks staff collaborated with Transit and used existing transit services for these trips. To keep costs low for the camp operations, existing routes and buses were used. Trips were also timed for midday when demand was lower to ensure the buses had enough capacity to accommodate the campers and counsellors. The program was a resounding success and will be pursued again next summer. The goal of this partnership with Transit was to teach camp participants how to use transit and to increase their comfort level with buses and routes.

Over 95,000 individuals took advantage of the spontaneous spaces at Servus Place including the ReidBuilt Community Gymnasium (44,500) and the Kingsway Toyota Indoor Playground (37,500) and Leisure Ice (13,800).

In 2013, there were 12,719 childminding attendees which is an increase of 181 children from 2012. In January 2013, in response to demand from the public, Servus Place offered childminding services on Sundays from 9:00AM – 1:00PM.

# Servus Place Quarterly Report Year End 2013

## Community Recreation Programs

Preschool programs continued to be successful in 2013 both at Servus Place and in the community. Successful promotion of these programs continues to be word of mouth from satisfied parents and also promotion by our preschool instructors. There are always new themes for the programs but with such high satisfaction rating the format has not been changed dramatically. With the popularity of these programs additional spaces in the community are constantly being sought out to run enough programs to meet the demand.

Open houses were held In February for the 2013-3014 preschool season. This was the first year that open houses were offered as a new way to promote our programs with the change to an online brochure. Open houses are very common for preschools in the community but Servus Place had not tried this method of advertising before. Attendance was low however they will be offered again next year a bit earlier in the season to create more awareness and be similar to the timing of other open houses.

Recreation staff participated in the City's annual Arbour Day celebrations on May 29 by providing Recreation opportunities to eight schools at this event.

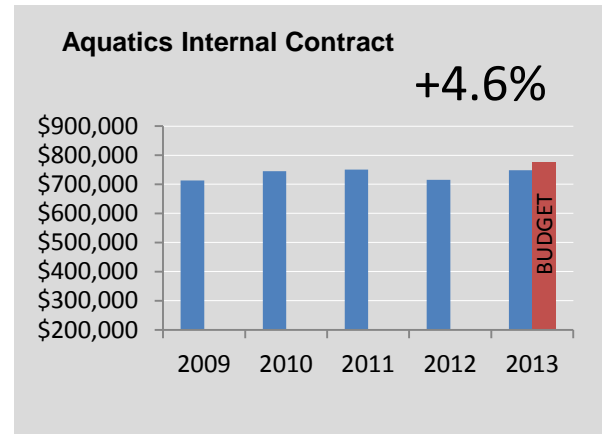
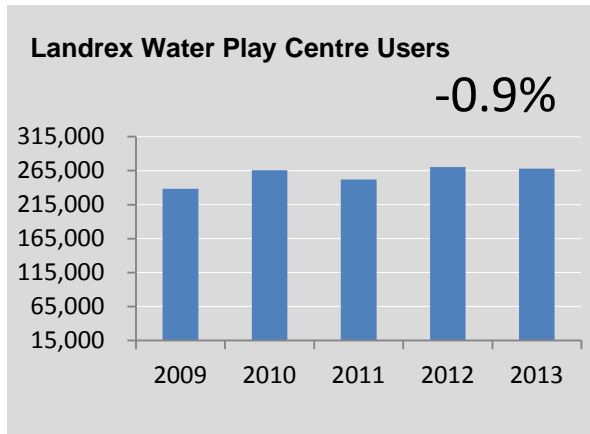
Doodles continue to provide strong community programming at 100% capacity for 60 preschoolers. Active Kids Preschool continues to experience very strong numbers and has really been embraced by preschool parents in St. Albert as an emerging program philosophy.

The Cruisin' Clubhouse program served 1,957 children over an 8 week period at 10 community locations weekly. An increase of 7% was achieved this summer compared to 2012.

# Servus Place Quarterly Report Year End 2013

## Aquatics

In 2013, there were approximately 268,000 users of the Landrex Water Play Centre, which is very close to 2012. The highest day of use was Family Day with 2,187 users.



In 2013, the City of St. Albert - Servus Place retained the Lifesaving Society to undertake a topical audit of aquatic Admission policies. The topical audit will take into consideration the physical environment, amenities, user demographics, and activities that take place in the aquatic area. This review would provide recommendations in regards to admission policies at the facility which would include age of a caregiver, age a child can swim on their own, and public information signs

This same audit was requested for Fountain Park and Grosvenor Outdoor Pool with the intent that any identified recommendations would be consistent across all pools in the City of St Albert.

The annual shutdown took place from May 13 to June 8. This was the longest shutdown since the facility's opening in 2007 which was due to the magnitude of major repairs that were required. Some of the major projects completed during the shutdown included:

- Tile repairs in the pool basin and lazy river.
- Repairs and extensive painting on the slide staircase.
- Water slide maintenance.
- New and upgrading lighting.
- Updating of the sponsorship signage from Landrex. The new signage promoted new development and the Landrex branding.

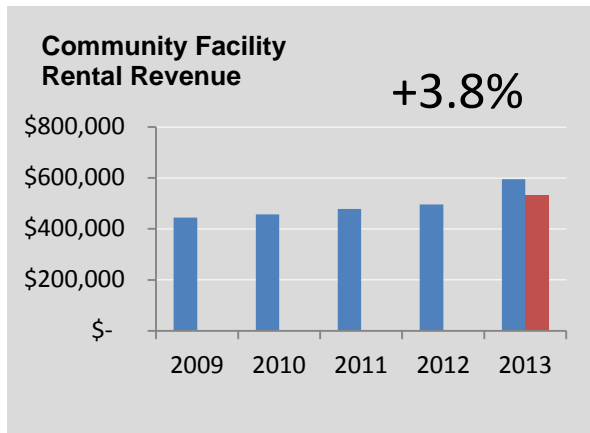
The Aquatics contract of \$748,462 which is slightly over 2012 but 1.7% below budget. This increase from 2012 to 2013 was due to the scope of repair and maintenance costs for the shutdown. The contract is an internal transfer from the aquatics department to service, staff and maintain the Landrex Water Play Centre at Servus Place.

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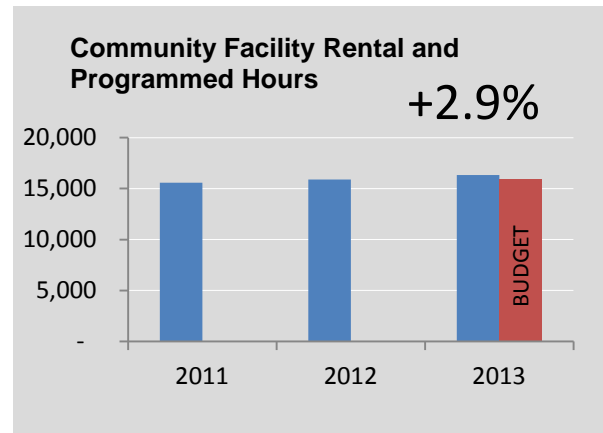
## Booking & Events

For 2013, Booking & Events staff saw a substantial increase in the number of events and overall bookings at Servus Place by filling traditionally slower periods (spring/summer, early September time period). Booking & Events contributed a total of \$2,367,820 in rental revenue which is over \$210,000 ahead of budget, significantly contributing to the overall cost recovery for the department.

### Community Facility Rental and Programmed Hours



Community recreation facility rental revenue of \$595,212 is over budget by 12.0% and over 2012 by 3.8% due to increased revenues at the arenas Akinsdale/Kinex which had ice rentals use through July, which typically the facility is closed. This increased usage is anticipated in 2014.



Rental and programmed hours 16,346 which is on budget for the year. Additional revenue for playfields and playgrounds can be attributed to additional rentals by St. Albert Soccer Association and St. Albert Rugby Association while their fields are being refurbished.

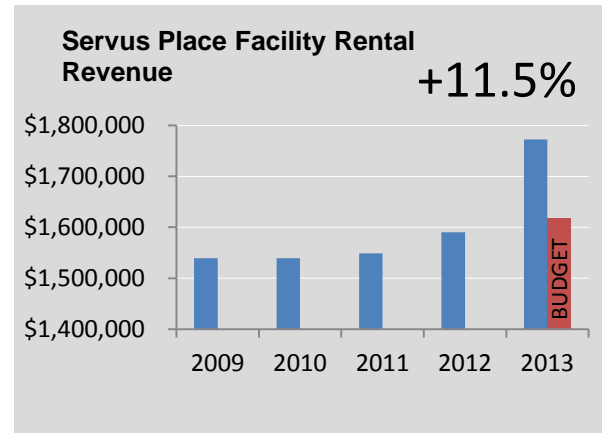
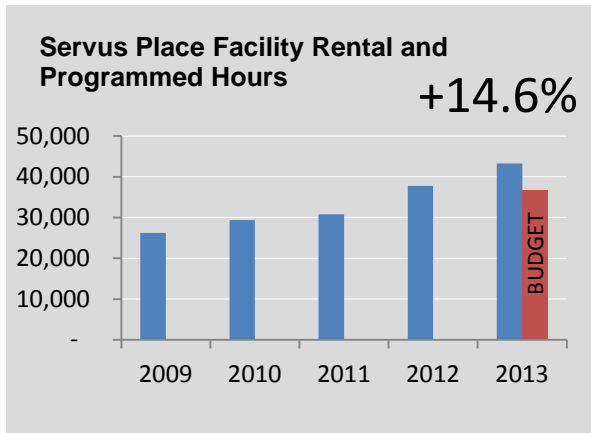
Community Recreation Facilities Rental Revenue	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2013 Budget	2013 Variance
10920 Akinsdale/Kinex	\$ 371,847	\$ 373,159	\$ 401,996	\$ 417,970	\$ 476,694	\$ 432,200	\$ 44,494
10921 Playfields/Playgrounds	34,877	34,444	26,952	32,433	64,645	32,500	32,145
10922 Outdoor Rinks	1,814	7,593	5,782	6,972	8,303	8,600	-297
10923 Clubhouses	3,657	4,253	4,180	4,638	5,603	4,500	1,103
10924 Riel Sport Field	32,704	37,757	39,039	34,286	38,158	41,200	-3,042
<b>Total</b>	<b>\$ 444,899</b>	<b>\$ 457,205</b>	<b>\$ 477,949</b>	<b>\$ 496,300</b>	<b>\$ 593,403</b>	<b>\$ 519,000</b>	<b>\$ 74,402</b>

## Servus Place Quarterly Report Year End 2013

### Servus Place Facility Rental and Programmed Hours

2013 Servus Place Events List	Approx. Participants	Approx Spectators	Date
John Reid Memorial Hockey Tournament	400	2,000	January 17- 20
Edmonton Fencing Club Tournament	100		February 2-3
FC Memorial Challenge	50		February 8-10
Muscular Dystrophy Fire on Ice – Oilers Alumni Hockey Game		500-800	February 16
SASA Family Day Soccer Tournament	500	1,000	February 15- 18
SASA Mini Fest Tournament	400	1,000	February 23-24
Slush Cup Soccer Tournament	400	1,000	March 1-3
Ringette Provincials - U16A	200	500	March 1-3
Dieter Knobloch Memorial Adult Soccer Tournament	300	500	March 8-10
St. Albert Chamber of Commerce Lifestyle Expo Trade Show	10,000		April 5, 6, 7
St. Albert Skating Centre High Test Day	100	150	April 6
“Women of Dignity” Conference	800		April 13
St. Albert Kidswap	500		April 13
Phoenix Taekwondo – ICTF Western Canadian Championships	400	800	April 19, 20
Tot Swap	500		April 20
Blues Lacrosse Tournament	600	1,200	April 26, 27, 28
Desa Spirit of the North Karate	300	300	May 3, 4, 5
Girl Guides Regional Jamboree	600		May 11
Poundmaker Lodge Spirit Dance Festival	600	400	May 17, 18, 19
Road Rage Street Hockey Tournament	300	200	May 24, 25, 26
Take It or Leave It	2,000		June 1
Baggataway Lacrosse Tournament	600	600	June 7, 8, 9
Ladies JR Provincial Lacrosse Championships	100	50	June 29, 30, July 1
A and C Provincial Lacrosse Championships	250	500	July 5,6,7
Edmonton Oilers Hockey School – 4 – One Week Camps	800		July 15-19, July 22-26 July 29 – August 3 August 5-9
Rock’n ‘August Night at the Drive In	300 vehicles		August 8
Rock’n’August Jukebox Saturday Night	1000+		August 16
J.R. Patrick CLASSIC 3 on 3 Basketball Tournament	200+		August 17-18
Edmonton Oil Kings Pre- Season Hockey Tournament	150/game	400/game	August 31 – September 1
An Evening with Colin and Brad	1500+		September 20
Kinderland Market	300		September 21
Blood Donor Clinic	200		September 25
5 Rivers 4 on 4 Ball Hockey	400		September 28/29
Enbridge Pipelines Employee Safety Fair	500		October 6
Turkey Ring Ringette Tournament	800	1,500	October 11-15
Phoenix Taekwondo	800	1,200	October 19,20
ICTF International Championships			
Halloween Haunt	3,000		October 25
Volunteer Fair	300		November 16
Novice/Atom Hockey Tournament	300	500	December 27-28

## Servus Place Quarterly Report Year End 2013



Servus Place rental hours of 43,293 and revenue of \$1,772,608 are above 2012 by almost 15% and 12% respectively and over budget by 18.0% and 9.6% respectively.

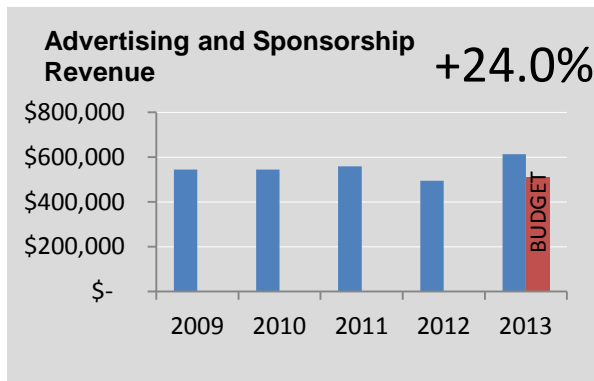
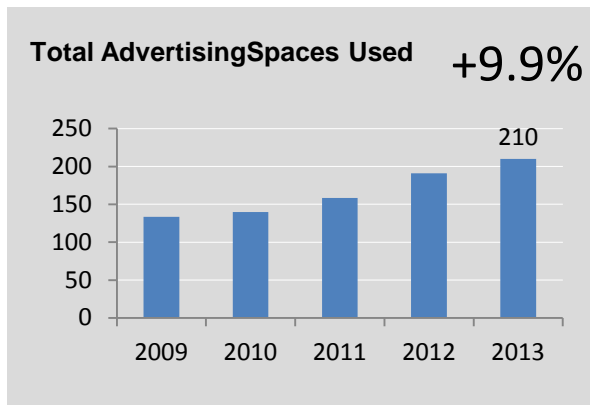
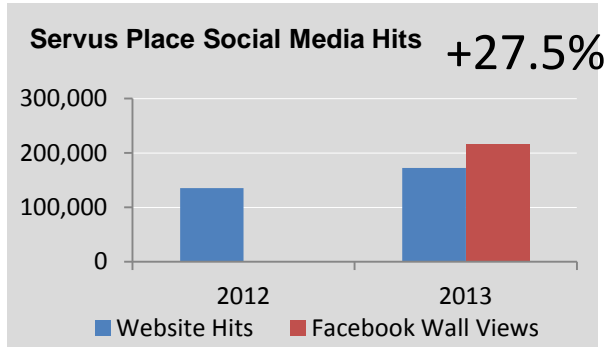
There were a variety of factors that contributed to this variance including:

- Additional arena use due to events Women's Conference, Tae Kwon Doe, Girl Guides in Northstar Arena and St. Albert Skating Centre expanding their program for Spring/Summer Session, contributed to higher than anticipated revenues. In Q3 2013, there was an additional week of the Oilers Hockey School, 4 weeks vs. 3 weeks.
- Increased off season use of the fieldhouses by baseball, lacrosse, football as well casual bookings from non local groups, particularly in February and March.
- Higher than budgeted revenue for gymnasiums and party rentals.
- Meeting Rooms are above budget due to increases regular weekly users, (e.g. AMA, PCN) as well as rental of the parking lot by Canadian Traffic Education Centre (CTEC).

Servus Place Rental Revenue	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2013 Budget	2013 Variance
Arenas	\$ 869,943	\$ 839,689	\$ 871,728	\$ 935,884	\$ 1,024,270	\$ 950,500	\$ 73,770
Fieldhouses	260,348	287,482	272,685	282,845	313,862	282,100	31,762
Gymnasiums	29,744	35,448	32,907	24,800	25,530	23,200	2,330
Meeting rooms	45,974	74,270	89,269	114,313	127,847	95,600	32,247
Leaseholders	151,777	230,422	218,220	222,245	216,214	213,000	3,214
Party Rentals	34,164	18,909	10,407	10,179	6,894	0	6,894
Refurbishment Charges	53,291	53,291	53,672	54,039	57,923	53,500	4,423
<b>Total Revenue</b>	<b>\$ 1,445,242</b>	<b>\$ 1,539,512</b>	<b>\$ 1,548,888</b>	<b>\$ 1,644,305</b>	<b>\$ 1,772,540</b>	<b>\$ 1,617,900</b>	<b>\$ 154,640</b>

# Servus Place Quarterly Report Year End 2013

## Business & Marketing



The Servus Place website had over 172,000 hits in 2013 with August seeing the highest number of hits (15,986). This is a significant increase of 27.5% over the same period last year which is consistent with the website growth this year. Mobile usage has steadily increased throughout the year with almost 50% of website hits coming from mobile devices. Facebook and Twitter continue to be well utilized methods of communication with over 216,000 Facebook wall views in 2013.

Other work completed by Business & Marketing in 2013 includes:

- Servus Place launched a mobile app focused on drop in programming and membership communication. The app was downloaded by over 1,000 people in the three months since its September launch.
- LCD television walls in the Servus Place fieldhouses have been installed and advertising inventory is now available.
- Work has continued with Economic Development on the CSTA Sport Tourism Economic Assessment Model (STEAM) to generate economic impact data for Servus Place. Surveys were conducted at Lifestyle Expo and Women's Conference, John Reid Memorial Tournament, the Baggataway Lacrosse Tournament, Turkey Ring Ringette Tournament and Tae Kwon Doe Tournament. The Economic Impact studies were completed in October and the final report will be completed in Q1 2014. This report will summarize the economic impact of major events held at Servus Place and in the community.
- As part of the development of the new Recreation and Parks Department, the Business and Marketing Branch has expanded its scope to include all of the Recreation and Parks area. In addition to physically moving, significant work was completed in Q3 to ensure that the transition was managed so that service levels could be maintained.

Advertising sales are over budget by \$47,234 (27.1%) due to continued implementation of the advertising strategy. The strategy identified new inventory opportunities such as LCD screens and wall signs. Advertising has been steadily growing over the past two years and this year continues to see such growth.

Sponsorship revenue is over budget by \$54,766 due to additions of new sponsors and unburdened revenue from program sponsorship. The implementation of the sponsorship strategy and tactical plan has produced steady growth over the past two years

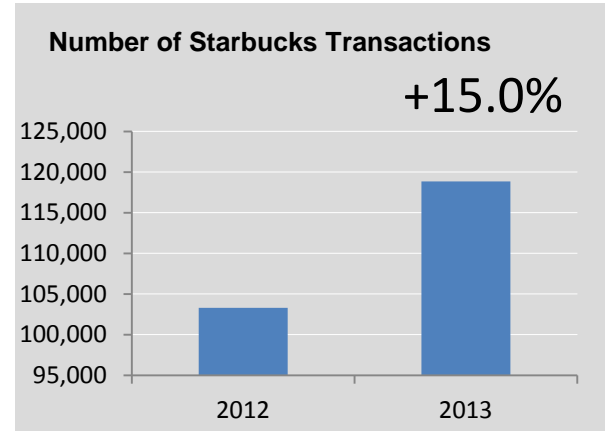
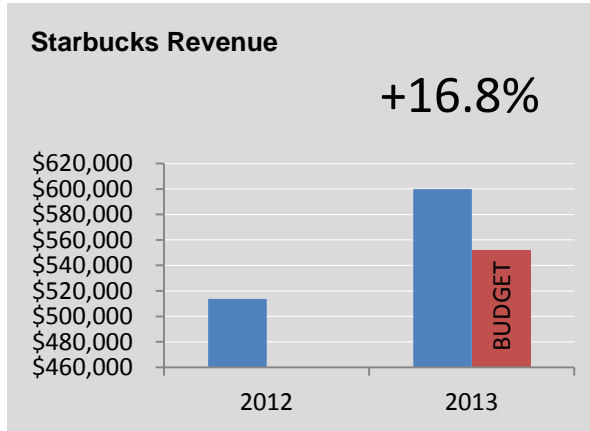
With the departure of Pizza 73 as the sponsor of the south fieldhouse, local business Tudor Glen Veterinary Hospital signed a 5 year agreement to become the sponsor of the South Field house. Christenson Developments Ltd. also continued its commitment to healthy living in St. Albert by renewing their sponsorship of the track and training centre.



# Servus Place Quarterly Report Year End 2013

## Retail

Starbucks continues to operate to the standards as set out in the Master Licence Agreement, offering a full line of hot and cold beverages, pastries, and merchandise as well as meeting all the customer service, quality standards and expectations of the Starbucks Master Licence Agreement. The addition of Starbucks has contributed to an enhanced user experience and reflects upon the social and community gathering opportunities within the facility.



Retail Revenue	2012 Actual	2013 Actual	2013 Budget	2013 Variance
Operating Revenue	\$ 513,643	\$ 599,792	\$ 552,300	\$ 47,492
Operating Expenses	480,624	518,962	462,100	56,862
<b>Subtotal</b>	<b>\$ 33,019</b>	<b>\$ 80,830</b>	<b>\$ 90,200</b>	<b>\$ 9,370</b>
Transfer To Reserves	35,000	35,000	35,000	0
<b>Total</b>	<b>(\$ 1,984)</b>	<b>\$ 45,830</b>	<b>\$ 55,200</b>	<b>\$ 9,370</b>

Note: The annual transfer to reserves includes \$7,000 in lifecycle replacement accrual and \$28,000 in capital cost repayments for the store construction costs.

Revenue reflects the total sales for 2013 and is 16.8% over 2012 and 8.6% over budget. Starbucks saw almost 119,000 transactions with an average of \$5.01 per transaction. This is an increase of over 15,000 transactions from in 2012. This growth was driven from increased facility traffic and a higher capture rate. Now in its second full year of operations, the Starbucks operation has continued to become more stable. Sales trends are more predictable based on history and the cost and revenue structure has stabilized. Sales are higher than budget and significantly higher than 2012 with corresponding increases in supplies and staff costs.

The retail operation has made an operating profit of \$80,830 in with transfers of \$35,000 to reserves leaving a net profit of \$45,830 as compared to an expense of \$1,984 in 2012.

There are a number of factors contributing to the improved financial success of the store including;

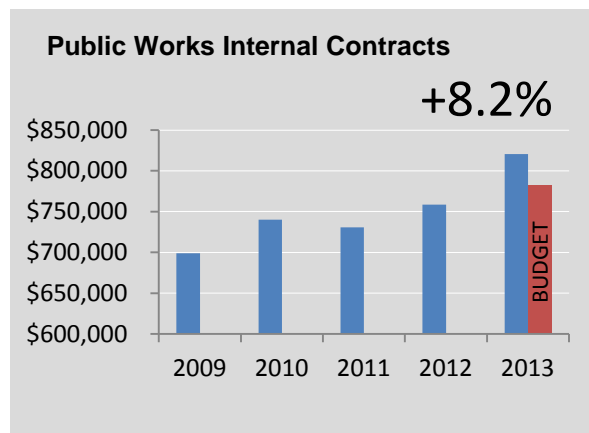
- Focus on improving food attachment ratio and reducing waste.
- Improved efficiency in staffing and scheduling.
- Improved customer service and focus on efficiency on high volume periods.
- Increase in average transaction values as well as number of transactions.
- Customer awareness and natural third year growth.
- Improved sales in merchandise and 'pick-up' items.

# Servus Place Quarterly Report Year End 2013

## Operations

### Public Works Internal Contracts

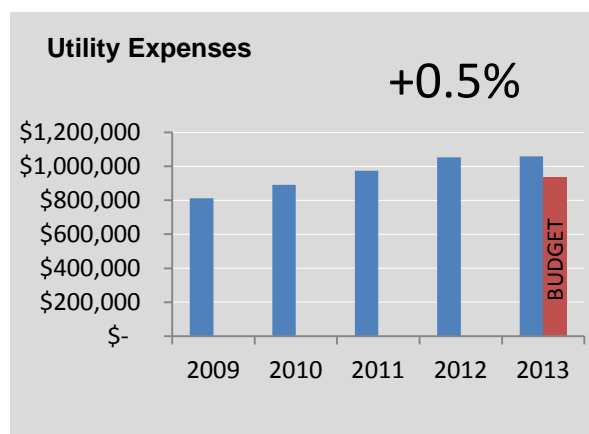
The Transfer to Public Works was \$820,590 for 2013. The variance of \$38,890 can be attributed to maintenance costs related to the increased facility usage and additional support required to the high number of events held at Servus Place.



### Utilities

Overall utilities ended the year at \$1,058,904 which is \$126,104 over budget but only slightly over 2014 totals. This variance is due to higher than budgeted electricity, natural gas and water/waste charges. The utility budget is set based on the corporate utility model.

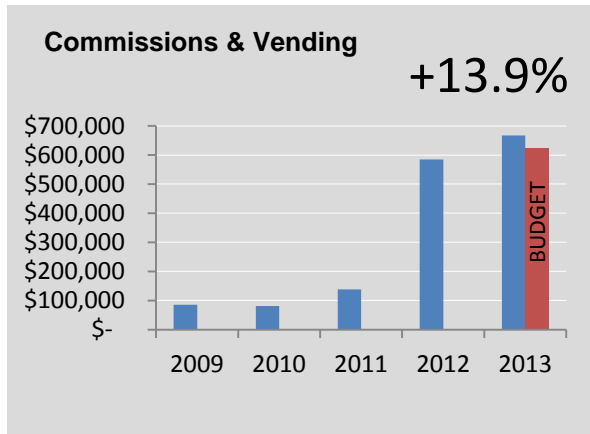
Further analysis is required to ensure that the utility model is accurately reflecting the utility costs for Servus Place.



Utility Expenses	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2013 Budget	2013 Variance
Electricity	478,561	542,817	641,483	704,735	710,043	612,000	98,043
Natural Gas	242,984	242,144	232,350	218,912	211,298	207,500	3,798
Water and Waste	71,983	93,359	90,818	112,128	119,234	99,800	19,434
Telephone and Cable	18,119	12,383	10,258	18,028	18,329	13,500	4,829
<b>Total</b>	<b>\$ 811,647</b>	<b>\$ 890,703</b>	<b>\$ 974,909</b>	<b>\$ 1,053,803</b>	<b>\$ 1,058,904</b>	<b>\$ 932,800</b>	<b>\$ 126,104</b>

## Servus Place Quarterly Report Year End 2013

### Commissions & Vending



Commissions and vending were \$ 666,572 for 2013 which is 13.9% over 2012 and 6.3% over budget.

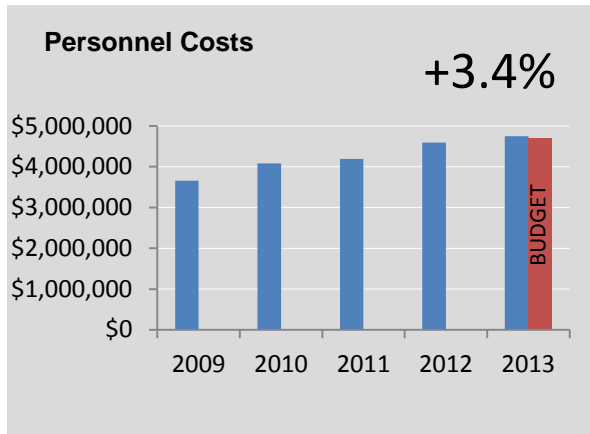
Commissions and vending are ahead of budget primarily due to higher than budgeted sales in the retail cost centre. For more detailed information, please refer to page 16 of the report.

Commissions & Vending Revenue	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2013 Budget	2013 Variance
Vending Commission Rev	53,149	46,243	38,822	36,060	33,891	38,000	- 4,109
Locker Revenue	21,590	28,819	26,445	32,272	33,453	34,800	- 1,347
Guest Services	2,832	2,985	7,067	4,218	4,057	1,300	2,757
Miscellaneous Revenue	8,154	2,720	1,922	1,440	1,600	-	1,600
Retail Revenue	N/A	N/A	63,823	511,172	598,212	550,300	47,912
<b>Total C&amp;V Revenue</b>	<b>\$ 85,725</b>	<b>\$ 80,768</b>	<b>\$ 138,079</b>	<b>\$ 585,162</b>	<b>\$ 666,572</b>	<b>\$ 624,400</b>	<b>\$ 42,172</b>

# Servus Place Quarterly Report Year End 2013

## Personnel Costs

Personnel Costs for 2013 are \$4,749,682 which is only slightly over budget (1.0%) and 2012 (3.4%).



The variance is due to increased recreation and fitness personnel costs and additional casual wages in the retail cost centre. Both increased are reflected positively on the revenue side with above budget lesson fee revenue and sale of goods revenue.

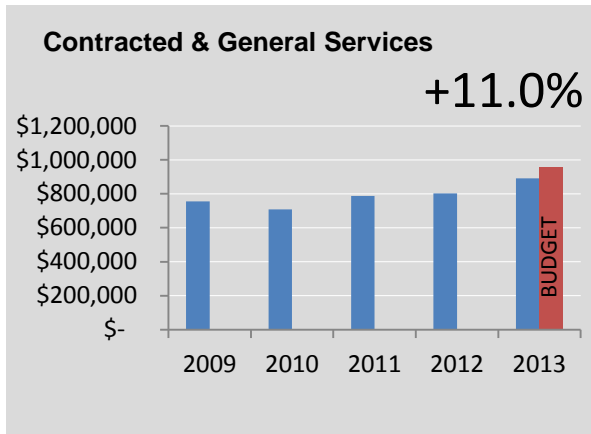
Savings in Operations and Guest Services are due to some staff vacancies as well as operational efficiencies.

Booking and Events cost centre is under budget due to replacement of the vacancies which are paid at lower pay grid levels as well a reduction in casual hours.

Personnel by Cost Centre	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2013 Budget	2013 Variance
Admin	\$ 227,471	\$ 247,652	\$ 253,425	\$ 265,290	\$ 278,114	\$ 272,800	\$ 5,314
Recreation	401,909	528,820	568,068	611,405	664,073	649,700	14,373
Fitness	695,840	815,182	880,520	931,528	1,012,273	959,000	53,273
Operations	762,316	885,227	777,138	688,356	639,220	649,400	(10,180)
Marketing	168,730	178,594	213,260	227,048	241,389	238,700	2,689
Bookings and Events	242,355	254,373	257,065	273,331	283,096	294,600	(11,504)
Guest Services	673,193	628,158	647,316	804,632	811,782	820,300	(8,518)
Retail	N/A	N/A	43,584	183,322	190,831	178,000	12,831
<b>Subtotal</b>	<b>\$ 3,171,814</b>	<b>\$ 3,538,006</b>	<b>\$ 3,640,376</b>	<b>\$ 3,984,912</b>	<b>\$ 4,120,778</b>	<b>\$ 4,062,500</b>	<b>\$58,278</b>
Benefits	488,707	547,041	552,751	608,190	628,903	639,600	(10,697)
<b>Total Personnel Costs</b>	<b>\$ 3,660,521</b>	<b>\$ 4,085,047</b>	<b>\$ 4,193,122</b>	<b>\$ 4,593,102</b>	<b>\$ 4,749,681</b>	<b>\$ 4,702,100</b>	<b>\$ 47,581</b>

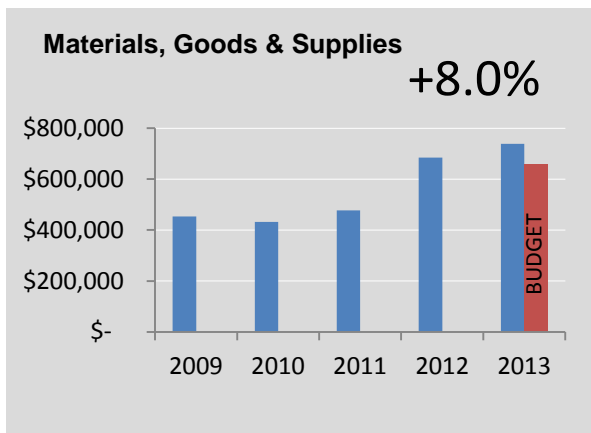
# Servus Place Quarterly Report Year End 2013

## Contracted & General Services



Contracted and general services were \$891,867 which is \$66,333 (-6.9%) below budget. There was a savings of approximately \$36,000 in advertising and promotions due to operation efficiencies such as the online guide, as well as, a \$25,000 savings in janitorial contracts which are offset under casual wages due to utilizing casual staff instead of outside contractors.

## Materials, Goods & Supplies



Materials, goods and supplies are \$738,293 which is \$54,422 (8.0%) ahead of budget. This variance is primarily due to increased expenses in bank charges (\$6,000) and retail operating supplies (\$50,000). Both of these additional expenses are reflected on the revenue side as well.

Additional expenses in janitorial supplies (\$11,000) were due to the purchase of a new floor stripper that is environmentally friendly and will reduce if not remove the need for chemical stripping in the facility.