

HCA Annual Results / Budgets	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2019 Budget	2019 Difference	2020 Budget
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HCA Operations

Revenue	7,779	7,815	4,600	4,139	4,800	-661	1,550
Expenses	<u>12,227</u>	<u>8,749</u>	<u>10,261</u>	<u>9,728</u>	<u>9,550</u>	<u>178</u>	<u>6,075</u>
Net	-4,448	-934	-5,661	-5,589	-4,750	-839	-4,525

Mess Hall Maintenance

Revenue	0	0	0	0	0	0	0
Expenses	<u>10,077</u>	<u>13,352</u>	<u>28,296</u>	<u>12,409</u>	<u>12,500</u>	<u>-91</u>	<u>10,900</u>
Net	10,077	13,352	28,296	12,409	12,500	-91	-10,900

Mess Hall Operations

Revenue	18,340	22,243	17,526	14,280	15,550	-1,270	4,400
Expenses	<u>8,552</u>	<u>9,569</u>	<u>5,601</u>	<u>4,872</u>	<u>5,500</u>	<u>-628</u>	<u>1,750</u>
Net	9,788	12,674	11,925	9,408	10,050	-642	2,650

Mess Hall Aggregate

Revenue	18,340	22,243	17,526	14,280	15,550	-1,270	4,400
Expenses	<u>18,629</u>	<u>22,921</u>	<u>33,897</u>	<u>17,281</u>	<u>18,000</u>	<u>-719</u>	<u>12,650</u>
Net	-289	-678	-16,371	-3,001	-2,450	-551	-8,250

Outdoor Hockey Rink

Revenue & Grants	14,372	7,939	7,888	5,270	7,500	-2,230	2,225
Expenses	<u>14,048</u>	<u>13,013</u>	<u>10,838</u>	<u>16,394</u>	<u>11,200</u>	<u>5,194</u>	<u>16,050</u>
Net	324	-5,074	-2,950	-11,124	-3,700	-7,424	-13,825

Ball Diamonds

Revenue & Grants	11,345	15,160	16,351	13,280	17,000	-3,720	5,600
Expenses	<u>23,169</u>	<u>30,650</u>	<u>40,164</u>	<u>31,464</u>	<u>29,200</u>	<u>2,264</u>	<u>22,300</u>
Net	-11,824	-15,490	-23,813	-18,184	-12,200	-5,984	-16,700

Soccer Fields

Revenue	6,629	6,337	5,551	5,955	6,000	-45	2,400
Expenses	<u>8,267</u>	<u>7,727</u>	<u>9,567</u>	<u>9,219</u>	<u>9,500</u>	<u>-281</u>	<u>7,000</u>
Net	-1,638	-1,390	-4,016	-3,264	-3,500	236	-4,600

Pickleball

Revenue & Grants	0	0	0	2,360	0	2,360	0
Expenses	<u>0</u>	<u>0</u>	<u>0</u>	<u>2,360</u>	<u>0</u>	<u>2,360</u>	<u>400</u>
Net	0	0	0	0	0	0	-400

<u>General Maintenance</u>	3,935	10,300	6,117	5,913	10,000	-4,087	0
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Carp Fair Burger Booth

Revenue	13,016	17,140	16,254	18,344	17,000	1,344	0
Expenses	<u>10,419</u>	<u>13,919</u>	<u>10,440</u>	<u>12,359</u>	<u>10,500</u>	<u>1,859</u>	<u>0</u>
Net	2,597	3,221	5,814	5,985	6,500	-515	0

Splash Pad

Revenue	0	0	0	0	0	0	0
Expenses	<u>2,764</u>	<u>4,330</u>	<u>4,514</u>	<u>3,629</u>	<u>4,800</u>	<u>-1,171</u>	<u>2,500</u>
Net	-2,764	-4,330	-4,514	-3,629	-4,800	1,171	-2,500

Drive-in Movies (Discontinued)

Revenue	11,943	4,215	6,882				
Expenses	<u>9,240</u>	<u>9,400</u>	<u>9,187</u>				
Net	2,703	-5,185	-2,305				

Winter Carnival

Revenue & Grants							2,600
Expenses							<u>2,700</u>
Net							-100

Other Events / Activities

Revenue	2,931	640	707	2,502	450	2,052	400
Expenses	<u>7,274</u>	<u>11,257</u>	<u>9,251</u>	<u>8,336</u>	<u>8,900</u>	<u>-564</u>	<u>11,450</u>
Net	-4,343	-10,617	-8,544	-5,834	-8,450	2,616	-11,050

Total Income & Grants	86,355	81,489	75,759	63,770	68,300	-4,530	19,175
Total Expenses	<u>106,037</u>	<u>121,966</u>	<u>138,119</u>	<u>108,410</u>	<u>101,650</u>	<u>6,760</u>	<u>80,725</u>
Net (pre city grant)	-19,682	-40,477	-62,360	-44,640	-33,350	-11,290	-61,550
Annual City Grant	51,687	52,462	54,036	56,198	55,657	541	57,322
Total Net	32,005	11,985	-8,324	11,558	22,307	-10,749	-4,228

Liquidity Analysis

Cash on Hand	2,054	5,618	0	5,907			
Bank Account Balance	31,045	28,568	0	14,856			
GICs	58,277	58,369	0	68,392			
Total Liquidity	91,376	92,555	0	89,155			84,927