

Servus Place Quarterly Report

First Quarter 2014

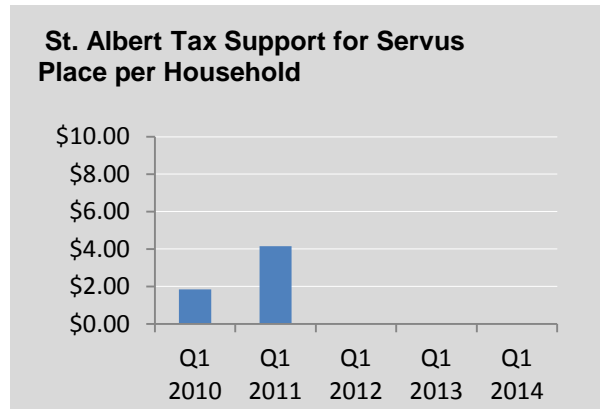
Income Statement of Revenue and Expenditures For the Period Ended March 31, 2014 (Un-Audited)

	2010 Q1 Actual	2011 Q1 Actual	2012 Q1 Actual	2013 Q1 Actual	2014 Q1 Actual	2014 Q1 Budget	2014 Q1 Variance	% Increase/ Decrease
Memberships	674,166	699,790	712,613	725,584	780,914	788,800	(7,886)	-1.0%
Admission Fees	327,532	363,518	412,417	464,726	510,905	478,900	32,005	6.7%
Lesson Fees	193,445	240,191	261,685	270,635	279,180	274,200	4,980	1.8%
Rentals - Facility	484,479	466,501	463,979	479,713	503,321	479,900	23,421	4.9%
Advertising/Sponsorship	133,892	135,094	108,465	140,260	149,718	139,000	10,718	7.7%
Commission & Vending	26,373	22,204	176,753	196,121	220,613	189,900	30,713	16.2%
Miscellaneous Revenue	393	13,423	1,399	7,904	6,151	600	5,551	925.2%
Total Revenue	1,840,281	1,940,722	2,137,310	2,284,943	2,450,802	2,351,300	99,502	4.2%
Personnel Costs	1,014,983	1,016,735	1,079,672	1,098,886	1,053,996	1,151,500	(97,504)	-8.5%
Contracted & General Services	186,728	172,043	174,909	211,038	150,883	201,400	(50,517)	-25.1%
Utilities	248,565	305,307	293,033	239,876	279,138	265,600	13,538	5.1%
Materials, Goods & Supplies	88,463	109,098	149,743	190,383	187,449	176,600	10,849	6.1%
Transfer to Reserves	17,994	16,854	27,387	26,374	26,971	25,900	1,071	4.1%
Transfer to Aquatics	144,071	215,013	138,823	139,976	146,807	148,000	(1,193)	-0.8%
Transfer to Public Works	182,316	203,059	167,244	191,331	174,225	191,000	(16,775)	-8.8%
Total Expenditure	1,883,118	2,038,109	2,030,812	2,097,863	2,019,469	2,160,000	(140,531)	-6.5%
Net Surplus (Deficit)	(42,837)	(97,387)	106,498	187,080	431,333	191,300	240,033	125.5%
Recovery Rate	98%	95%	105%	109%	121%	109%	12%	
Cost Centre 3171 Revenue	145,364	148,667	151,594	148,832	178,196	164,500	13,696	8.3%
Cost Centre 3171 Expenses	31,113	32,843	33,857	36,532	33,899	34,500	(601)	-1.7%
Operating Surplus (Deficit)	114,251	115,824	117,737	112,300	144,297	130,000	14,297	11.0%
Total Operating Surplus (Deficit)	71,414	18,437	224,235	299,380	575,630	321,300	254,330	79.2%

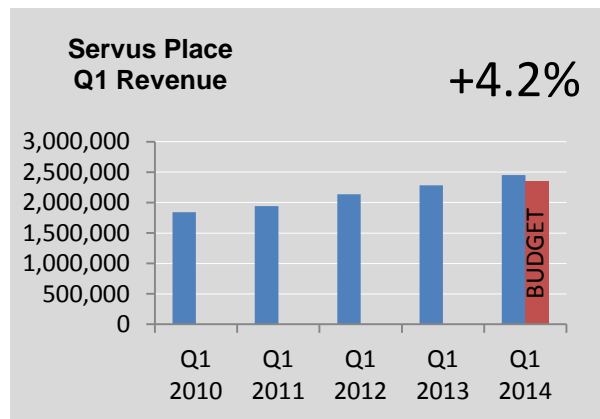
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Department Overview

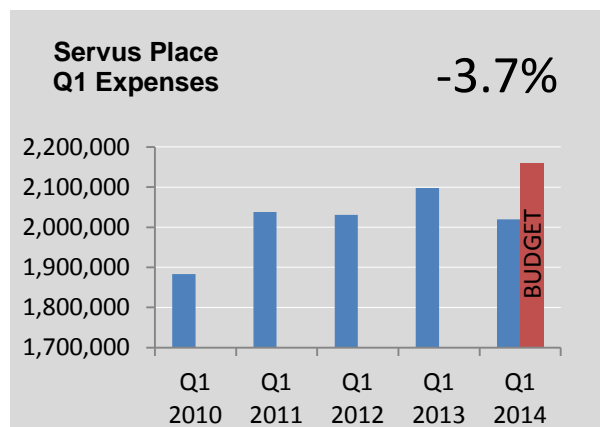
For the third year in a row, Servus Place operated at a profit for Q1 resulting in \$0 tax support per household for the facility operations. The Net Surplus of \$431,333 is the highest Q1 variance in the facility's history and resulted in a 121% recovery rate.



Total revenue for Q1 2014 is \$2,450,802 which reflects a \$99,502 positive variance to budget. This variance is due to higher than budgeted revenue in all revenue streams except membership which was only slightly below forecast. As a result of increased facility traffic, growth in memberships and program registrations, higher community facility rentals, and increased commissions and vending resulted in Q1 2014 being Servus Place's highest revenue quarter ever.



Total expenses for Q1 2014 are \$2,019,469 compared to a budget of \$2,160,000 resulting in a net difference of approximately \$140,000. Due to position transfers and term positions back-filling temporary vacancies, significant savings were recognized in personnel costs; and timing of billing and initiatives in advertising and promotions, janitorial contracts, maintenance contracts and transfer to public works resulted in expenses 6.5% under budget.



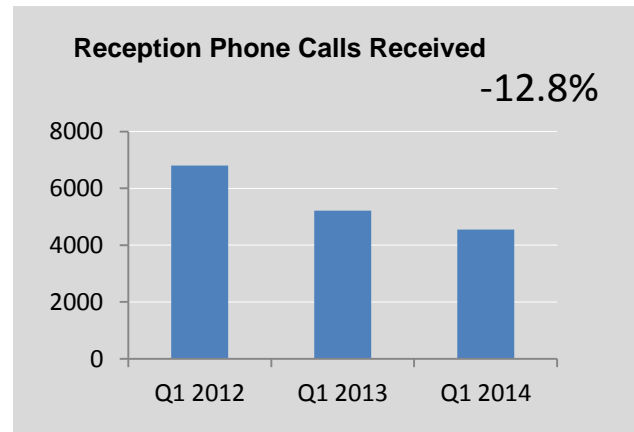
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Guest Services

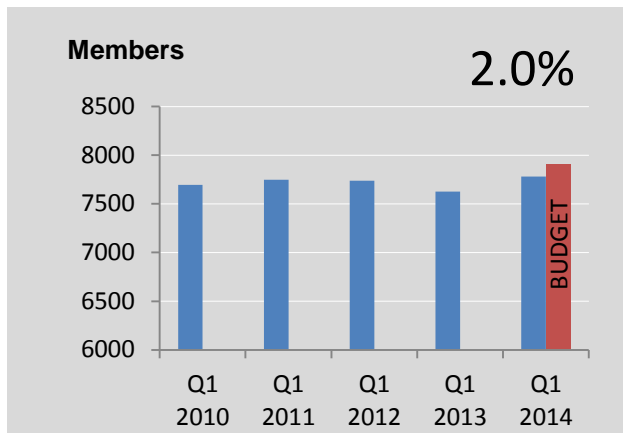
Servus Place telephone reception continues to be a value added service with 4,548 calls taken in Q1 2014 for an average of 50 calls per day. The non-traditional office hours of the facility provide residents with increased opportunity to speak to someone directly during evenings and weekends to answer any questions in regards to City programs and services. Many of the calls are received after 5:00 pm and on weekends when the main switch board at City Hall is closed.

The decrease of 12.8% in phone call volumes to the switchboard operator may be attributed to the use of the Servus Place app and improved website for ease of information retrieval and gathering. A larger majority of phone calls continue to be for facility bookings and rentals as compared to general facility information that is readily available on the website.

In October 2013, 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.

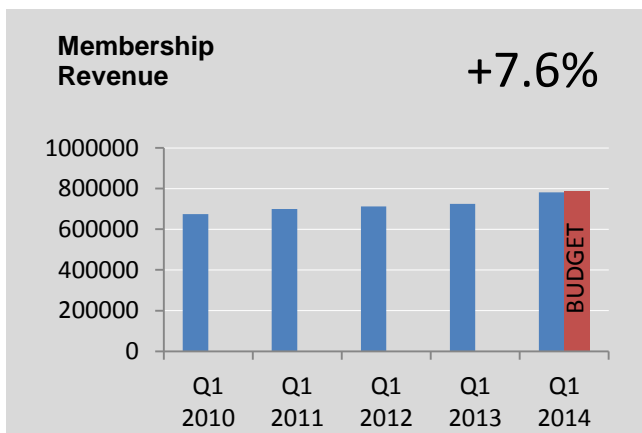


Membership



Servus Place members of 7,781 are slightly under budget but 2.0% ahead of Q1 2013. While total increase in member numbers is slightly below budget, we continue to see growth in this area year over year as we move toward maximum numbers that can be expected with the current population of St. Albert.

Corporate memberships represent 18.9% of the Servus Place members. This number has seen gradual decline over the past couple year. The corporate membership program is being reviewed and a comprehensive marketing plan is planned for later in 2014.



Membership revenue for 2014 is \$780,913 which is very close to budget for Q1 2014 (-1.0%) and 7.6% above Q1 2013.

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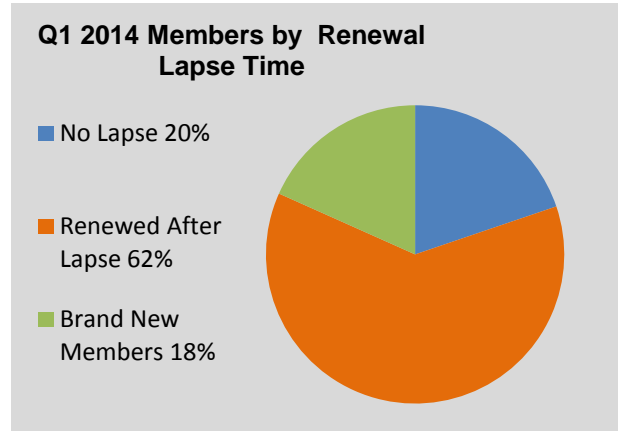
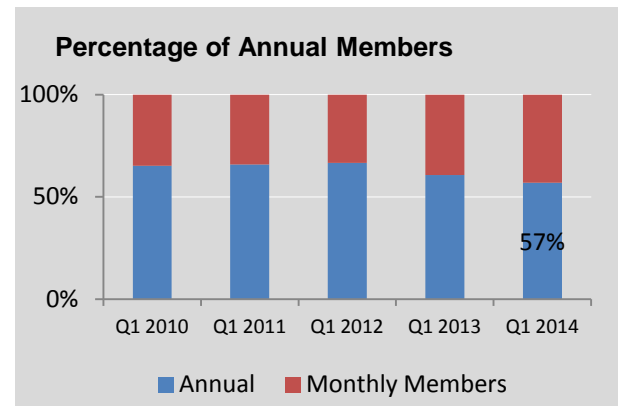
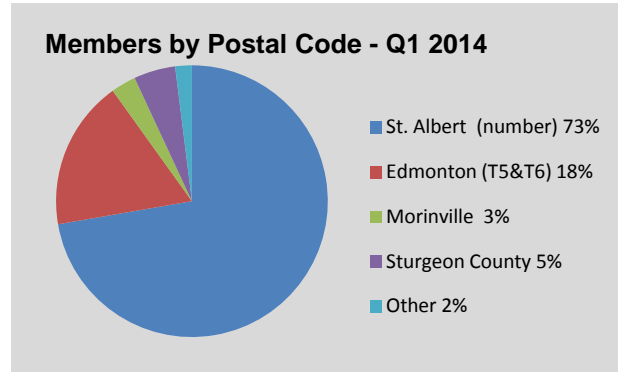
In 2014, the average percentage of members who are St. Albert residents is 73% which is a 3% decrease from 2013. This percentage as well as the actual number of residents from St. Albert has seen gradual decreases over the past few years.

The percentage of members that are from Edmonton has seen high growth from 15% in Q1 2012 and 2013 to 18% in 2014.

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 Q1 2014, annual memberships accounted for 57% of the total memberships, a decrease of 4% from Q1 2013. This decrease is largely attributed to the decrease in the number of annual corporate memberships. A review of the corporate membership program and the renewal process for corporate annual memberships is currently underway.

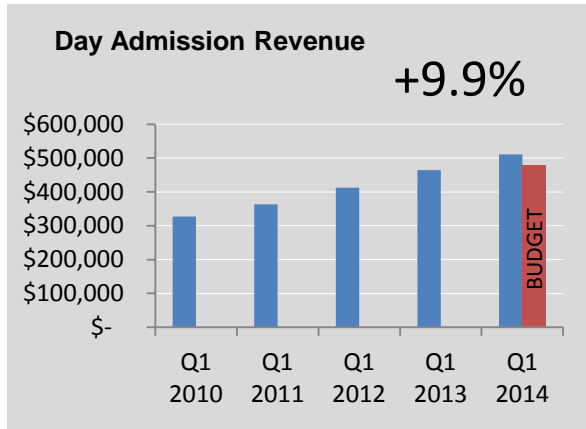
In 2014, an average of 20% of members renewed their membership with no lapse and 18% were brand new members who have never had a membership before. The remaining 62% are members who have renewed a lapsed membership.



Memberships	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2014 Budget	2014 Variance
Adult	3,259	3,276	3,240	3,148	3,255	3,219	36
Child	541	421	372	334	292	330	-38
Family	2,173	2,331	2,520	2,567	2,526	2,748	-222
Senior	812	864	907	947	1,051	903	148
Student	532	485	371	354	402	392	9
Youth	378	371	328	277	256	314	-58
Total Members	7,696	7,748	7,737	7,626	7,781	7,906	-125
Total Paid Membership Units	5,982	5,910	5,746	5,562	5,796	5,743	53
Corporate Memberships	2,052	2,030	1,732	1,112	1,098		
Membership Revenue	\$ 674,199	\$ 699,790	\$ 712,613	\$ 725,584	\$ 780,913	\$ 788,800	\$ (7,887)

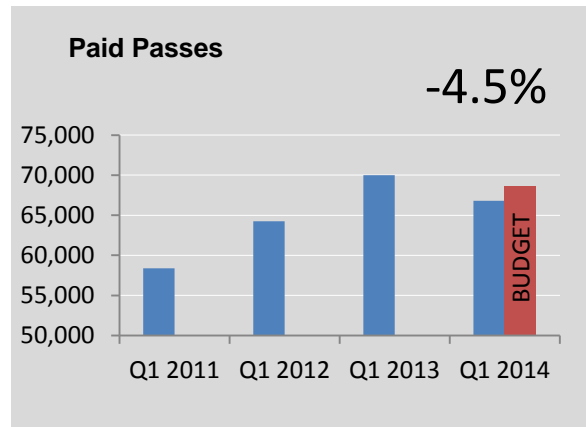
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Day Admissions



The day admission revenue for Q1 2014 is \$510,906 which is an increase of 9.9% from 2013 and is 6.3% ahead of budget. This revenue has seen consistent growth over the past five years.

In Q4 of 2013, the multi-use pass was introduced to provide another admission option for the select user of Servus Place. The multi-use pass is 10 single admissions for the price of 9. For Q1 of 2014, there were 377 multi-use cards purchased with 63% being from the Adult category totalling \$28,846. Pass revenues are included in day admission fee revenues and accounted for at the time of purchase not redemption.



The number of paid passes was 66,821 for Q1 2014 which is 2.7% below budget and 4.5% below 2013.

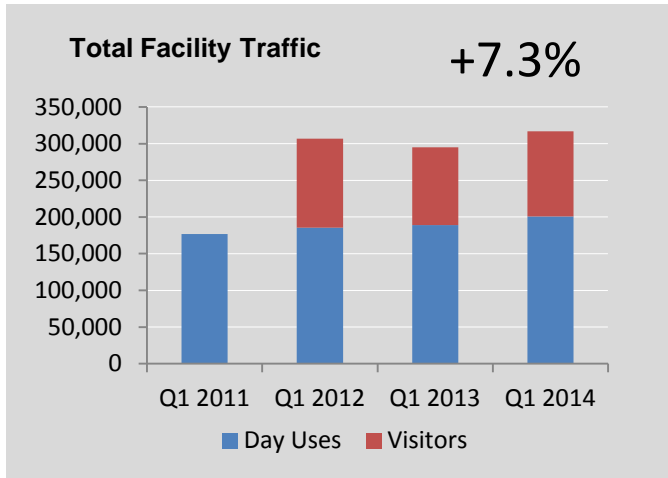
Paid passes are the number of people that purchased a day admission to use the facility.

Day Admissions	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2014 Budget	2014 Variance
Adult	13,544	15,288	15,650	17,632	18,036	17,078	958
Child	17,468	17,347	19,548	19,827	18,445	21,216	-2,771
Family	0	18,292	21,162	24,012	22,633	22,268	365
Senior	990	1,206	1,260	1,663	1,640	1,491	149
Youth	4,976	6,244	6,608	6,848	6,067	6,597	-530
Total Paid Passes	36,978	58,377	64,228	69,982	66,821	68,650	-1,829
Total Membership Swipes	119,298	118,513	121,385	119,132	133,969	0	133,969
Total Day Uses	156,276	176,890	185,613	189,114	200,790	0	200,790
Paid Pass Revenue	\$ 313,980	\$ 347,111	\$ 394,540	\$ 446,539	\$ 463,227	\$ 496,000	\$ (32,773)

Admission Fees Revenue	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2014 Budget	2014 Variance
Multiple Access Card	N/A	N/A	N/A	N/A	\$ 26,882	\$ -	\$ 26,882
Childminding	\$ 12,240	\$ 15,482	\$ 16,734	\$ 17,094	\$ 20,797	\$ (17,100)	\$ 37,897
Community Drop-In Program	\$ 1,278	\$ 924	\$ 1,142	\$ 1,093	\$ -	\$ -	\$ -
Total Admission Fees Revenue	\$ 327,498	\$ 363,517	\$ 412,416	\$ 464,726	\$ 510,906	\$ 478,900	\$ 32,006

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

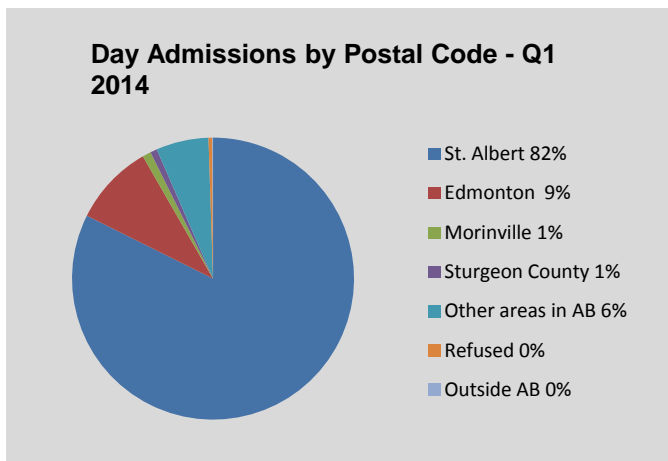
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Overall facility traffic for Q1 2014 was approximately 317,000 individuals. This is an increase of 23,000 over Q1 2013. In Q1, Servus Place saw approximately 3,400 individuals through the facility daily, an increase of 200 people/day from Q1 2013.

The busiest days in the facility for Q1 were:

- January 2-3 – 2,790 and 2,621 in admissions
- Family Day (February 17) with 3,100 admissions
- March 31 – 3,166 in admissions



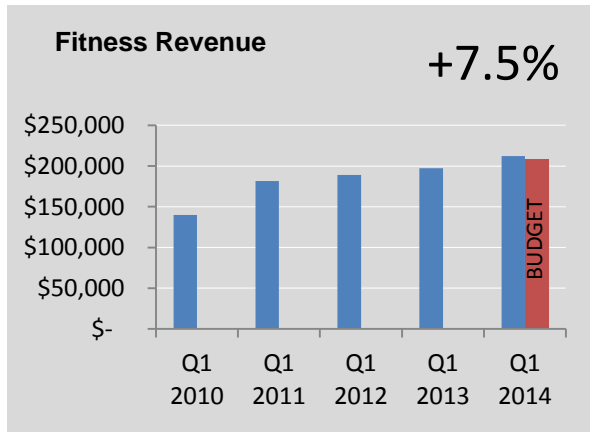
In Q1 2014, the majority of day admissions are St. Albert residents (82%) with second largest percentage coming from the City of Edmonton (9%).

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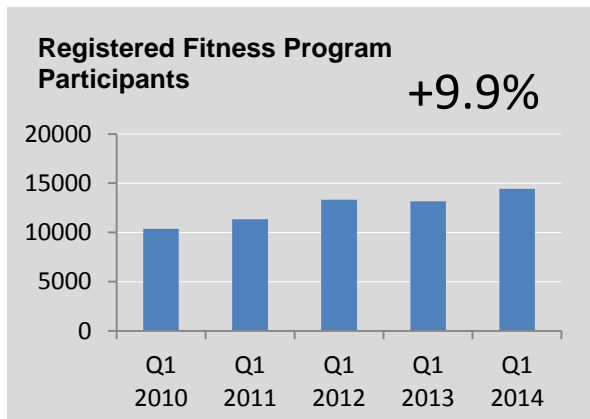
Lesson Fees

Lesson fees are ahead of budget for the quarter by approximately \$4,000 primarily due to increases in fitness services averaging close to \$18,000 per month.

Fitness Programs & Services



In 2014, fitness program revenue is \$212,200 which is 2.1% ahead of budget and 7.5% ahead of 2013.



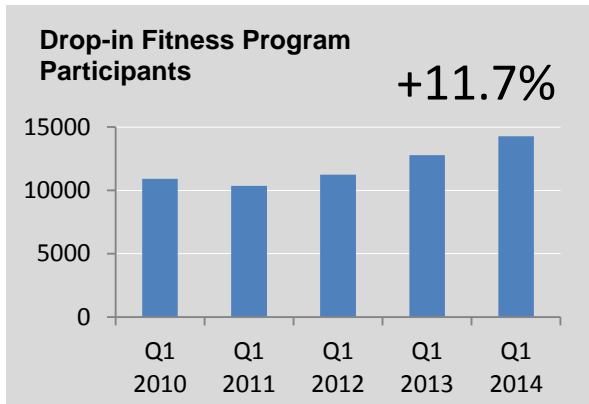
An overall satisfaction rating of 97.9% was achieved. Of the 325 responses, 53.2% were extremely satisfied with their registered fitness programs.

The fill rate in programs for 2014 was 72%. Beginning in Q1 2014, a review of the business practice for compilation of registered fitness program participant fill rates was undertaken resulting in a decrease compared to Q1 2013.

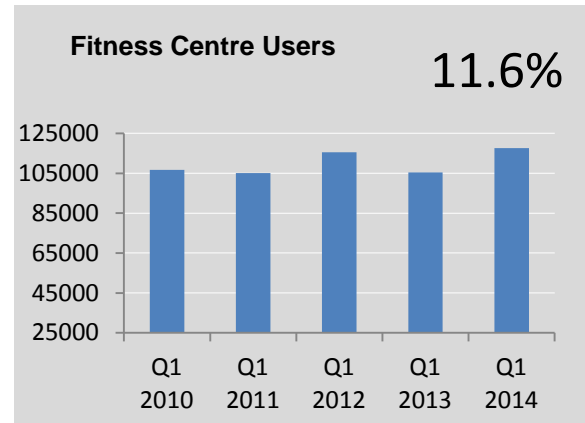
Registered fitness program participants are at 14,439 for Q1 2014 which is an increase of 9.93% from 2013.

In Q1 2014, for the first time, Servus Place offered an AFLCA (Alberta Fitness Leadership Certification Association) Cycle Designation Certification and an introduction to Olympic Weightlifting program.

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Drop-in participants were 14,264 in 2014 which is an increase of 11.7% over 2013. This is based on 44 classes per week in 2014 compared to 37 offered in Q1 2013. At the request of patrons, additional classes were offered to provide different drop-in times throughout the day, evenings and weekends.



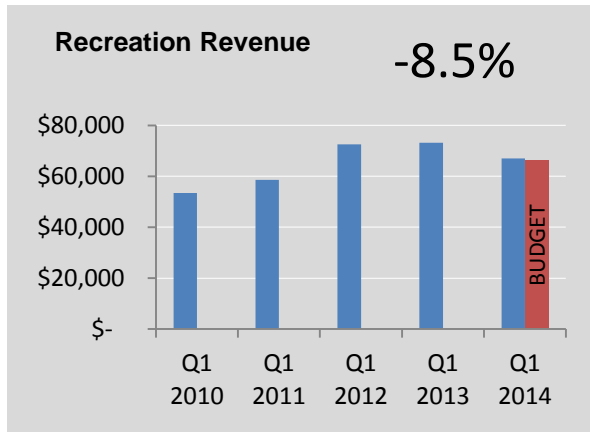
In 2014, there were 117,603 users of the Fitness Centre which is an increase of 11.6% from Q1 2013. Fitness Centre statistics are up due primarily to increased usage in all fitness spaces.

The Fitness Centre continues to receive positive feedback regarding the minor fitness renovations of the relocation of the fitness desk and additional stretching area.

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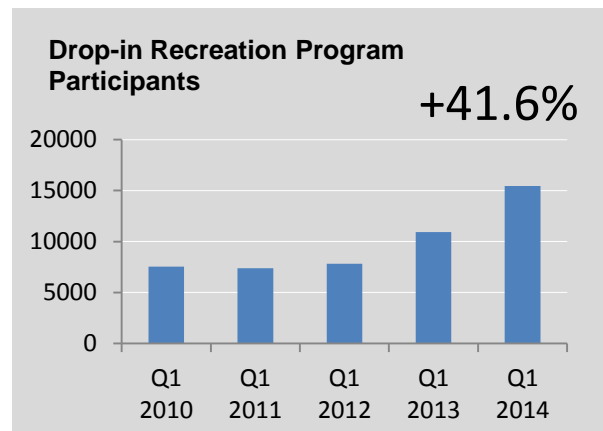
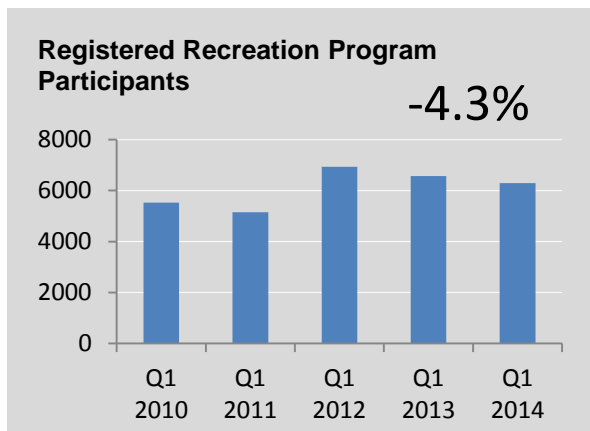
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Recreation Programs & Services



Program evaluations were completed and preschool recreation programs received a 16% return rate on the evaluations with 92% satisfaction rate. Feedback from the program evaluations are used to ensure the programs are meeting the needs of our participants and to plan for the future.

Recreation program revenue for 2014 is \$66,980 which is a decrease of 8.5% from 2013 and 1.0% above budget. The decrease in recreation revenues is due a slight decline in afterschool and preschool program registrations from last year.



Registered program participants are 6,291 in 2014 which is a decrease of 4.3% from 2013. Servus Place and Community Recreation programs had an 85% fill rate in 2014.

Drop in program participants for Q1 were 15,469 in 2014, an increase of 41.6% from 2013. This increase in drop-in recreation participation is due to both an increase in drop-in program participation at Servus Place of 23% and an increase in community public free skates provided through Tim Horton's that averaged an increase of 77 participants per free skate over 2013. This partnership with Tim Horton's directly ties to council's priority to ensure low cost/no cost recreation opportunities for the residents of St Albert.

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Servus Place Recreation Programs

In Q1 2014, Servus Place continued to run a number of successful themed-preschool, playschool and parented programs. For each session, electronic program evaluations were sent to program participants families, and this season came back with a 92% satisfaction rating.

Active Kids Preschool continued to experience very strong numbers and has been embraced by preschool parents in St. Albert as an emerging program philosophy, adopting the Fundamental Movement Skill approach to programming. The Active Kids program has only 4 of the total 64 spots available. Parented programs were also a huge success, running 6 per week for 40+ children.

Over 36,000 individuals took advantage of the spontaneous spaces at Servus Place including the ReidBuilt Homes Community Gymnasium (16,000), the Kingsway Toyota Indoor Playground (13,700) and Leisure Ice (6,600).

In 2014, there were 5,111 childminding attendees which is a slight decrease of 100 children from 2013. In January 2014, in response to demand from the public, Servus Place offered childminding services on Tuesday nights from 5:00pm–8:00pm while reducing the hours on weekdays from 3:00pm till 2:00pm.

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Community Recreation Programs

Preschool programs continued to be successful in 2014 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.

As the 2014-2015 preschool seasons opened for registration, an open house was held in February. All departments in the Recreation & Parks department were invited to come and showcase the programs and services what they offer. Attendance was low however we may consider offering a preschool specific open house next year earlier in the season to create more awareness and align with other open houses.

Doodles and Play & Learn continue to provide strong community programming at 88% capacity for 90 preschoolers. The Parented Play Pals program running at Grandin Clubhouse is also a hit at 75% full. All the community preschool programs received a 92% satisfaction rating when electronic program evaluations were e-mailed to parents and guardians of program participants.

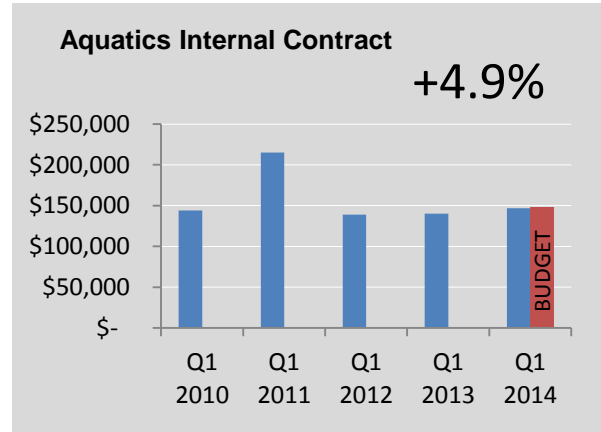
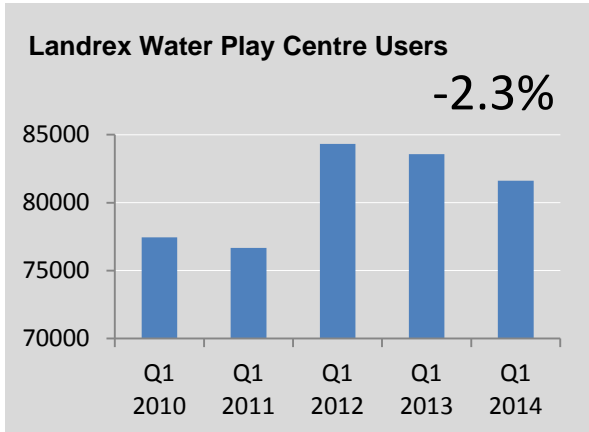
The Learn to Skate programs were another huge success, maximising the ice time and staffing hours, to run 40 classes of Levels 1, 2 and 3. That was over 285 children in learn to skate lessons during the 4 weekday and weekend programs.

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Aquatics

In Q1 2014, there were approximately 81,500 users of the Landrex Water Play Centre, which is a slight decrease of 2.3% from 2013. The highest day of use was Family Day with 2,320 users.



- In Q1, a couple of operational changes were implemented. A new procedure was put in place to ensure that there is minimum of two lifeguards be on deck at all times from 9:00am-9:00pm. This recommendation came from the recommendations from the Lifeguard Position Audit. Also, it was suggested by the members that a new lane rope be added for the busy morning swims.

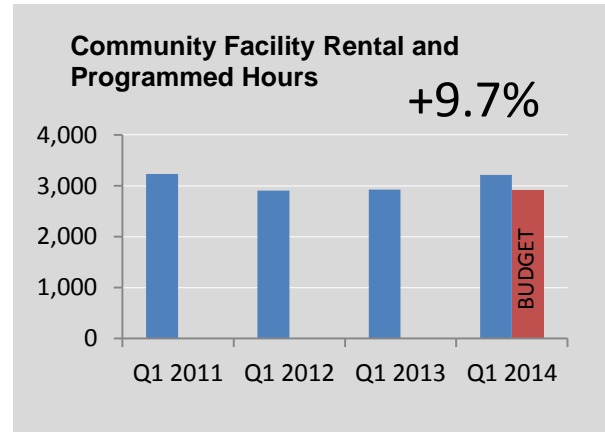
The Aquatics contract of \$146,807 is slightly over 2013 but 1.0% below budget. The contract is an internal transfer from the aquatics department to service, staff and maintain the Landrex Water Play Centre at Servus Place.

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Booking & Events

Booking & Events contributed a total of \$503,321 in rental revenue which is 7.8% ahead of budget; significantly contributing to the overall cost recovery for the department. Usage patterns in all facilities are generally tracking as projected. Booking & Events staff have worked with all sport partners and completed the Spring/Summer Ice and Dry Floor master schedule and the Fall/Winter master schedule. Preliminary allocation of community fields to SASA, St. Albert Rugby, SAMBA and school programs are complete in relation to the Riel Field refurbishment project.

Community Facility Rental and Programmed Hours



Community recreation facility rental revenue of \$176,833 is over budget by 7.5% and over 2013 Q1 by 18.8%. This quarter, additional ice was unexpectedly available and was booked by non-sport group users who pay a higher rate than the sport groups. As well, increases in clubhouse use by user groups such as non-profit organizations and casual user groups contributed to additional rental revenues.

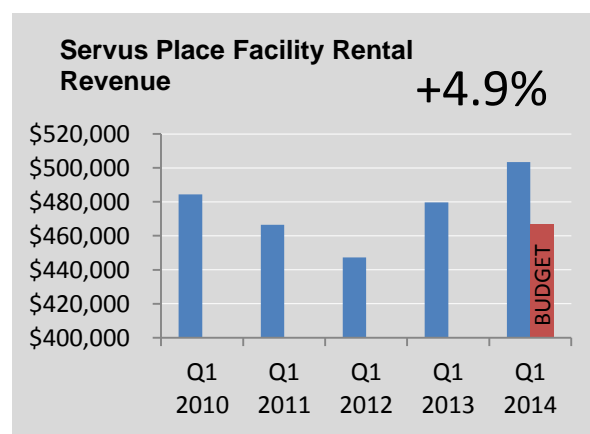
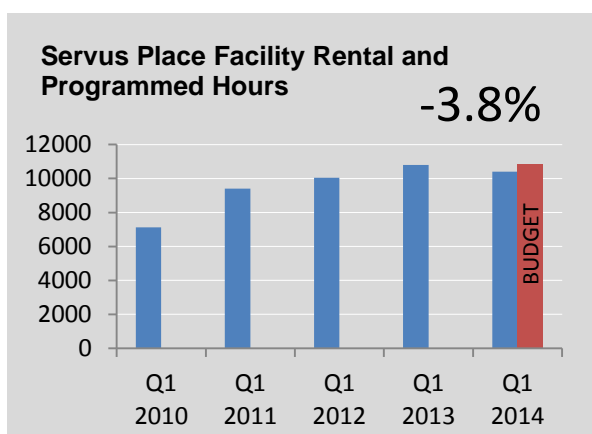
Rental and programmed hours for Q1 2014 was 3,211 which is on budget for the year and 9.7% ahead of Q1 2013.

Community Recreation Facilities Rental Revenue	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2014 Budget	2014 Variance
10920 Akinsdale/Kinex	\$ 138,421	\$ 138,198	\$ 140,956	\$ 138,624	\$ 168,068	\$ 154,900	\$ 13,168
10921 Playfields/Playgrounds	-	-	1,362	1,362	-	-	-
10922 Outdoor Rinks	5,032	4,122	5,848	7,486	6,703	8,025	1,322
10923 Clubhouses	1,073	984	1,138	1,167	2,063	1,000	1,063
10924 Riel Sport Field	838	-	612	193	-	600	600
Total	\$ 145,364	\$ 143,304	\$ 149,916	\$ 148,832	\$ 176,833	\$ 164,525	\$ 12,308

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Servus Place Facility Rental and Programmed Hours

2014 Servus Place Events List	Approx. Participants	Approx Spectators	Date
John Reid Memorial Hockey Tournament	400	2000	January 16-19
FC Memorial Challenge	50		February 8-9
SASA Family Day Soccer Tournament	500	1000	February 14-17
SASA Mini Fest Tournament	400	1000	February 22, 23
Slush Cup Soccer Tournament	400	1000	Feb 27-28, March 1-3
Wonderfun Hockey Tournament	200	500	March 1
Alberta StarSkate Championship	700-1000		March 7-9
Special Olympics Provincial Floor Hockey Championships	300	500	March 8-9
Dieter Knobloch Memorial Adult Soccer Tournament	300	500	March 8-9
Alberta U12 Soccer Provincials	300	600	March 14-16
Fire On Ice		400	March 15
Provincial Boys Pee wee AA Hockey Championships	200	600	March 22-24



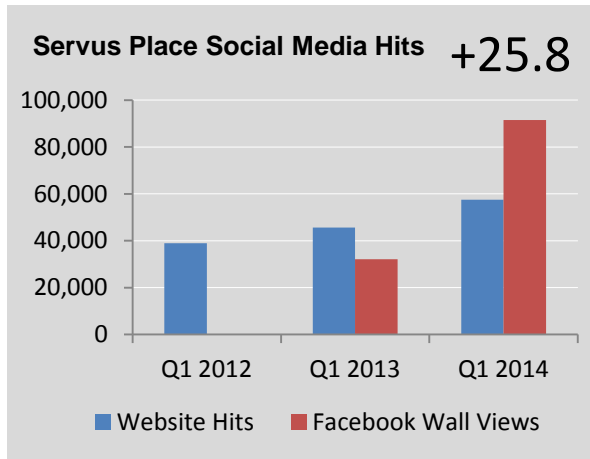
Servus Place rental hours of 10,397 are slightly down by 3.8% and revenue of \$503,421 is above 2013 by 4.9%. Q1 2014 arena revenues compared to 2013 Q1 show an increase due to substantial fee increase in arenas that became effective September 1, 2013. There was an increased usage by St. Albert Skating Centre during non-prime time hours and by hockey academies on the Northstar Hyundai Arena. An increase of casual bookings on fieldhouses from non-local groups, regular bookings in meeting rooms from AMA, and events and a major event in the gymnasium (Special Olympics Floor Hockey Tournament) contributed to additional revenues.

Servus Place Rental Revenue	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2014 Budget	2014 Variance
Arenas	\$ 244,965	\$ 246,021	\$ 253,421	\$ 256,788	\$ 278,939	\$ 270,300	\$ 8,639
Fieldhouses	131,809	106,768	106,428	119,444	119,718	117,725	1,993
Gymnasiums	11,648	13,205	10,477	8,632	12,274	8,800	3,474
Meeting rooms	11,101	19,412	19,867	17,118	16,588	13,400	3,188
Leaseholders	58,425	60,759	53,999	57,997	56,181	37,000	19,181
Party Rentals	8,539	3,482	3,150	2,261	1,650	2,675	(1,025)
Refurbishment Charges	17,993	16,854	-	17,475	18,071	17,000	1,071
Total Revenue	\$ 484,479	\$ 466,501	\$ 447,341	\$ 479,714	\$ 503,421	\$ 466,900	\$ 36,521

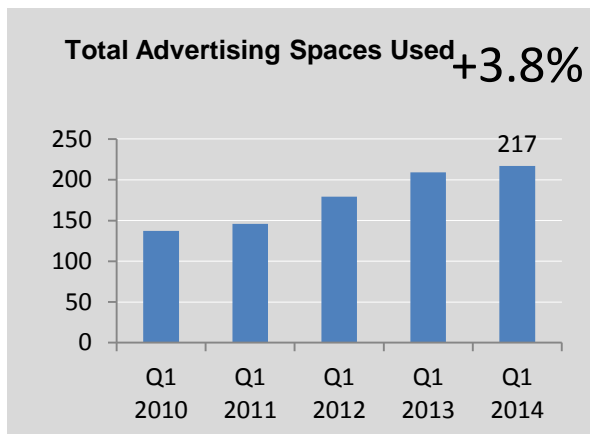
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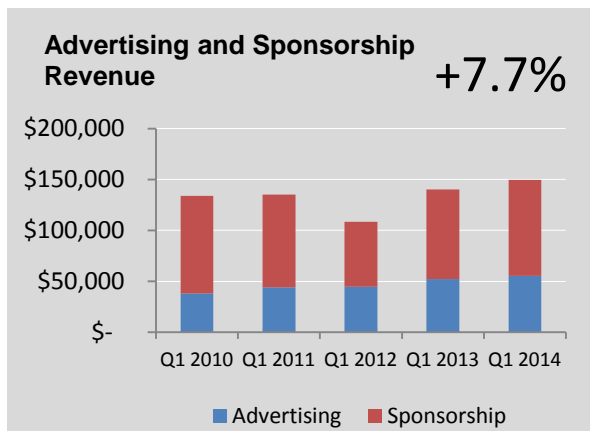
Business & Marketing



The Servus Place website had over 57,400 hits in Q1 with January and March seeing the highest number of hits (20,000 each). This is a significant increase of 25.8% over the same period last year which is consistent with the trend in website usage over the two years. 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 91,500 Facebook wall views in Q1, a significant increase of 185.3% compared to Q1 in 2013.



As the demand for advertising space has increased, inventory has been added in new spaces that were previously not available. Some examples include jumbo wall signs in the field houses, additional LCD screens on the field houses and double rink boards.



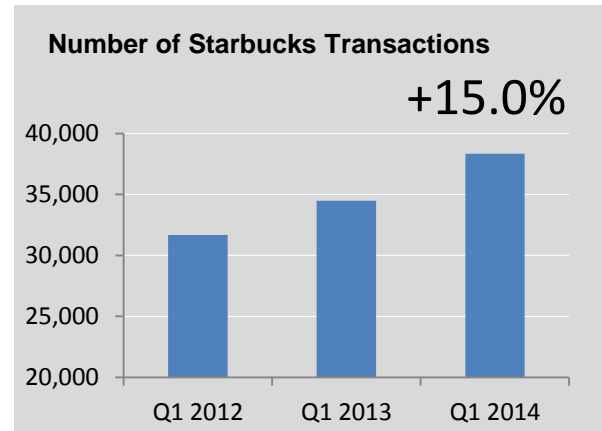
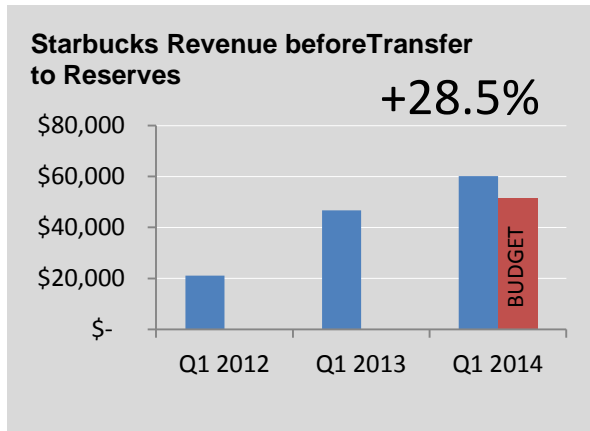
Advertising sales are over budget by \$7,479 (15.6%). There has been steady growth in this revenue stream for the past three years however available inventory is starting to reduce to the growth is expected to slow throughout the year.

Sponsorship revenue is slightly overbudget by \$3,240 (3.6%) which is based on signed agreements.

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Retail

In Q1 2014, Starbucks sales were strong with an increase of 28.5% over Q1 2013 and an increase of 16.6% over budget. There are corresponding increases in expenses as a result however the net bottom line remains ahead of budget for Q1. Starbucks saw almost 38,348 transactions in Q1 with an average of \$5.35 per transaction. This is an increase of over 3,800 transactions (15%) from in 2013.



Retail Revenue	Q1 2013 Actual	Q1 2014 Actual	Q1 2014 Budget	Q1 2014 Variance
Operating Revenue	\$ 174,467	\$ 203,873	\$ 170,600	\$ 33,273
Operating Expenses	127,691	143,752	119,060	24,692
Subtotal	\$ 46,776	\$ 60,121	\$ 51,540	\$ 8,581
Transfer To Reserves	8,900	8,900	8,900	0
Total	\$ 37,876	\$ 51,221	\$ 42,640	\$ 8,581

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.

The retail operation has made an operating profit of \$60,121 in Q1 with transfers of \$8,900 to reserves leaving a net profit of \$51,221 which is a 35.2% increase from Q1 2013.

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Operations

Public Works Internal Contracts

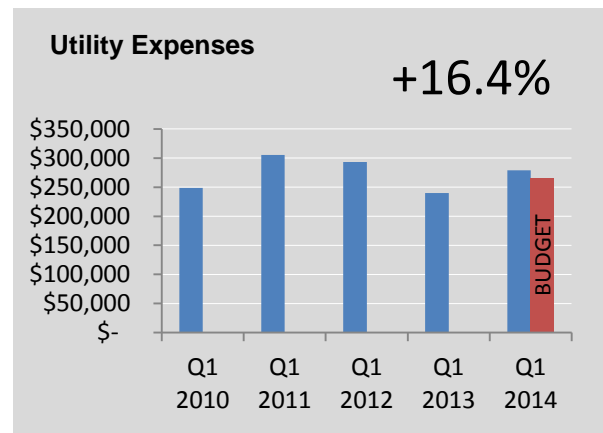
The Transfer to Public Works was \$174,226 for 2014. The variance of \$16,774 below budget can be attributed to timing of initiatives that were undertaken.



Utilities

Utilities were \$279,138 in Q1 which is \$13,538 over budget and 16.4% over Q1 2013 totals. The utility budget is set based on the City's corporate utility model.

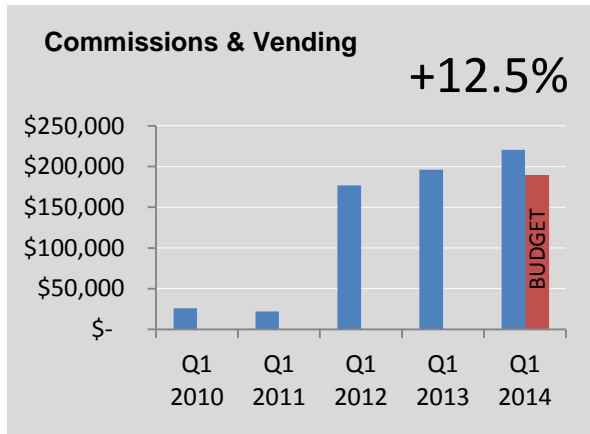
Further analysis is required to ensure that the utility model is accurately reflecting the utility costs for Servus Place as the trend has been to end of the year over budget.



Utility Expenses	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2014 Budget	2014 Variance
Electricity	128,200	170,689	188,152	156,479	161,961	152,700	9,261
Natural Gas	94,683	106,646	71,464	51,463	89,155	87,000	2,155
Water and Waste	21,477	24,422	27,741	27,455	23,765	22,600	1,165
Telephone and Cable	4,206	3,550	5,677	4,479	4,257	3,300	957
Total	\$ 248,566	\$ 305,307	\$ 293,034	\$ 239,876	\$ 279,138	\$ 265,600	\$ 13,538

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Commissions & Vending



Vending commissions came in significantly under budget for Q1, however higher than budgeted sales in retail sales, locker revenue and Guest Services sales offset this balance to the positive. For more detailed information on the Retail cost centre, please see page 16 of the report.

Commissions and vending were \$220,614 for Q1 2014 which is 12.5% over 2013 and 16.2% over budget.

Commissions & Vending Revenue	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2014 Budget	2014 Variance
Vending Commission Rev	15,845	10,436	9,913	10,279	4,554	10,800	- 6,246
Locker Revenue	8,919	8,948	10,675	10,242	10,895	8,700	2,195
Guest Services	466	2,184	1,454	1,516	1,338	N/A	1,338
Miscellaneous Revenue	723	636	470	520	480	400	80
Retail Revenue	N/A	N/A	154,241	173,565	203,347	170,000	33,347
Total C&V Revenue	\$ 25,953	\$ 22,204	\$ 176,753	\$ 196,122	\$ 220,614	\$ 189,900	\$ 30,714

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Personnel Costs

Personnel Costs for 2014 are \$1,053,996 which is under budget by 8.5% and 4.1% compared to Q1 2013.



The Administration Personnel costs are significantly under budget due to the transfer of the Recreation and Parks Director's salary (formerly Servus Place Director) to the new department's administrative cost centre. This area is anticipated to end the year under budget. This change was part of the Recreation Services and Servus Place amalgamation in September 2013 to reflect the new department wide focus for the position.

Savings in Guest Services, Booking and Events and Recreation Infrastructure can be attributed to a long term staff vacancies being filled with casual part-time resources.

The variance is due to position transfers and term positions back-filling temporary vacancies.

Personnel by Cost Centre	2010 Actual	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2014 Budget	2014 Variance
Admin	60,241	62,157	63,066	66,034	34,878	68,700	- 33,822
Recreation	118,772	124,508	118,156	134,508	130,260	137,100	- 6,840
Fitness	200,529	225,410	206,635	232,951	237,338	236,800	538
Recreation Infrastructure	238,974	188,952	205,043	155,768	145,656	180,800	- 35,144
Marketing	48,279	51,645	53,827	56,622	62,041	59,700	2,341
Bookings and Events	61,830	66,422	63,915	75,783	68,422	74,400	- 5,978
Guest Services	151,438	158,537	166,387	187,506	188,863	190,900	- 2,037
Retail	-	-	56,312	40,494	45,917	45,800	117
Subtotal	880,063	877,631	933,341	949,666	913,375	994,200	- 80,825
Benefits	134,919	132,010	146,334	149,219	140,621	157,360	- 16,739
Total Personnel Costs	1,014,982	1,009,641	1,079,675	1,098,885	1,053,996	1,151,560	- 97,564

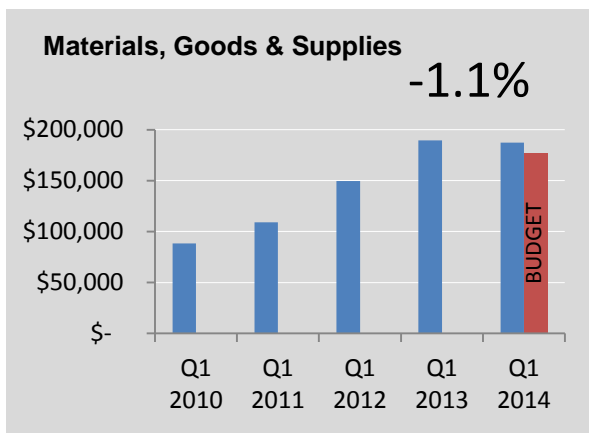
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Contracted & General Services



Contracted and general services were \$150,883 which is \$50,514 (-25.1%) below budget and 28.5% below Q1 2013. This variance is due to timing of billing and initiatives in advertising and promotions, janitorial contracts and maintenance contracts. These areas are anticipated to end the year on budget.

Materials, Goods & Supplies



Materials, goods and supplies are \$187,449 which is \$10,849 (6.1%) slightly ahead of budget and on par with Q1 2013. This variance is primarily due to increased operating supplies for the Retail cost centre which are offset on the revenue side.

Marketing expenditures are under budget by \$24,000 for Q1. This is due to the shift to electronic marketing media however it is expected that this savings will be used to fund a part-time position to manage the workload in this area for the rest of 2014.