

**FINANCIAL STATEMENTS**  
**For**  
**BOARD OF MANAGEMENT OF MOSS PARK ARENA**  
**For the year ended**  
**DECEMBER 31, 2019**

**INDEPENDENT AUDITOR'S REPORT**

To the Council of the Corporation of the

**CITY OF TORONTO AND BOARD OF MANAGEMENT OF MOSS PARK ARENA**

*Opinion*

We have audited the financial statements of the Board of Management of Moss Park Arena (the "Arena"), which comprise the statement of financial position as at December 31, 2019, and the statements of operations, changes in net debt and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies and other explanatory information.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Arena as at December 31, 2019 and the results of its operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

*Basis for Opinion*

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Arena in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

*Responsibilities of Management and Those Charged with Governance for the Financial Statements*

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Arena's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Arena or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Arena's financial reporting process.

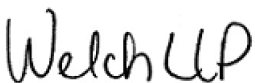
## *Auditor's Responsibilities for the Audit of the Financial Statements*

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Arena's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Arena's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Arena to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



Chartered Professional Accountants  
Licensed Public Accountants

Toronto, Ontario  
January 25, 2021.

**BOARD OF MANAGEMENT OF MOSS PARK ARENA**

**STATEMENT OF FINANCIAL POSITION**

**DECEMBER 31, 2019**

|                                                    | <u>2019</u>     | <u>2018</u>      |
|----------------------------------------------------|-----------------|------------------|
| <b>FINANCIAL ASSETS</b>                            |                 |                  |
| Cash                                               | \$ 42,779       | \$ 75,038        |
| Accounts receivable                                | 38,238          | 25,377           |
| Due from the City of Toronto - deficit (note 5)    | 102,256         | 37,358           |
| Accounts receivable - City of Toronto (note 6)     | <u>307,731</u>  | <u>329,026</u>   |
|                                                    | <u>491,004</u>  | <u>466,799</u>   |
| <b>FINANCIAL LIABILITIES</b>                       |                 |                  |
| Accounts payable and accrued liabilities           | 82,097          | 54,241           |
| Deferred revenue                                   | 99,399          | 84,705           |
| City of Toronto - working capital advance (note 7) | 10,000          | 10,000           |
| Post-employment benefits payable (note 6)          | <u>307,731</u>  | <u>329,026</u>   |
|                                                    | <u>499,227</u>  | <u>477,972</u>   |
| <b>NET DEBT</b>                                    | <u>(8,223)</u>  | <u>(11,173)</u>  |
| <b>NON-FINANCIAL ASSETS</b>                        |                 |                  |
| Tangible capital assets (note 4)                   | 6,872           | 10,458           |
| Prepaid expenses                                   | 490             | 490              |
| Inventories                                        | <u>7,733</u>    | <u>10,683</u>    |
|                                                    | <u>15,095</u>   | <u>21,631</u>    |
| <b>ACCUMULATED SURPLUS</b>                         | <u>\$ 6,872</u> | <u>\$ 10,458</u> |

Approved on behalf of the Board of Management

*Joey Gladding*  
.....Chair

*J. Reed Hill*  
.....Member

(See accompanying notes)

**BOARD OF MANAGEMENT OF MOSS PARK ARENA**

**STATEMENT OF OPERATIONS**

**YEAR ENDED DECEMBER 31, 2019**

|                                                                                    | <u>Budget</u><br>(unaudited) | <u>2019</u>     | <u>2018</u>      |
|------------------------------------------------------------------------------------|------------------------------|-----------------|------------------|
| <b>Revenue</b>                                                                     |                              |                 |                  |
| Ice rentals                                                                        | \$ 554,699                   | \$ 530,073      | \$ 516,644       |
| Hockey school, camps and league operations (Schedule A)                            | 311,276                      | 253,494         | 288,529          |
| Pro shop and skate sharpening (Schedule B)                                         | 25,567                       | 13,150          | 14,344           |
| Facility rentals                                                                   | 8,487                        | 5,792           | 6,022            |
| Snack bar and vending operations (Schedule B)                                      | 11,175                       | 4,504           | 2,621            |
| Other                                                                              | -                            | 221             | 11               |
| Funding from (to) the City of Toronto for<br>employee related costs (note 6)       | -                            | (20,394)        | 901              |
|                                                                                    | <u>911,204</u>               | <u>786,840</u>  | <u>829,072</u>   |
| <b>Expenses</b>                                                                    |                              |                 |                  |
| Salaries and wages                                                                 | 452,210                      | 475,953         | 447,386          |
| Utilities                                                                          | 197,650                      | 189,432         | 167,329          |
| Employee benefits                                                                  | 129,112                      | 102,823         | 127,147          |
| General administration                                                             | 58,300                       | 43,545          | 41,956           |
| Repairs and maintenance                                                            | 42,550                       | 28,186          | 32,247           |
| Insurance                                                                          | 13,750                       | 12,914          | 12,273           |
| Professional fees                                                                  | 5,500                        | 7,066           | 6,910            |
| Amortization                                                                       | -                            | 3,586           | 10,293           |
|                                                                                    | <u>899,072</u>               | <u>863,505</u>  | <u>845,541</u>   |
| <b>Net revenue over expenses (expenses over revenue)<br/>before the undernoted</b> | 12,132                       | (76,665)        | (16,469)         |
| <b>Vehicle and equipment reserve contribution (note 8)</b>                         | <u>(12,000)</u>              | <u>(12,000)</u> | <u>(11,000)</u>  |
| <b>Operating surplus (deficit)</b>                                                 | \$ <u>132</u>                | (88,665)        | (27,469)         |
| <b>Net expenditures receivable from the<br/>City of Toronto (note 5)</b>           |                              | <u>85,079</u>   | <u>17,176</u>    |
| <b>Annual deficit</b>                                                              |                              | (3,586)         | (10,293)         |
| <b>Accumulated surplus, beginning of year</b>                                      |                              | <u>10,458</u>   | <u>20,751</u>    |
| <b>Accumulated surplus, end of year</b>                                            |                              | \$ <u>6,872</u> | \$ <u>10,458</u> |

(See accompanying notes)

**BOARD OF MANAGEMENT OF MOSS PARK ARENA**  
**STATEMENT OF CHANGES IN NET DEBT**  
**YEAR ENDED DECEMBER 31, 2019**

|                                         | <u>2019</u>       | <u>2018</u>        |
|-----------------------------------------|-------------------|--------------------|
| Annual deficit                          | \$ (3,586)        | \$ (10,293)        |
| Amortization of tangible capital assets | 3,586             | 10,293             |
| Utilization of inventories, net         | <u>2,950</u>      | <u>91</u>          |
| Changes in net debt                     | 2,950             | 91                 |
| Net debt, beginning of year             | <u>(11,173)</u>   | <u>(11,264)</u>    |
| Net debt, end of year                   | <u>\$ (8,223)</u> | <u>\$ (11,173)</u> |

(See accompanying notes)

**BOARD OF MANAGEMENT OF MOSS PARK ARENA**

**STATEMENT OF CASH FLOWS**

**YEAR ENDED DECEMBER 31, 2019**

|                                          | <u>2019</u>      | <u>2018</u>      |
|------------------------------------------|------------------|------------------|
| <b>CASH FLOWS FROM (USED IN)</b>         |                  |                  |
| <b>OPERATING ACTIVITIES</b>              |                  |                  |
| Annual deficit                           | \$ (3,586)       | \$ (10,293)      |
| Adjustment for:                          |                  |                  |
| Amortization                             | <u>3,586</u>     | <u>10,293</u>    |
|                                          | -                | -                |
| Non-cash changes to operations:          |                  |                  |
| Accounts receivable                      | (12,861)         | (9,835)          |
| Due from the City of Toronto - deficit   | (64,898)         | 55,552           |
| Accounts receivable - City of Toronto    | 21,295           | (901)            |
| Inventories                              | 2,950            | 91               |
| Accounts payable and accrued liabilities | 27,856           | (23,401)         |
| Deferred revenue                         | 14,694           | (14,674)         |
| Post-employment benefits payable         | <u>(21,295)</u>  | <u>901</u>       |
|                                          | <u>(32,259)</u>  | <u>7,733</u>     |
| <b>INCREASE (DECREASE) IN CASH</b>       | (32,259)         | 7,733            |
| <b>CASH AT BEGINNING OF YEAR</b>         | <u>75,038</u>    | <u>67,305</u>    |
| <b>CASH AT END OF YEAR</b>               | \$ <u>42,779</u> | \$ <u>75,038</u> |

(See accompanying notes)

# BOARD OF MANAGEMENT OF MOSS PARK ARENA

## NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED DECEMBER 31, 2019

### 1. NATURE OF OPERATIONS

The Board of Management of Moss Park Arena (the "Arena") was established as a community recreation centre under the Community Recreation Centres Act, pursuant to Chapter 25 of the City of Toronto Municipal Code, By-Law No. 381-74, as amended. The Board of Management operates and manages the Arena on behalf of the City of Toronto (the "City").

Under the By-Law, the Board of Management, at the end of each fiscal year, shall pay to the City all revenue received by the Board over and above that necessary to pay all the charges, costs and expenses resulting from or incidental to the management and control of the premises.

### 2. SIGNIFICANT ACCOUNTING POLICIES

#### *Basis of accounting*

These statements have been prepared in accordance with Canadian public sector accounting standards as issued by the Public Sector Accounting Board ("PSAB").

#### *Revenue recognition*

Revenues and expenditures are recorded on an accrual basis, when the service has been provided, evidence of an arrangement exists, the fee is fixed or determinable and the amount is collectible.

Ice rentals, hockey schools and camp fees paid in advance are recorded as deferred revenue.

#### *Financial instruments*

The Arena initially measures its financial assets and financial liabilities at fair value.

The Arena subsequently measures all its financial assets and financial liabilities at amortized cost.

Financial assets measured at amortized cost include cash, accounts receivable and amounts due from the City. Financial liabilities measured at amortized cost include accounts payable and accrued liabilities.

#### *Inventories*

Inventories held for resale are initially recorded at cost and subsequently measured at the lower of cost and net realizable value. The cost is determined on a first-in, first-out basis.

#### *Tangible capital assets*

Tangible capital assets are recorded at cost. Amortization is provided on a straight-line basis over their estimated useful lives as follows:

|                         |                          |
|-------------------------|--------------------------|
| Computer equipment      | - 3 years straight-line  |
| Machinery and equipment | - 10 years straight-line |



**BOARD OF MANAGEMENT OF MOSS PARK ARENA**  
**NOTES TO THE FINANCIAL STATEMENTS - Cont'd.**  
**YEAR ENDED DECEMBER 31, 2019**

**2. SIGNIFICANT ACCOUNTING POLICIES - Cont'd.**

*Contributed materials and services*

Major capital expenditures are financed by the City of Toronto, which owns the facility, and are not recorded in these financial statements.

Services provided without charge by the City are not recorded in these financial statements.

*Employee related costs*

The Arena has adopted the following policies with respect to employee benefit plans:

- (a) The City of Toronto offers a multi-employer defined benefit pension plan (the "Plan") to the Arena's eligible employees. Due to the nature of the Plan, the Arena does not have sufficient information to account for the Plan as a defined benefit plan; therefore, the multi-employer defined benefit pension plan is accounted for in the same manner as a defined contribution plan. An expense is recorded in the period in which contributions are made.
- (b) The Arena also offers its eligible employees a defined benefit sick leave plan, a post-retirement life, health and dental plan, a long-term disability plan and continuation of health, dental and life insurance benefits to disabled employees. The accrued benefit obligations are determined using an actuarial valuation based on the projected benefit method prorated on service, incorporating management's best estimate of future salary levels, inflation, sick day usage estimates, ages of employees and other actuarial factors.

Net actuarial gains and losses that arise are amortized over the expected average remaining service life of the employee group.

The Arena recognizes an accrued benefit liability on the statement of financial position, which is the net of the amount of the accrued benefit obligations and the unamortized actuarial gains / losses.

*Use of estimates*

The preparation of financial statements in conformity with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Management makes accounting estimates when determining the collectibility of accounts receivable, the useful life of its tangible capital assets, significant accrued liabilities, the post-employment benefits liabilities and the related costs charged to the statement of operations. Actual results could differ from those estimates, the impact of which would be recorded in future periods.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized in the year in which the estimates are revised and in any future years affected.

**BOARD OF MANAGEMENT OF MOSS PARK ARENA**

**NOTES TO THE FINANCIAL STATEMENTS - Cont'd.**

**YEAR ENDED DECEMBER 31, 2019**

**3. FINANCIAL INSTRUMENTS**

Transactions in financial instruments may result in an entity assuming or transferring to another party one or more of the financial risks described below. The following disclosures provide information to assist users of the financial statements in assessing the extent of risk related to the Arena's financial instruments.

*Credit risk*

The Arena is exposed to credit risk resulting from the possibility that parties may default on their financial obligations. The Arena's maximum exposure to credit risk represents the sum of the carrying value of its cash, accounts receivable and amounts due from the City of Toronto. The Arena's cash is with a Canadian chartered bank and as a result management believes the risk of loss on this item to be remote.

Management believes that the Arena's credit risk with respect to accounts receivable is limited. The organization manages its credit risk by reviewing accounts receivable aging and following up on outstanding amounts.

*Interest rate risk*

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Arena's cash earns interest at prevailing market rates and the interest rate exposure related to these financial instruments is negligible.

*Liquidity risk*

Liquidity risk refers to the adverse consequence that the Arena will encounter difficulty in meeting obligations associated with financial liabilities, which are comprised of accounts payable and accrued liabilities.

The Arena manages liquidity risk by monitoring its cash flow requirements on a regular basis. The Arena believes its overall liquidity risk to be minimal as the Arena's financial assets are considered to be highly liquid.

*Changes in risk*

There have been no significant changes in the Arena's risk exposures from the prior year.

**4. TANGIBLE CAPITAL ASSETS**

Tangible capital assets consist of the following:

|                          | 2019            |                                     | 2018             |                                     |
|--------------------------|-----------------|-------------------------------------|------------------|-------------------------------------|
|                          | <u>Cost</u>     | <u>Accumulated<br/>amortization</u> | <u>Cost</u>      | <u>Accumulated<br/>amortization</u> |
| Machinery and equipment  | \$ 44,917       | \$ 34,459                           | \$ 44,917        | \$ 34,459                           |
| Computer equipment       | 21,315          | 24,901                              | 21,315           | 21,315                              |
|                          | <u>66,232</u>   | <u>\$ 59,360</u>                    | <u>66,232</u>    | <u>\$ 55,774</u>                    |
| Accumulated amortization | <u>59,360</u>   |                                     | <u>55,774</u>    |                                     |
|                          | <u>\$ 6,872</u> |                                     | <u>\$ 10,458</u> |                                     |

**BOARD OF MANAGEMENT OF MOSS PARK ARENA**  
**NOTES TO THE FINANCIAL STATEMENTS - Cont'd.**  
**YEAR ENDED DECEMBER 31, 2019**

**5. OPERATING DEFICIT DUE FROM THE CITY OF TORONTO**

The amount due from the City of Toronto consists of the following:

|                                                           | <u>2019</u>     | <u>2018</u>     |
|-----------------------------------------------------------|-----------------|-----------------|
| Balance, beginning of year                                | \$ 37,358       | \$ 92,910       |
| Current year's operating deficit                          | 88,665          | 27,469          |
| Current year's amortization                               | <u>(3,586)</u>  | <u>(10,293)</u> |
| Net expenditure receivable from the City of Toronto       | 85,079          | 17,176          |
| Received from the City of Toronto during the current year | <u>(20,181)</u> | <u>(72,728)</u> |
| Balance, end of year                                      | \$ 102,256      | \$ 37,358       |

**6. POST-EMPLOYMENT BENEFITS PAYABLE AND ACCOUNTS RECEIVABLE - CITY OF TORONTO**

The Arena participates in a benefit plan provided by the City of Toronto. The Arena provides administrative employees with long-term disability benefits and the continuation of health, dental and life insurance benefits to disabled employees.

The Arena also provides health, dental, accidental death and disability, life insurance and long-term disability benefits to eligible employees. Depending on length of service and individuals' election, management retirees are covered either by the former City of Toronto retirement benefit plan or by the current retirement benefit plan.

Due to the complexities in valuing the benefit plans, actuarial valuations are conducted on a periodic basis. The most recent actuarial valuation was completed as at December 31, 2019 with projections to December 31, 2020, 2021 and 2022. Assumptions used to project the accrued benefit obligation were as follows:

- long-term inflation rate - 2.0%
- assumed health care cost trends - range from 3.0% to 5.5%
- rate of compensation increase - range from 3.0% to 3.5%
- discount rates - post-retirement 2.7%, post-employment 2.4%, sick leave 2.5%

Information about the Arena's employee benefits, other than the multi-employer, defined benefit pension plan noted below, is as follows:

|                                                | <u>2019</u>     | <u>2018</u>     |
|------------------------------------------------|-----------------|-----------------|
| Continuation of benefits to disabled employees | \$ 109,082      | \$ 117,581      |
| Income benefits                                | 147,112         | 164,082         |
| Sick leave benefits                            | 52,228          | 58,973          |
| Post-retirement benefits                       | <u>89,409</u>   | <u>75,909</u>   |
|                                                | 397,831         | 416,545         |
| Deduct: unamortized actuarial loss             | <u>(90,100)</u> | <u>(87,519)</u> |
| Employee benefit liability                     | \$ 307,731      | \$ 329,026      |

**BOARD OF MANAGEMENT OF MOSS PARK ARENA**

**NOTES TO THE FINANCIAL STATEMENTS - Cont'd.**

**YEAR ENDED DECEMBER 31, 2019**

**6. POST-EMPLOYMENT BENEFITS PAYABLE AND ACCOUNTS  
RECEIVABLE - CITY OF TORONTO - Cont'd.**

The continuity of the accrued benefit obligation is as follows:

|                                | <u>2019</u>       | <u>2018</u>       |
|--------------------------------|-------------------|-------------------|
| Balance, beginning of year     | \$ 329,026        | \$ 328,125        |
| Current service cost           | 3,296             | 6,162             |
| Interest cost                  | 12,531            | 15,133            |
| Plan amendment                 | -                 | 6,287             |
| Amortization of actuarial loss | 12,909            | 20,291            |
| Expected benefits paid         | <u>(50,031)</u>   | <u>(46,972)</u>   |
| Balance, end of year           | <u>\$ 307,731</u> | <u>\$ 329,026</u> |

A long-term receivable of \$307,731 (2018 - \$329,026) from the City has resulted from the recording of sick leave and post-retirement benefits. Funding for these costs continues to be provided by the City as benefit costs are paid and the City continues to be responsible for the benefit liabilities that may be incurred by the Arena.

The Arena also makes contributions to the Ontario Municipal Employees Retirement System (OMERS), which is a multi-employer plan, on behalf of most of its employees. The OMERS plan (the "Plan") is a defined benefit plan, which specifies the amount of the retirement benefit to be received by the employees based on the length of service and rates of pay. Employer contributions to this pension plan amounted to \$43,527 in 2019 (2018 - \$42,192).

The most recent actuarial valuation of the Plan as at December 31, 2019 indicates the Plan is in a surplus position and the Plan's December 31, 2019 financial statements indicate a net surplus of \$1.531 billion (a deficit of \$3.397 billion netted against unrecognized investment returns of \$4.928 billion that will be recognized over the next four years). The Plan's management is monitoring the adequacy of the contributions to ensure that future contributions together with the Plan's assets and future investment earnings will be sufficient to provide for all future benefits. At this time, the Arena's contributions accounted for an insignificant portion of the Plan's total employer contributions. Additional contributions, if any, required to address the Arena's proportionate share of a deficit will be expensed during the period incurred.

**7. CITY OF TORONTO - WORKING CAPITAL ADVANCE**

The Arena retains a working cash advance provided by the City, for the management and control of the premises, to be returned to the City upon the Board of Management ceasing to function for any reason.

**8. VEHICLE AND EQUIPMENT REPLACEMENT RESERVE**

These contributions are for the financing of replacement ice resurface machines required by the Arena Boards in future years. This year's contribution was \$12,000 (2018 - \$11,000).

**BOARD OF MANAGEMENT OF MOSS PARK ARENA**  
**NOTES TO THE FINANCIAL STATEMENTS - Cont'd.**  
**YEAR ENDED DECEMBER 31, 2019**

**9. SUBSEQUENT EVENT**

In mid-March 2020, subsequent to the Arena's year-end, the province of Ontario declared a state of emergency in response to the public health concerns originating from the spread of COVID-19.

On March 13, 2020, the Arena was closed in response to the quarantine measures implemented by the provincial government to stop the spread of the virus. The Arena reopened for operations October 7, 2020. On October 9, 2020, the Arena was closed again in response to the quarantine measures implemented by the provincial government to stop the spread of the virus. The Arena does not currently have a planned reopening date.

A high degree of uncertainty persists surrounding the full economic impact of the situation. The unpredictable nature of the spread of the disease makes it difficult to determine the length of time that the Arena's operations will be impacted. Consequently, at the time of issuance of these financial statements, the effect that the abrupt decline in economic activity will have on the Arena's operations, assets, liabilities, revenues and expenses is not yet known.

**BOARD OF MANAGEMENT OF MOSS PARK ARENA  
HOCKEY SCHOOL, CAMP AND LEAGUE OPERATIONS  
YEAR ENDED DECEMBER 31, 2019**

|                                    | <u>Budget</u><br>(unaudited) | <u>2019</u>       | <u>2018</u>       |
|------------------------------------|------------------------------|-------------------|-------------------|
| <b>Sales</b>                       |                              |                   |                   |
| Hockey League Registration         | \$ 130,000                   | \$ 99,023         | \$ 122,415        |
| Hockey Winter League               | 101,300                      | 115,467           | 133,220           |
| Hockey School Camp                 | 61,000                       | 35,535            | 37,178            |
| Hockey School Registration         | 55,697                       | 38,139            | 36,370            |
| Women's pickup                     | <u>10,079</u>                | <u>6,133</u>      | <u>6,947</u>      |
|                                    | <u>358,076</u>               | <u>294,297</u>    | <u>336,130</u>    |
| <b>Direct expenses</b>             |                              |                   |                   |
| Hockey League Referees             | 35,000                       | 37,430            | 39,330            |
| Hockey League expenses             | 5,000                        | 3,346             | 7,696             |
| Hockey School and Camp             | 3,800                        | 27                | 575               |
| Hockey School and Camp Instructors | <u>3,000</u>                 | <u>-</u>          | <u>-</u>          |
|                                    | <u>46,800</u>                | <u>40,803</u>     | <u>47,601</u>     |
| <b>Gross profit</b>                | <u>\$ 311,276</u>            | <u>\$ 253,494</u> | <u>\$ 288,529</u> |

**BOARD OF MANAGEMENT OF MOSS PARK ARENA  
SNACK BAR AND VENDING MACHINES OPERATIONS  
YEAR ENDED DECEMBER 31, 2019**

|                          | <u>Budget</u><br>(unaudited) | <u>2019</u>     | <u>2018</u>     |
|--------------------------|------------------------------|-----------------|-----------------|
| <b>Sales</b>             |                              |                 |                 |
| Snack bar                |                              | \$ 13,720       | \$ 15,489       |
| Vending machines         |                              | <u>4,984</u>    | <u>4,249</u>    |
|                          | \$ 29,175                    | 18,704          | 19,738          |
| Less: Cost of goods sold | <u>18,000</u>                | <u>14,200</u>   | <u>17,117</u>   |
| <b>Gross profit</b>      | <u>\$ 11,175</u>             | <u>\$ 4,504</u> | <u>\$ 2,621</u> |

**PRO SHOP AND SKATE SHARPENING OPERATIONS  
YEAR ENDED DECEMBER 31, 2019**

|                          | <u>Budget</u><br>(unaudited) | <u>2019</u>      | <u>2018</u>      |
|--------------------------|------------------------------|------------------|------------------|
| <b>Sales</b>             |                              |                  |                  |
| Pro Shop                 | \$ 15,914                    | \$ 4,529         | \$ 6,008         |
| Skate sharpening         | <u>14,653</u>                | <u>11,572</u>    | <u>12,216</u>    |
|                          | 30,567                       | 16,101           | 18,224           |
| Less: Cost of goods sold | <u>5,000</u>                 | <u>2,951</u>     | <u>3,880</u>     |
| <b>Gross profit</b>      | <u>\$ 25,567</u>             | <u>\$ 13,150</u> | <u>\$ 14,344</u> |