



Horse Racing Alberta

# Business Plan

2021 - 2023





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and the Chief Executive Officer**  
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## Message from the Chair of the Board and the Chief Executive Officer

**On behalf** of the Horse Racing Alberta (HRA) Board of Directors and Management Team, we are pleased to present the 2021-2023 HRA Business Plan. Through this plan, we identify our strategic objectives, priorities and performance targets for this timeframe.

The Covid-19 lockdown on March 17th resulted in the closure of our racetracks, RECs and OTB network. As a result, all sources of revenue were cut off.

Since re-opening Horse Racing in Alberta on June 14th, handle and slot machine revenue has exceeded our expectations. Century Downs, Century Mile, Evergreen Park and Rocky Mountain Turf Club set new records for handle in 2020.

For the first time in almost a decade, the 7,000 men and women that work in our Alberta Horse Racing and Breeding industry find themselves in an enviable new position – a position of operational stability and financial sustainability.

Owners, breeders, trainers and other racing participants are encouraged by this success. Our strategy and plan will further propel our industry forward and position us for responsible growth in the future.

We remain committed to co-creating a renewed values-based culture with our stakeholders by actively modelling, communicating and upholding our values. Working together, we will ensure the health and safety of the equine athletes, racing participants and racing officials within our industry.

We will also strive to work more effectively by continuing to reduce and control costs, and leverage economies of scale. This will create synergies and streamline our operations to ensure the viability of our industry.

Adopting progressive new rules and attaining NTRA accreditation at our “A” racetracks will up our game. Not only will it raise the integrity of our sport, it will preserve our social license to operate.

Improving our business intelligence capabilities and sharing information with stakeholders will result in faster and better decisions. Online processing of HRA racing licence applications and certification training programs improves their accessibility and modernizes our industry. Being able to quickly anticipate, respond and adapt to change helps build our organizational resiliency.

Improving our purse allocation and breeder incentive programs is essential to attract new owners and breeders to Alberta. We will strive to grow the racehorse population, increase field sizes, attract more fans and drive handle to preserve the sustainability of our industry.

This joint message from the HRA Chair of the Board and Chief Executive Officer represents our commitment to this plan and achievement of its strategic objectives.

Original signed by



**Gill Hermanns**  
Chairman,  
HRA Board of Directors

Original signed by



**Kent Verlik**  
HRA Chief Executive  
Officer

**Horse Racing Alberta (HRA)** was formed as a not-for-profit corporation with representatives from all segments of the industry to act as an independent organization that is open, transparent and accountable to Albertans. It was established with the Alberta Government's proclamation of the Horse Racing Alberta Act (the Act) in 2002 to lead a racing industry renewal and to manage self-regulation.

## Our Mandate

In accordance with the Act, the mandated objectives of HRA are:

- 1. To govern, direct, control, regulate, manage, market and promote horse racing in any or all of its forms;**
- 2. To protect the health, safety and welfare of racehorses and, with respect to horse racing, the safety and welfare of racing participants and racing officials; and**
- 3. To safeguard the interests of the general public in horse racing.**

## Our Structure

As defined in the Act, the Board of HRA consists of eight Directors representing the various breed organizations and racetracks, three Directors representing the public, and two government-appointed ex-officio (non-voting) members.

The Board is responsible for the governance of HRA and for providing direction to management to ensure the strategies and operational activities outlined in this Business Plan and the Act are achieved.

The Board is also responsible for taking a comprehensive and balanced approach to industry issues while acting in the best interests of the horse racing industry.

Board Committees are responsible for monitoring and evaluating program performance and providing recommendations to the Board to improve their effectiveness.

### Horse Racing Alberta Board

#### HRA Board Committees

- Audit & Finance
- Governance & Compensation
- Regulatory & Licensing
- Strategic Growth & Sustainable Development

#### HRA Chief Executive Officer

#### HRA Management Team

- Director, Corporate Services
- Director, Marketing & Communications
- Director, Regulatory & Supervisor of Racing
- Manager, Backstretch Development



# Our Vision, Mission and Values

## Vision

Alberta will be recognized internationally for premier horse racing, breeding and quality entertainment.

## Mission

Horse Racing Alberta will lead and enable a healthy, vibrant and progressive racing industry to function in the province of Alberta with high integrity and self-regulated responsibility.

## Values

Our set of **five core values** guide our actions and provide the moral compass necessary for us to achieve our vision and mission.

### Integrity

We set and abide by the rules, can be trusted to do the right thing, and follow through on our words with action.



### Excellence

We take pride in our work and set ambitious goals. We are passionate about our people, purpose and performance.



### Collaboration

We work with our stakeholders and partners knowing that together we are stronger and can do great things.



### Accountability

We take ownership of our obligations and hold ourselves responsible for meeting our commitments.



### Respect

We value the unique contributions of individuals, ensure their voices are heard and welcome diversity.

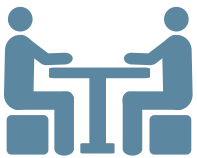


### Organizational Strategy

The HRA organizational strategy is represented as a single-page strategy map. The Board's four Strategic Thrusts listed at the top of the map form the basis of the strategy. Strategic objectives within each thrust are identified at the intersection of each Perspective. The four Perspectives on the left side of the map provide a "balanced scorecard" model for performance measurement of each strategic objective to be reported in future annual reports.

HRA will pursue these strategic thrusts that build toward the achievement of our vision. The strategic thrusts establish the overall direction for future business decisions and resource allocation to effect the necessary changes to the organization and its operations.

### HRA Strategic Thrusts



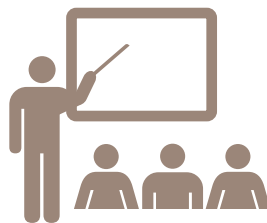
#### Values Based Culture

We will co-create a renewed values-based culture with our stakeholders.



#### Organizational Alignment and Effectiveness

We will work with stakeholders to modernize our regulatory environment, improve the provincial coordination of major activities and services, and streamline operations.



#### Technology Driven Resilience

We will improve our business intelligence capabilities, provide online access to licensing services and industry training, openly and transparently share more information with stakeholders, and make faster and better decisions.



#### Responsible Growth

We will responsibly generate and grow revenue to stabilize and enhance the horse racing and breeding industry for the benefit of all Albertans.



# Our Strategy Map

Strategic Thrusts			
Values Based Culture	Operational Alignment and Effectiveness	Technology Driven Resilience	Responsible Growth
<b>Balanced Scorecard Perspective</b>			
<b>Capability Investments</b>			
Actively model and act in accordance with our values	Rationalize licensing, funding and joint venture agreements to provide greater clarity, focus and alignment of objectives	Acquire modern Business Intelligence (BI) capabilities to analyze performance, identify emerging trends and evaluate program effectiveness	Increase the race horse population and attract new owners through effective regulation and policy incentives
<b>Internal Processes</b>			
Effectively communicate and uphold our values	Modernize existing rules, policies and processes, programs and incorporate innovative leading practices	Provide online access to licensing services and industry training, refine processes and improve program performance	Optimize race dates, increase purse and field sizes to drive handle revenue
<b>Customers &amp; Stakeholders</b>			
Co-create a renewed values based culture with stakeholders	Collaborate with stakeholders to provincially coordinate major activities and common services	Share information with stakeholders to enable informed, fact-based decision making	Enhance horse racing's entertainment value to attract more fans and corporate sponsorship
<b>Sustainability</b>			
Work collectively to strengthen the health and viability of our industry	Leverage economies of scale to reduce operating costs and create synergies	Anticipate, respond and adapt to build organizational resiliency	Preserve the long-term sustainability of Horse Racing Alberta
<b>2021 - 2023 Business Priorities</b>			
Consult with stakeholders and co-create a renewed values driven culture in the Alberta Horse Racing Industry	Attain National Thoroughbred Racing Association (NTRA) accreditation	Implement a Business Intelligence tool to improve analytical capabilities	Purse Enhancement Program Evaluation and Improvement Initiative
Implement a Strategic Communication Plan to inform and educate stakeholders to support the cultural renewal	Licensing, Funding and Joint Venture Agreement Rationalization Initiative	Integrate and migrate data to servers to improve data integrity and quality	Breed Improvement Program Evaluation and Improvement Initiative
Implement a Public Relations initiative to raise awareness about the economic impact of horse breeding, raising and racing in Alberta	Regulatory Review, Benchmarking and Modernization Initiative	Provide stakeholders with self-serve access to open data and analytical tools	Optimize the Racing Calendar to increase handle
	Develop online certification and training programs for racing participants	Implement online processing of HRA licence applications and renewals	Explore new racing entertainment offerings, wagering products, revenue streams and corporate sponsorships
			Use social media to attract a younger demographic to the product
<b>Performance Metrics</b>			
Stakeholder Engagement Index	Racing events conducted in compliance with rules and regulation	HRA Resiliency Index	HRA Cumulative Surplus (Deficit)
	Total Provincial Marketing Expenditure		Total Pari-Mutuel Handle
			Total Purse Grants
			Total Breed Improvement Funding

### We will co-create a renewed values-based culture with our stakeholders.

HRA acts as the single voice of our industry. However, at times not all of our stakeholders are on the same page. The public and government expects our people, organization and stakeholders to work together in the best interests of the Alberta horse racing industry.

We must create the culture our organization needs to successfully execute our strategy and achieve our goals. By asking ourselves some tough questions, we can discover what needs to change to help us succeed. Taking this action will help unite us and make us stronger together.

### Objectives

- Actively model and act in accordance with our values.
- Effectively communicate and uphold our values.
- Co-create a renewed values-based culture with stakeholders.
- Work collectively to strengthen the health and viability of our industry.

### Business Priorities

- Consult with stakeholders and co-create a renewed values-driven culture in the Alberta horse racing industry.
- Implement a Strategic Communication Plan to inform and educate stakeholders to support the cultural renewal.
- Implement a Public Relations initiative to raise awareness about the economic impact of horse breeding, raising and racing in Alberta.

### Performance Measures

Measure	Forecast 2020	Target 2021	Target 2022	Target 2023
Stakeholder Engagement Index	82.2%	84.2%	85.7%	86.7%



### **We will work with stakeholders to modernize our regulatory environment, improve the provincial coordination of major activities and services, and streamline operations.**

The new Century Mile Racetrack and Casino has rejuvenated the horse racing industry in Alberta. Now is the time to raise the bar by bringing innovation to our regulatory environment and streamlining operations. Ensuring clarity across our licensing and funding agreements with industry will ensure we're all on the same page going forward.

### **Objectives**

- Rationalize licensing, funding and joint venture agreements to provide greater clarity, focus and alignment of objectives.
- Modernize existing rules, programs and policies and incorporate innovative leading practices.
- Collaborate with stakeholders to provincially coordinate major activities and common services.
- Leverage economies of scale to reduce operating costs and create synergies.

### **Business Priorities**

- Attain National Thoroughbred Racing Association (NTRA) accreditation.
- Licensing, Funding and Joint Venture Agreement Rationalization Initiative.
- Regulatory Review, Benchmarking and Modernization Initiative.
- Develop online certification and training programs for racing participants.

### **Performance Measures**

<b>Measure</b>	<b>Forecast 2020</b>	<b>Target 2021</b>	<b>Target 2022</b>	<b>Target 2023</b>
<b>Racing Compliance</b>	<b>86.2%</b>	<b>86.7%</b>	<b>87.2%</b>	<b>87.7%</b>
<b>Total Provincial Marketing Expense</b>	<b>\$395,000</b>	<b>\$600,000</b>	<b>\$700,000</b>	<b>\$800,000</b>

### **We will improve our business intelligence capabilities, openly and transparently share more information with stakeholders, and make faster and better decisions.**

In today's world, information is power. Data integrity and having the ability to mine data to learn and find answers to difficult questions is essential. Sharing this information with stakeholders can result in better and quicker decision making.

#### **Objectives**

- Acquire modern Business Intelligence (BI) capabilities to analyze performance, identify emerging trends and evaluate program effectiveness.
- Provide online access to licensing services and industry training, refine processes and improve performance.
- Share information with stakeholders to enable informed, fact-based decision making.
- Anticipate, respond and adapt to build organizational resiliency.

#### **Business Priorities**

- Implement a Business Intelligence tool to improve analytical capabilities.
- Integrate and migrate data to servers to improve data integrity and quality.
- Provide stakeholders with self-serve access to open data and analytical tools.
- Implement online processing of HRA licence applications and renewals.

#### **Performance Measures**

Measure	Forecast 2020	Target 2021	Target 2022	Target 2023
HRA Resiliency Index	Establish Baseline	5% over Baseline	8% over Baseline	10% over Baseline



### We will responsibly generate and grow revenue to stabilize and enhance the horse racing and breeding industry for the benefit of all Albertans.

There is great optimism among our stakeholders for the future of horse racing in Alberta. By being responsible and deliberate in our actions, we can grow our industry and realize our vision.

### Objectives

- Increase the race horse population and attract new owners through effective regulation and policy incentives.
- Optimize race days; and increase purse and field sizes to drive handle revenue.
- Enhance horse racing's entertainment value to attract more fans and corporate sponsorship.
- Preserve the long-term sustainability of Horse Racing Alberta.

### Business Priorities

- Purse Enhancement Program Evaluation and Improvement Initiative.
- Breed Improvement Program Evaluation and Improvement Initiative.
- Optimize the Racing Calendar to increase handle.
- Explore new racing entertainment offerings, wagering products, revenue streams and corporate sponsorships.
- Use social media to attract a younger demographic to our racing product.

### Performance Measures

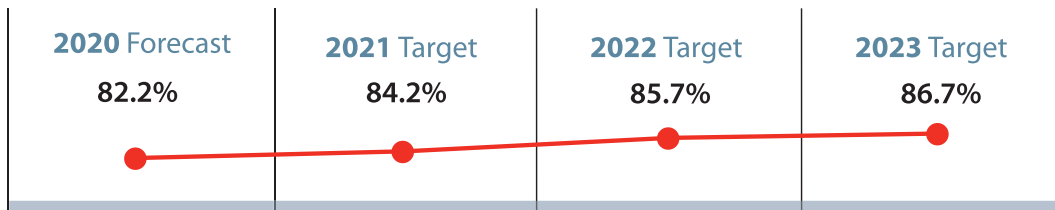
Measure	Forecast 2020	Target 2021	Target 2022	Target 2023
HRA Cumulative Surplus (Deficit)	\$310	\$2,726	\$4,169	\$3,699
Total Pari-Mutuel Handle	\$84,954	\$105,990	\$108,110	\$113,516
Total Purse Grants	\$6,781	\$12,500	\$13,000	\$14,000
Total Breed Improvement Investment	\$2,620	\$3,600	\$4,100	\$5,000

\* Dollar totals are in '000s

# Summary of Performance Measures

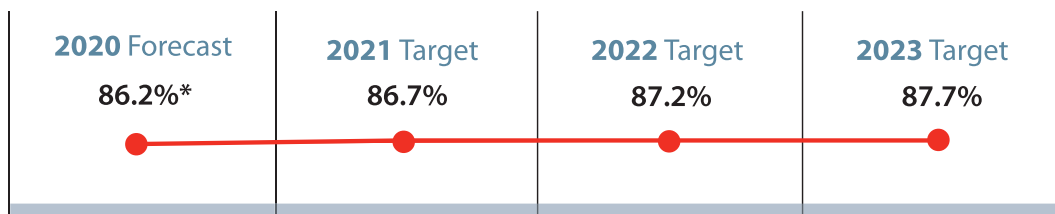
## Values-Based Culture

### Stakeholder Engagement Index



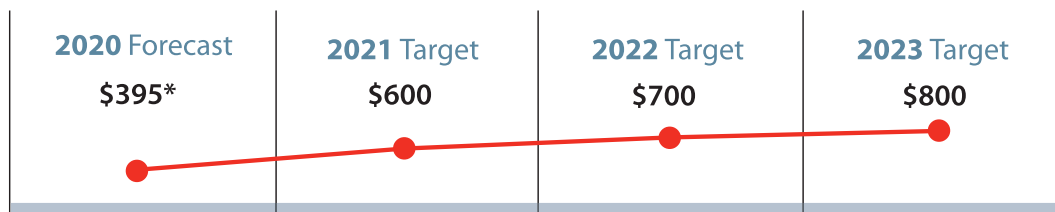
## Organizational Alignment and Effectiveness

### Racing Event Compliance



\* % Races w/o Rulings

### Total Provincial Marketing Expense



\* Dollar totals are in '000s

## Technology Driven Resilience

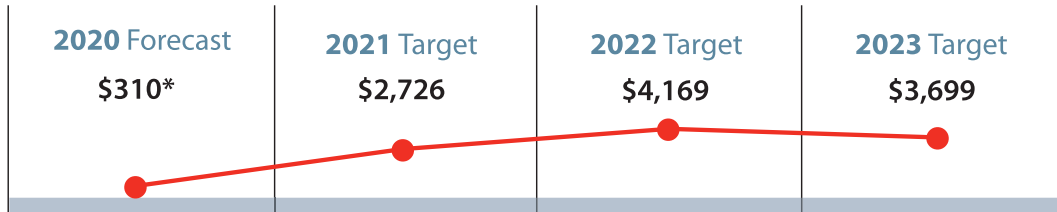
Measure	Forecast 2020	Target 2021	Target 2022	Target 2023
HRA Resiliency Index	Establish Baseline	5% over baseline	8% over baseline	10% over baseline



# Summary of Performance Measures

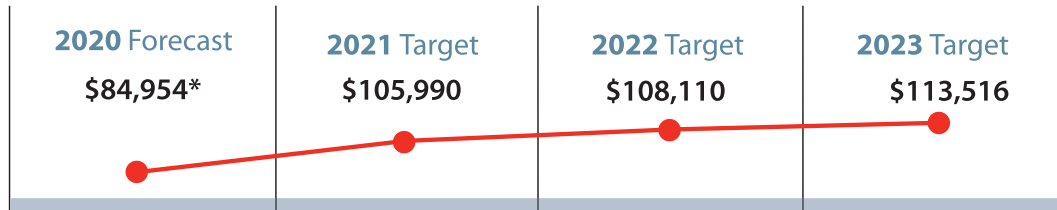
## Responsible Growth

### HRA Cumulative Surplus (Deficit)



\* Dollar totals are in '000s

### Total Pari-Mutuel Handle



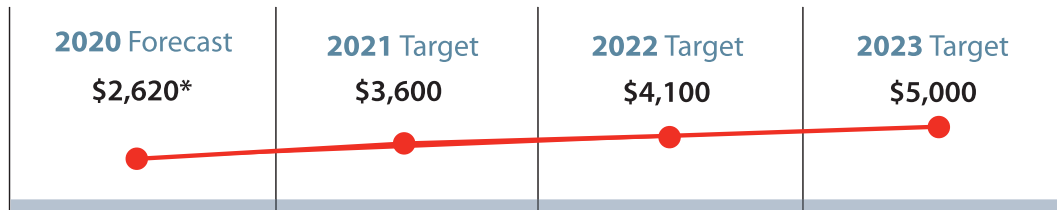
\* Dollar totals are in '000s

### Total Purse Grants



\* Dollar totals are in '000s

### Total Breed Improvement Investment



\* Dollar totals are in '000s

HRA is a governing body that also promotes and facilitates the growth, integrity and economic contribution of the Alberta horse racing and breeding industry. This shall be done by providing quality entertainment, employment, economic and value-added agricultural opportunities within a unified, viable, progressive, accountable and self-regulated industry environment.

The Alberta horse racing industry reflects three equal parts: breeding, racing and infrastructure. It is also a green industry. Our goal is to stabilize, enhance and ensure the growth and integrity of horse racing and breeding in Alberta. The breeding side uses active grazing lands that act as green belts. These green belts and horse populations close to our urban centres are a potential tourist resource as well as an opportunity for educational activities.

### Stakeholder, Government and Public Relations

**HRA is the single voice for the Alberta racing industry, keeping stakeholders, government and the public informed of developments, and championing issues important to achieving our vision.**

To be the one voice of the industry, HRA will continue to identify, advocate, and champion issues of relevance and importance on behalf of the industry.

The Board will continue its commitment to all racing breeds and show flexibility and creativity to help the divergent industry reach consensus.

### Marketing

**HRA works in partnership with industry to actively market and promote Alberta horse racing.**

The live horse racing and breeding industry in Alberta is as old as the province itself. For decades, the racing industry enjoyed much success and growth. Over time, the industry began to face many challenges, including increased competition and

other changes. In 2020, marketing costs were reduced due to financial constraints as a result of the Covid-19 pandemic. Paid media buys were curtailed and marketing efforts re-focused on social media, promoting our signature racing events, and highlighting our industry's rising stars - owners, trainers, jockeys/drivers and our equine athletes.

### Racetrack Licensing

**HRA promotes the development of high-quality, off-track betting facilities and racetracks for horses, fans, owners, and racing personnel.**

High quality racing facilities are essential for the industry to reach its potential. The industry has endorsed the evolution of racetracks into exciting multi-entertainment destinations.

### Breed Improvement Program

**HRA facilitates growth in the breeding industry and the quality of racehorses bred in Alberta.**

The growth of the industry is largely dependent upon Alberta's ability to market the horses sired by Alberta stallions, or the mares that deliver foals in Alberta.

HRA's Breed Improvement Program is directed at enabling the production of high-quality, Alberta-bred horses. Success within this sector takes time. Breeders require a five-year horizon from the time of arranging for breeding until the racehorse can reach its full potential on the racetrack. The opening of the Century Downs 'A' racing facility in the Calgary market area has provided stability and helps to support these goals.

Regardless of where Alberta bred race in Alberta, they are supported through the Breed Improvement Program. Bonuses are paid based on total purse monies earned by Alberta bred racehorses in races at race tracks in Alberta.

### Regulatory

**HRA aims to enhance and foster integrity and ethical conduct as a foundation for all aspects of the horse racing industry in Alberta.**

Racing integrity and the protection of the public interest are essential to the further development of the industry and central to HRA's mission. HRA is continuing to enhance a regulatory and compliance framework that is just, reasonable, efficient and consistent.

### Human Resource Development

**HRA facilitates the education, training, and well-being of individuals involved in Alberta's horse racing industry.**

HRA has been proactive in addressing human resource issues by improving conditions for its employees and increasing the available pool of qualified personnel. The industry has some unique needs and the hours of work differ from those in most other sectors. In partnership with horsemen's organizations, racing industry solutions will address human resource needs and improve the quality of life for its employees. The HRA Backstretch Foundation was created to improve the quality of life for the many personnel who work and sometimes live at the track. We offer addiction referral and benevolence to those in need.

In partnership with Olds College, HRA offers two programs to recruit and train Canadians to work in the horse racing industry. The Groom School Program and Jockey/Exercise Rider Program are both fifteen-week certificate programs which have been accredited by Alberta Education.

### Animal Welfare

**HRA promotes and encourages continuous improvement in the industry's animal welfare practices.**

Protecting "the health, safety, and welfare of racehorses" is one of the legislated objectives of HRA. In reality, equines are treated and looked after very well. Despite this, public perception is often to the contrary, primarily due to publicized issues of poor treatment of animals. This mandate has become increasingly important with media reports of injuries to horses at major international racing events.

HRA and other stakeholders must continue to work to ensure that the industry and the public have confidence that Alberta racehorses and breeding stock are treated with respect and dignity. We will seek strategic partnerships with animal welfare organizations to enhance these endeavours.

An outstanding example of these partnerships is the Canadian Equine Centre of Innovation at Olds College. The centre of innovation incorporates leading-edge expertise, facilities, technology, and applied research to provide unique human resource solutions for the equine industry.

### Purse Allocation

**HRA strives to manage and maximize purses, based on revenues available, to stimulate the overall activity and investment in the industry.**

Purse structure serves as a foundation for all aspects of participation and investment in live horse racing. Purses ultimately determine the quality of the horses racing at all horse racetracks, which then directly determines the revenues that may be potentially generated.

The purse structure in Alberta must be substantial, significant and sustainable. This will provide commitment to the fiscal viability for those investing and participating in horse racing and allows these industry participants to plan for the long term.



### Business Plan Risks

The following risks may impede HRA in delivering on its business plan objectives:

- Impacts as a result of the Covid-19 pandemic may continue until a vaccine is available for mass distribution. These include but are not limited to difficulty bringing in enough foreign jockeys; further lockdowns affecting handle and slot revenues; and the inability to attract younger fans due to spectator-less racing.
- Underperformance of slot machines and/or overall provincial handle.
- Downturn in the provincial economy or in a provincial economic sector that has a direct influence on the horse racing and breeding industries in Alberta.
- Failure of Alberta horse racing stakeholders to work together for their mutual benefit.
- Changes to government's current gaming policy that impact racing.
- Failure to achieve annual breeding and purse strategy targets could call into question the ability of HRA to provide a stable fiscal environment for the industry.
- The success of breeding programs is, in part, predicated on the desire of owners to race in Alberta. As such, the success of other strategies that relate to improving the quality of racing in Alberta (e.g., increased purses, increased breed improvement funding, etc.) are also critical to the further development of the breeding industry.
- Animal activists influencing public opinion, thereby impacting the horse racing industry.
- Other breeding risk factors include disease, economic conditions, environmental factors (e.g., drought, crop failure), insufficient quantity of proven stallions, and mare reproductive loss syndrome.
- Competitive practices of other gaming and entertainment industries in Alberta.
- Failure of HRA to be recognized as the single voice of the racing industry to the Public and Government.
- Competitive practices of other racing jurisdictions to attract Alberta mares, stallions and owners. This could negatively impact Alberta's horse population and industry's ability to be competitive and attract new owners and racing participants to the province.

Based on the information available – and barring natural factors (e.g., drought, disease) or a shift in government support for the racing renewal initiative – all of the above-noted risk factors are being mitigated by our planned business priorities and therefore should not have any material effect on our projected financial results.

## Business Plan Assumptions

### Assumptions to Financial Projections 2021 to 2023:

- 2019 Actuals are based on HRA's audited financial statements in all instances in this document.
- The Covid-19 pandemic affected all aspects of the operations of HRA in 2020 resulting in significant variances to budget on most line items for 2020.
- 2020 Forecast is based on actuals to Aug 31. Handle was budgeted to increase by approximately 2% from 2019 however, handle is trending to be about \$1.3M below target as racing activities were suspended for 2.5 months. Slot Revenue was budgeted to increase by about 5%, however the forecast is below budget by about \$16M as the REC's were closed for 2.5 months. Racetrack funding is expected to be below budget by \$13.4M as this is based directly on decreased slot revenue. Purses and Breed Improvement were budgeted at \$38M but will only reach \$21M due to the reduction in race days resulting from the track closures. Purse allocations were pro-rated and based on approved racing schedules at the tracks. Other operational expenses will be under budget by about \$700K due to cost cutting measures while racing operations were suspended.
- 2021 Budget keeps handle revenue at the same level as the original 2020 budget. Performance metrics for field sizes and what constitutes a race day developed in 2020 should allow us to reach projected handle amounts. Slot revenue is budgeted at 81% of the 2020 original budget.

Since the REC's reopened they have been able to meet or exceed 80% of projections. Coupled with the increase in HRA's share of slot revenues the budget has been set at \$37.1M. Purses and breed improvement have been increased by 16% over the original 2020 budget due to the increased share of slot revenues expected. Marketing has been increased by 52% over 2020 levels as management wishes to increase HRA's social media presence. All other expenditures to remain basically flat except Racetrack Funding, which is a percentage of slot revenue generated at each racetrack.

- 2022 Projections show a 1% increase in handle over the 2021 projections based on a full year of utilizing performance metrics. A projected 1% increase in slot play results in a \$350K increase in HRA's share of slot revenue. Purses and Breed Improvement to increase by \$1M and a further investment of \$100K in Marketing to continue promoting the racing industry.
- 2023 Projections show a 1% increase in both handle and slot revenue. Purses and Breed Improvement are projected to increase by \$1.5M. And a further \$100K increase in Marketing is projected.
- General Fee is 5% of Handle. Promotional Levy is 0.6% of "feature" handle (any wager other than win-place-show), which is estimated at 63.75% of the total.

Cumulative Surplus/(deficit) from HRA programs and operations is carried over from year to year. HRA's fiscal year-end is December 31. The accumulated deficit from prior years is expected to be eliminated in 2021. Future years will see HRA focused on creating a contingency fund to meet uncertainties as HRA moves forward.

# 2021-2023 Business Plan Budget and Projections

The following table presents a summary of the Horse Racing Alberta budget for 2020 as well as projections for fiscal years 2021, 2022 and 2023.

## HORSE RACING ALBERTA Financial Projections 2021 to 2023

		2019 Actual	2020 Forecast	2021 Budget	2022 Forecast	2023 Forecast
<b>Revenue:</b>						
	General Fee	\$4,987,116	\$4,031,916	\$5,299,545	\$5,352,540	\$5,406,066
	Promotional Levy	\$382,990	\$336,376	\$406,157	\$410,219	\$414,321
	Assessments, Licenses & Fines	\$229,386	\$318,740	\$523,000	\$523,000	\$523,000
	Other	\$966	\$196,527	\$10,000	\$10,000	\$10,000
	Slots - Current Year	\$34,160,452	\$26,484,104	\$37,126,850	\$37,498,119	\$37,873,100
	Interest on Deferred Contributions	\$11,860	\$10,300	\$60,000	\$30,000	\$12,000
	Gaming Agreement Sub-total	\$34,172,312	26,494,404	\$37,186,850	\$37,528,119	\$37,885,100
	<b>Total Revenue</b>	<b>\$39,772,770</b>	<b>\$31,377,963</b>	<b>\$43,425,552</b>	<b>\$43,823,878</b>	<b>\$44,238,486</b>
<b>Expenses:</b>						
	Racetrack Funding Grant	\$23,245,526	\$16,368,189	\$20,893,784	\$21,103,941	\$21,314,981
	HRA Purse Grant	\$10,518,147	\$6,780,950	\$12,500,000	\$13,000,000	\$14,000,000
	Breed Improvement Program	\$3,100,000	\$2,620,000	\$3,600,000	\$4,100,000	\$5,000,000
	Regulatory / Administration	\$3,370,069	\$2,440,458	\$3,250,000	\$3,310,000	\$3,424,250
	HRA Marketing and Promotion	\$786,335	\$395,000	\$600,000	\$700,000	\$800,000
	Backstretch - Human Resource Development	\$141,695	\$146,000	\$166,000	\$166,000	\$170,000
	<b>Total Expenses</b>	<b>\$41,161,772</b>	<b>\$28,750,597</b>	<b>\$41,009,784</b>	<b>\$42,379,941</b>	<b>\$44,709,231</b>
<b>Annual Surplus / (Deficit) from Programs</b>		<b>(\$1,389,002)</b>	<b>\$2,627,366</b>	<b>\$2,415,768</b>	<b>\$1,443,936</b>	<b>(\$470,744)</b>
<b>Add:</b>						
	Cumulative Surplus from Previous Year	(\$937,760)	(\$2,317,547)	\$309,819	\$2,725,587	\$4,169,523
	Change in Net Assets	\$9,215	\$0	\$0	\$0	\$0
<b>Cumulative Surplus Unrestricted / (Deficit)</b>		<b>(\$2,317,547)</b>	<b>\$309,819</b>	<b>\$2,725,587</b>	<b>\$4,169,523</b>	<b>\$3,698,779</b>







### **Contact Horse Racing Alberta**

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