

Financial Statements and Supplementary Information
(In Canadian dollars)

HOCKEY HALL OF FAME AND MUSEUM

Year ended June 30, 2017



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INDEPENDENT AUDITORS' REPORT

To the Board of Directors of Hockey Hall of Fame and Museum

We have audited the accompanying financial statements of Hockey Hall of Fame and Museum, which comprise the statement of financial position as at June 30, 2017, the statements of operations, changes in net assets and cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, 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.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the entity's preparation and fair presentation of the financial statements 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 entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.



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Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Hockey Hall of Fame and Museum as at June 30, 2017, and its results of operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

KPMG LLP

Chartered Professional Accountants, Licensed Public Accountants

November 14, 2017
Vaughan, Canada

HOCKEY HALL OF FAME AND MUSEUM

Statement of Financial Position
(In thousands of Canadian dollars)

June 30, 2017, with comparative information for 2016

	2017	2016
Assets		
Current assets:		
Cash	\$ 2,308	\$ 1,529
Accounts receivable	523	305
Sponsorships and contributions receivable (note 2)	2,648	2,323
Inventory	840	1,064
Prepaid expenses	101	74
	6,420	5,295
Sponsorships and contributions receivable (note 2)	7,357	5,989
Capital assets (note 3)	7,556	8,281
	\$ 21,333	\$ 19,565

Liabilities, Deferred Sponsorships and Contributions and Net Assets

Current liabilities:		
Accounts payable and accrued liabilities	\$ 1,960	\$ 1,772
Unearned revenue	731	382
	2,691	2,154
Long-term liabilities:		
Bank indebtedness (note 4)	–	1,325
Deferred sponsorships and contributions (note 5):		
Capital assets	5,277	5,967
Expenses of future periods	3,360	2,045
Core operations	3,543	2,941
	12,180	10,953
Net assets:		
Investment in capital assets (note 6(a))	2,829	2,565
Internally restricted (note 7)	4,004	3,017
Unrestricted	(371)	(449)
	6,462	5,133
Commitments (note 8)		
Contingencies (note 12)		
	\$ 21,333	\$ 19,565

See accompanying notes to financial statements.

On behalf of the Board:

_____ Director _____ Director

HOCKEY HALL OF FAME AND MUSEUM

Statement of Operations

(In thousands of Canadian dollars)

Year ended June 30, 2017, with comparative information for 2016

	2017	2016
Revenue:		
Sponsorships and contributions (note 5)	\$ 2,175	\$ 1,703
Admission	3,646	3,001
Spirit of Hockey retail	4,246	3,655
Facility sales	3,392	3,077
Licensing	2,695	2,692
Induction celebration	500	546
Miscellaneous	647	729
	<u>17,301</u>	<u>15,403</u>
Expenses:		
Cost of revenue and direct costs:		
Spirit of Hockey retail	3,133	2,754
Facility sales	2,641	2,333
Licensing	869	887
Induction celebration	335	351
Miscellaneous	412	482
	<u>7,390</u>	<u>6,807</u>
Other costs:		
Staff:		
Salaries, net of direct cost allocations	2,755	2,535
Fringe benefits	556	517
Travel and other	97	94
Amortization of capital assets	1,486	1,534
Marketing and promotion	993	876
Building occupancy and services	973	904
Resource centre and exhibits	57	65
IT and general office	199	182
Legal, audit and insurance	229	226
Committee and meetings	92	114
Contributed services and subsidized costs (note 5)	1,135	664
Interest and other fees	10	21
	<u>8,582</u>	<u>7,732</u>
	<u>15,972</u>	<u>14,539</u>
Excess of revenue over expenses	<u>\$ 1,329</u>	<u>\$ 864</u>

See accompanying notes to financial statements.

HOCKEY HALL OF FAME AND MUSEUM

Statement of Changes in Net Assets
(In thousands of Canadian dollars)

Year ended June 30, 2017, with comparative information for 2016

				2017	2016
	Investment in capital assets	Internally restricted (note 7)	Unrestricted	Total	Total
Net assets, beginning of year	\$ 2,565	\$ 3,017	\$ (449)	\$ 5,133	\$ 4,269
Excess (deficiency) of revenue over expenses (note 6(b))	(446)	–	1,775	1,329	864
Net change in investment in capital assets (note 6(b))	710	–	(710)	–	–
Internally imposed restrictions (note 7)	–	987	(987)	–	–
Net assets, end of year	\$ 2,829	\$ 4,004	\$ (371)	\$ 6,462	\$ 5,133

See accompanying notes to financial statements.

HOCKEY HALL OF FAME AND MUSEUM

Statement of Cash Flows
(In thousands of Canadian dollars)

Year ended June 30, 2017, with comparative information for 2016

	2017	2016
Cash provided by (used in):		
Operating activities:		
Excess of revenue over expenses	\$ 1,329	\$ 864
Items not involving cash:		
Amortization of capital assets	1,486	1,534
Amortization of deferred sponsorships and contributions related to capital assets	(1,040)	(1,039)
Amortization of deferred sponsorships and contributions related to expenses of future periods	(1,285)	(814)
Amortization of deferred sponsorships and contributions related to core operations	(1,226)	(1,000)
Net change in deferred sponsorship	4,778	1,162
Change in non-cash operating working capital	515	(510)
	4,557	197
Financing activities:		
Decrease (increase) in sponsorships and contributions receivable	(1,693)	1,425
Increase (decrease) in bank indebtedness	(1,325)	1,325
Decrease in NHL loan	-	(54)
	(3,018)	2,696
Investing activities:		
Purchase of capital assets	(760)	(1,962)
Increase in cash position	779	931
Cash position, beginning of year	1,529	598
Cash position, end of year	\$ 2,308	\$ 1,529
Supplemental cash flow information:		
Interest paid	\$ 10	\$ 21

See accompanying notes to financial statements.

HOCKEY HALL OF FAME AND MUSEUM

Notes to Financial Statements

(In thousands of Canadian dollars, unless otherwise indicated)

Year ended June 30, 2017

Hockey Hall of Fame and Museum (the "Hall of Fame") was incorporated under the provisions of Part II of the Canada Corporations Act in March of 1983 and has filed articles of continuance under the Canada Not-For-Profit Corporations Act in March of 2013. The Hall of Fame is a registered charity under the Income Tax Act (Canada) (the "Act") and, accordingly, is exempt from income taxes provided certain requirements of the Act are met. Its purpose is to honour and memorialize individuals who have brought special distinction to the game of hockey and those who have made outstanding contributions to the development and advancement of hockey anywhere in the world, and to collect, research, preserve, exhibit and promote objects, images and other historical materials connected with the game at all levels.

1. Significant accounting policies:

These financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations. Significant accounting policies are summarized as follows:

(a) Revenue recognition:

The Hall of Fame follows the deferral method of accounting for contributions, which include sponsorships.

(i) Restricted sponsorships and contributions:

The Hall of Fame has granted certain promotional licensing rights and privileges to corporate sponsors in respect of the use of trademarks and patents in connection with the development of the Hall of Fame. Sponsorships and contributions restricted for the purchase of capital assets are deferred and amortized into revenue on a straight-line basis over the life of the asset.

(ii) Unrestricted sponsorships and contributions:

Sponsorships and contributions which are not externally restricted are recorded as revenue when received or receivable if the amount to be recorded can be reasonably estimated and collection is reasonably assured. Where a portion of sponsorships and contributions relates to future periods, it is deferred and recognized in those subsequent periods.

HOCKEY HALL OF FAME AND MUSEUM

Notes to Financial Statements (continued)

(In thousands of Canadian dollars, unless otherwise indicated)

Year ended June 30, 2017

1. Significant accounting policies (continued):

(iii) Non-cash sponsorships and contributions:

The fair value of non-cash sponsorships and contributions is recorded as sponsorship revenue and as contributed services expense as the related services are rendered or products are provided.

(iv) Other:

Admissions, retail sales and facility sales are recognized as revenue in the year the related attendance occurs, goods are sold or when the facility event occurs, respectively.

(b) Capital assets:

Purchased capital assets are recorded at cost. Constructed capital assets are recorded at cost and include direct construction and development costs, overhead directly attributable to the construction and interest costs incurred during construction. Contributed capital assets are recorded at fair value at the date of contribution.

Exhibits are amortized on a straight-line basis over their useful lives which is the duration that the exhibit is on display. Leaseholds and furnishings are amortized on a straight-line basis over the term of the lease. Spirit of Hockey store leaseholds and fixtures are amortized on a straight-line basis over the term of the lease and IT and office equipment is amortized on a straight-line basis over five years.

(c) Hockey artifacts, archival material and memorabilia:

The collection of hockey artifacts, archival material and memorabilia, which has been donated to the Hall of Fame over the years since its inception, is not recorded in the accounts since the value of the items is not readily determinable.

(d) Inventory:

Inventory consists of goods and merchandise sold through the Spirit of Hockey retail store and is valued at the lower of cost and net realizable value.

HOCKEY HALL OF FAME AND MUSEUM

Notes to Financial Statements (continued)

(In thousands of Canadian dollars, unless otherwise indicated)

Year ended June 30, 2017

1. Significant accounting policies (continued):

(e) Use of estimates:

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the year. Actual results could differ from those estimates.

(f) Financial instruments:

Financial instruments are recorded at fair value on initial recognition. All financial instruments are subsequently recorded at cost or amortized cost, unless management has elected to carry the instruments at fair value. The Hall of Fame has not elected to carry any such financial instruments at fair value.

Financial assets are assessed for impairment on an annual basis at the end of the fiscal year if there are indicators of impairment. If there is an indicator of impairment, the Hall of Fame determines if there is a significant adverse change in the expected amount or timing of future cash flows from the financial asset. If there is a significant adverse change in the expected cash flows, the carrying value of the financial asset is reduced to the highest of the present value of the expected cash flows, the amount that could be realized from selling the financial asset or the amount the Hall of Fame expects to realize by exercising its right to any collateral. If events and circumstances reverse in a future period, an impairment loss will be reversed to the extent of the improvement, not exceeding the initial carrying value.

(g) Capital management:

The Hall of Fame manages its capital by maintaining optimum levels on an ongoing basis. The objective is to ensure an adequate supply for operations while maintaining the flexibility to maximize investment returns and/or to reduce the cost of any potential external financing.

The levels of liquid resources are considered in the annual budget process. Cash flows are monitored on a daily basis, and actual operating results are compared to budget on a quarterly basis.

HOCKEY HALL OF FAME AND MUSEUM

Notes to Financial Statements (continued)

(In thousands of Canadian dollars, unless otherwise indicated)

Year ended June 30, 2017

2. Sponsorships and contributions receivable:

Net contracted sponsorships and contributions receivable for the next five years are as follows and include \$2,335 (2016 - \$745) in connection with contributed services commitments:

2018	\$ 2,674
2019	2,266
2020	2,136
2021	1,981
2022	973
	\$ 10,030

3. Capital assets:

	Cost	Accumulated amortization	2017 Net book value	2016 Net book value
Exhibits, leaseholds and furnishings financed by:				
Sponsorships and contributions	\$ 38,053	\$ 33,889	\$ 4,164	\$ 4,951
Core operations	8,997	6,538	2,459	2,116
Spirit of Hockey store leaseholds and fixtures financed by:				
Sponsorships and contributions	1,865	1,572	293	390
Core operations	773	503	270	348
IT and office equipment financed by:				
Sponsorships and contributions	1,955	1,685	270	376
Core operations	1,170	1,070	100	100
	\$ 52,813	\$ 45,257	\$ 7,556	\$ 8,281

HOCKEY HALL OF FAME AND MUSEUM

Notes to Financial Statements (continued)

(In thousands of Canadian dollars, unless otherwise indicated)

Year ended June 30, 2017

4. Bank indebtedness:

As of October 14, 2016, the Hall of Fame renewed its credit facilities with the lender. Security for the facilities included a general security agreement covering all personal property of the Hall of Fame, excluding all exhibit and other Hall of Fame materials collected for the purpose of archiving, exhibiting and preserving the history of hockey.

The credit facilities consist of a revolving operating loan bearing interest at the bank's prime rate plus 0.50% and a credit card.

The revolving operating loan is available as needed and is repayable on demand. Borrowings on the revolving operating loan are limited to a maximum of \$1,550. The revolving operating loan has no amount drawn as at June 30, 2017.

The Hall of Fame has access to a credit card facility that is limited to a maximum of \$350.

Total interest expense on long-term debt for 2017 is \$10 (2016 - \$21).

5. Deferred sponsorships and contributions:

Deferred sponsorships and contributions represent the unamortized amount of sponsorship contributions received for the purchase of capital assets, to fund expenses of future periods, for repayment of debt and to fund core operations. The amortization of deferred sponsorships and contributions is recorded as revenue in the statement of operations.

(a) Related to capital assets:

	2017	2016
Balance, beginning of year	\$ 5,967	\$ 7,149
New sponsorship commitments, net	50	60
Additional unspent contributions committed, net	300	–
Amounts transferred from deferred sponsorships related to future expenses	–	200
Amounts transferred to deferred sponsorships related to core operations	–	(403)
Amounts amortized to revenue	(1,040)	(1,039)
Balance, end of year	\$ 5,277	\$ 5,967

HOCKEY HALL OF FAME AND MUSEUM

Notes to Financial Statements (continued)

(In thousands of Canadian dollars, unless otherwise indicated)

Year ended June 30, 2017

5. Deferred sponsorships and contributions (continued):

(b) Expenses of future periods:

	2017	2016
Balance, beginning of year	\$ 2,045	\$ 3,044
New sponsorship commitments, net	2,600	15
Amounts transferred to deferred sponsorships related to capital assets	–	(200)
Contributed services and subsidized expenses	(1,135)	(664)
Amounts taken into revenue	(150)	(150)
Balance, end of year	\$ 3,360	\$ 2,045

(c) Related to core operations:

	2017	2016
Balance, beginning of year	\$ 2,941	\$ 2,451
New sponsorship commitments, net	1,828	1,140
Amounts transferred from deferred sponsorships related to capital assets	–	350
Amounts taken into core operations	(1,226)	(1,000)
Balance, end of year	\$ 3,543	\$ 2,941

6. Investment in capital assets:

(a) Investment in capital assets is calculated as follows:

	2017	2016
Capital assets	\$ 7,556	\$ 8,281
Amounts funded by:		
Deferred contributions, net of unspent	(4,727)	(5,716)
	\$ 2,829	\$ 2,565

HOCKEY HALL OF FAME AND MUSEUM

Notes to Financial Statements (continued)

(In thousands of Canadian dollars, unless otherwise indicated)

Year ended June 30, 2017

6. Investment in capital assets (continued):

(b) Change in net assets invested in capital assets is calculated as follows:

	2017	2016
Deficiency of revenue over expenses:		
Amortization of deferred sponsorships and contributions related to capital assets	\$ 1,040	\$ 1,039
Amortization of capital assets	(1,486)	(1,534)
	<u>\$ (446)</u>	<u>\$ (495)</u>
Net change in investment in capital assets:		
Purchase of capital assets	\$ 760	\$ 1,962
Amounts funded by deferred contributions	(50)	(1,509)
	<u>\$ 710</u>	<u>\$ 453</u>

7. Restrictions in net assets:

Pursuant to a resolution of the Board of Directors on June 10, 2010, it was resolved that for fiscal years ending after June 10, 2010, revenue and expenses will be included in the total net assets to be internally restricted, with the exception of revenue from sponsorships and contributions used to fund: (i) capital assets, (ii) contributed services, or (iii) interest. In addition, amortization of capital assets, contributed services and interest are also excluded from the determination of assets to be internally restricted other than any such expenses that are not funded by sponsorship and contributions or net assets previously restricted. The amount restricted will be set aside in order to fund the cost of enhancements to or replacements of exhibits or used for the general improvement of the facility and is not available for any other purpose without approval of the Board of Directors.

HOCKEY HALL OF FAME AND MUSEUM

Notes to Financial Statements (continued)

(In thousands of Canadian dollars, unless otherwise indicated)

Year ended June 30, 2017

7. Restrictions in net assets (continued):

The following sets out the changes in internally restricted amounts:

	2017	2016
Excess of revenue over expenses	\$ 1,329	\$ 864
Sponsorships and contributions	(2,175)	(1,703)
Amortization of certain capital assets	1,359	1,407
Contributed services and subsidized expenses	1,135	664
Surplus from core operations	1,648	1,232
NHL loan repayment funded by core operations	–	(54)
Purchase of capital assets funded by internally restricted amounts	(661)	(403)
	987	775
Internally restricted amounts, beginning of year	3,017	2,242
Internally restricted amounts, end of year	\$ 4,004	\$ 3,017

8. Commitments:

The Hall of Fame has entered into operating leases for the premises of the Spirit of Hockey store, resource centre and warehouse that call for annual minimum future rental payments, exclusive of operating costs, as follows:

2018	\$ 537
2019	520
2020	480
2021	303
2022	167
Thereafter	512
	\$ 2,519

HOCKEY HALL OF FAME AND MUSEUM

Notes to Financial Statements (continued)

(In thousands of Canadian dollars, unless otherwise indicated)

Year ended June 30, 2017

9. Related entities:

The NHL is considered a related party through the fact that it has the right to nominate and elect seven (7) of the Hall of Fame's eighteen (18) directors, certain eligible employees of the Hall of Fame are members of the NHL's pension plan and also by the existence of a Cooperation Agreement effective July 1, 2016 pursuant to which transactions with the NHL are recorded at cost and include the following:

Licensing fees of \$100 (2016 - \$100) with respect to the sale of NHL merchandise in the Spirit of Hockey retail store.

Contributed services of in-kind marketing and promotional support via NHL media properties of \$500 (2016 - nil).

Purchase of Hall of Fame Induction Celebration "gala tickets" of \$128 (2016 - \$128).

10. Fair values of financial assets and liabilities:

The carrying values of cash, accounts receivable, current sponsorships and contributions receivable and accounts payable and accrued liabilities approximate their fair values due to the short-term nature of these financial instruments. The fair value of long-term sponsorships and contributions receivable is not readily determinable.

11. Pension contributions:

Certain eligible employees of the Hall of Fame participate to the NHL pension plan, which is a multi-employer defined benefit plan. The participating employees are not required to contribute to the pension plan. The Hall of Fame expenses its pension contributions as incurred, as permitted by the Chartered Professional Accountants of Canada Handbook Section 3462, Employee Future Benefits, under multi-employer benefit plans. Total pension contributions for the year ended June 30, 2017 amount to \$298 (2016 - \$283), which includes \$6 (2016 - \$3) of special solvency payments.

HOCKEY HALL OF FAME AND MUSEUM

Notes to Financial Statements (continued)

(In thousands of Canadian dollars, unless otherwise indicated)

Year ended June 30, 2017

12. Contingencies:

The Spirit of Hockey lease covering the period from November 1, 2010 to December 31, 2020 has a percentage rent clause in the agreement whereby additional rent will be charged if 6% of gross revenue (net of sales tax) for each lease year exceeds the minimum rent payable under the terms of the lease. In 2017, the Hall of Fame incurred \$13 in additional rent (2016 - \$9). In 2018, additional rent will occur if 6% of gross revenue (net of sales tax) for the lease year exceeds \$221.

13. Travel Industry Council of Ontario ("TICO"):

TICO requires that the Hall of Fame disclose its activity relative to the sale of travel packages.

Included in licensing revenue is Gross Ontario Sales of \$37 related to the Hall of Fame's travel packages which offers visitors to the Hall of Fame transportation and accommodations. Customer deposits held in trust of \$5 is included in the Hall of Fame's cash balance:

	(In actual dollars)
Customer deposits	\$ (4,763)
Covered by bank balance in trust	53,064
Surplus	\$ 48,301

HOCKEY HALL OF FAME AND MUSEUM

Schedule 1 - Paid Attendance and Admission Revenue

(In thousands of Canadian dollars, except average admission revenue and admission prices)

Year ended June 30, 2017, with comparative information for 2016

(Unaudited)

	2017		2016	
	Paid attendance	Admission revenue	Paid attendance	Admission revenue
July	40,283	\$ 578	30,504	\$ 427
August	40,213	571	36,132	511
September	25,684	389	15,592	235
October	13,238	201	12,263	187
November	12,071	176	10,126	147
December	13,577	192	11,446	160
January	13,440	192	10,688	154
February	12,114	174	9,413	140
March	18,086	252	20,890	284
April	18,177	254	14,333	198
May	22,783	287	18,622	255
June	27,088	380	22,619	303
Total attendance/admission revenue	256,754	\$ 3,646	212,628	\$ 3,001

	2017	2016
Average admission revenue per capita	\$ 14.20	\$ 14.11
Admission prices:		
General admission	\$ 18.00	\$ 18.00
Children, three years and under	Free	Free
Seniors	14.00	14.00
Youth (4 - 13 years)	12.00	12.00

Paid attendance excludes attendance from sponsorship agreements and hospitality events.

HOCKEY HALL OF FAME AND MUSEUM

Schedule 2 - Spirit of Hockey Retail Operations
(In thousands of Canadian dollars)

Year ended June 30, 2017, with comparative information for 2016
(Unaudited)

	2017	2016
Sales	\$ 4,246	\$ 3,655
Cost of sales	2,255	1,931
	1,991	1,724
Other sales-related costs:		
Bank and credit card charges	92	80
Occupancy-percentage rent	13	9
E-Commerce shipping and handling	26	22
	131	111
	1,860	1,613
Other expenses:		
Staff:		
Salaries (Schedule 4)	355	332
Fringe benefits	30	30
Occupancy:		
Basic rent	240	228
Lease operating costs	74	70
Property taxes	12	16
Packaging and sales supplies	20	20
General office	4	3
Maintenance and repairs	12	13
	747	712
Net contribution from Spirit of Hockey retail operations	\$ 1,113	\$ 901

HOCKEY HALL OF FAME AND MUSEUM

Schedule 3 - Facility Sales

(In thousands of Canadian dollars)

Year ended June 30, 2017, with comparative information for 2016

(Unaudited)

	2017	2016
Revenue:		
Facility sales:		
Full facility rentals	\$ 187	\$ 185
Theatre rentals	104	108
Great Hall rentals	41	40
Boardroom rentals	13	8
Commercial access fees	8	18
Food and beverage	2,056	1,871
Staging and rentals	636	532
Staffing and security	193	186
Merchandise	39	28
Other	115	101
	<u>3,392</u>	<u>3,077</u>
Expenses:		
Staff:		
Salaries (Schedule 4)	253	225
Fringe benefits	24	24
Food and beverage	1,715	1,557
Staging and rentals	542	448
Merchandise	18	10
Direct marketing	17	10
Other	72	59
	<u>2,641</u>	<u>2,333</u>
Net contribution from facility sales operations	\$ 751	\$ 744

HOCKEY HALL OF FAME AND MUSEUM

Schedule 4 - Staff Salaries

(In thousands of Canadian dollars)

Year ended June 30, 2017, with comparative information for 2016

(Unaudited)

	2017	2016
Staff salaries, including bonuses and commissions:		
Gross salaried payroll	\$ 2,432	\$ 2,291
Contracted services	179	144
Hourly payroll:		
Guest services	328	292
Retail services	222	204
Facility sales services	154	138
Building services	99	100
AV and IT support services	48	48
Resource centre and archival services	77	67
Administrative and temporary services	60	38
Gross salaries and wages	3,599	3,322
Less direct cost allocations and other items:		
Spirit of Hockey retail	355	332
Facility sales	251	225
Licensing and other:		
IIHF Images contribution	75	75
Outreach Program	50	50
NHL Trophy Movement	30	30
Subsidized via resource centre grants	41	33
Hockey Canada contribution	18	18
Legends Magazine	12	12
Induction celebration	12	12
	844	787
Staff salaries, net of direct cost allocations	\$ 2,755	\$ 2,535