

**2011
Operating
Budget**

Operating Budget Summary	
Description	

	2010		2011				
	Projected Actual	Budget	Base Budget	% 2010 Budget	Approved Budget Options	Approved Budget	% 2010 Budget
Full Time Positions		497	545	9.7	2	547	10.1
Crew Hours		141,255	143,692	1.7	1,492	145,184	
Part Time Hours		563,904	524,973	(6.9)	(3,745)	521,228	(7.6)
Overtime Hours		2,940	2,940	-	0	2,940	-
Revenues							
Provincial Grants & Subsidies	(151,994,074)	(151,157,120)	(84,251,068)	44.3	0	(84,251,068)	44.3
Federal Grants & Subsidies	(601,527)	(296,906)	(292,892)	1.4	0	(292,892)	1.4
User Fees	(16,832,495)	(17,163,783)	(17,147,259)	0.1	0	(17,147,259)	0.1
Licensing & Lease Revenues	(22,212)	(21,610)	(21,610)	-	0	(21,610)	-
Investment Earnings	(180,000)	(200,000)	(170,000)	15.0	0	(170,000)	15.0
Contr from Reserve and Capital	(1,232,945)	(705,599)	(513,307)	27.3	(570,255)	(1,083,562)	(53.6)
Other Revenues	(1,385,876)	(1,422,972)	(1,618,202)	(13.7)	0	(1,618,202)	(13.7)
Total Revenues	(172,249,129)	(170,967,990)	(104,014,338)	39.2	(570,255)	(104,584,593)	38.8
Expenses							
Salaries & Benefits	50,489,371	50,711,191	54,590,918	7.7	38,376	54,629,294	7.7
Materials - Operating Expenses	7,401,803	7,468,672	7,027,474	(5.9)	(6,978)	7,020,497	(6.0)
Equipment Expenses	351,565	300,226	219,026	(27.0)	0	219,026	(27.0)
Energy Costs	5,019,098	5,326,977	5,534,003	3.9	0	5,534,003	3.9
Purchased/Contract Services	112,439,577	113,428,976	51,446,288	(54.6)	420,000	51,866,288	(54.3)
Debtenture & Insurance Costs	1,594,437	1,600,684	1,673,142	4.5	0	1,673,142	4.5
Prof Development & Training	294,326	312,991	333,751	6.6	(39,637)	294,114	(6.0)
Grants - Transfer Payments	41,321,300	38,832,359	32,160,637	(17.2)	85,000	32,245,637	(17.0)
Contr to Reserve and Capital	5,419,416	4,596,992	4,540,594	(1.2)	453,184	4,993,778	8.6
Internal Recoveries	6,873,713	6,787,216	6,755,792	(0.5)	2,023	6,757,815	(0.4)
Total Expenses	231,204,607	229,366,284	164,281,626	(28.4)	951,968	165,233,594	(28.0)
Net Budget	58,955,477	58,398,294	60,267,287	3.2	381,713	60,649,000	3.9

**2011
Operating
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Operating Budget Summary	
Description	
Areas of responsibility include: Social Services, Community Partnerships, Seniors Services, Children Services, Housing Services, Cemetery Services, Citizen Service Centres, Call Centres, Libraries, Museums, Leisure Programs and Facilities, Community Centres, Arenas, Ski Hills, Pools, Parks, Play fields and Special Events.	

	2010		2011				
	Projected Actual	Budget	Base Budget	% 2010 Budget	Approved Budget Options	Approved Budget	% 2010 Budget
Full Time Positions		3	3	-	0	3	-
Part Time Hours		420	420	-	0	420	-
Revenues							
Provincial Grants & Subsidies	(36,000)	0	0	-	0	0	-
Licensing & Lease Revenues	(7,200)	(7,200)	(7,200)	-	0	(7,200)	-
Contr from Reserve and Capital	(69,045)	(28,800)	(28,800)	-	0	(28,800)	-
Other Revenues	(800)	0	0	-	0	0	-
Total Revenues	(113,045)	(36,000)	(36,000)	-	0	(36,000)	-
Expenses							
Salaries & Benefits	391,698	389,568	410,190	5.3	0	410,190	5.3
Materials - Operating Expenses	4,877	9,700	9,700	-	0	9,700	-
Purchased/Contract Services	255,115	153,526	153,526	-	0	153,526	-
Debenture & Insurance Costs	2,049	2,237	1,800	(19.5)	0	1,800	(19.5)
Prof Development & Training	18,902	18,877	18,877	-	(2,242)	16,635	(11.9)
Internal Recoveries	(153,246)	(159,280)	(168,280)	(5.7)	0	(168,280)	(5.7)
Total Expenses	519,396	414,628	425,813	2.7	(2,242)	423,571	2.2
Net Budget	406,352	378,628	389,813	3.0	(2,242)	387,571	2.4

**2011
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Operating Budget Summary	
Description	
To reflect Contributions to Capital for Citizen Leisure Services and Health & Social Services projects, which include Community and Neighbourhood participation funding for each of the twelve wards.	
Approved Budget Options: 1) To provide an increase to the Healthy Community Initiatives fund for each Ward to \$50,000. This option was approved and postponed until 2012.	

	2010		2011				
	Projected Actual	Budget	Base Budget	% 2010 Budget	Approved Budget Options	Approved Budget	% 2010 Budget
Full Time Positions		0	0	-	0	0	-
Revenues							
Contr from Reserve and Capital	0	0	(68,964)	(100.0)	0	(68,964)	(100.0)
Total Revenues	0	0	(68,964)	(100.0)	0	(68,964)	(100.0)
Expenses							
Debenture & Insurance Costs	104,859	104,530	173,494	66.0	0	173,494	66.0
Contr to Reserve and Capital	4,193,741	4,193,741	4,137,451	(1.3)	0	4,137,451	(1.3)
Total Expenses	4,298,600	4,298,271	4,310,945	0.3	0	4,310,945	0.3
Net Budget	4,298,600	4,298,271	4,241,981	(1.3)	0	4,241,981	(1.3)

**2011
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Operating Budget Summary	
Description	
The Ontario Municipal Partnership Fund (OMPF) provides funding to assist Municipalities with limited property assessments to support the Municipal Share of Social Program Costs.	
The reduction in the Social Programs component of the OMPF Grant is primarily due to the uploading of the ODSP.	

	2010		2011				
	Projected Actual	Budget	Base Budget	% 2010 Budget	Approved Budget Options	Approved Budget	% 2010 Budget
Full Time Positions		0	0	-	0	0	-
Revenues							
Provincial Grants & Subsidies	(11,656,200)	(13,292,783)	(6,352,500)	52.2	0	(6,352,500)	52.2
Contr from Reserve and Capital	0	0	(150,543)	(100.0)	0	(150,543)	(100.0)
Total Revenues	(11,656,200)	(13,292,783)	(6,503,043)	51.1	0	(6,503,043)	51.1
Net Budget	(11,656,200)	(13,292,783)	(6,503,043)	51.1	0	(6,503,043)	51.1

**2011
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Operating Budget Summary	
Description	
Responsible for Performance Measurement, Administration and Financial Services for Community Development. This section will support, manage, direct and lead quality customer service outcomes, financial controls and process effectiveness throughout Community Development.	

	2010		2011				
	Projected Actual	Budget	Base Budget	% 2010 Budget	Approved Budget Options	Approved Budget	% 2010 Budget
Full Time Positions		3	3	-	0	3	-
Expenses							
Salaries & Benefits	236,070	316,039	296,476	(6.2)	0	296,476	(6.2)
Materials - Operating Expenses	1,022	1,499	1,499	-	0	1,499	-
Purchased/Contract Services	820	2,550	2,550	-	0	2,550	-
Prof Development & Training	2,004	8,322	8,322	-	(988)	7,334	(11.9)
Total Expenses	239,916	328,410	308,847	(6.0)	(988)	307,859	(6.3)
Net Budget	239,916	328,410	308,847	(6.0)	(988)	307,859	(6.3)

**2011
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Operating Budget Summary	
Description	North East Specialized Geriatric Services is a Regional Program that provides the resource of a specialized geriatric team to the frail elderly and to Health Care Professionals. The service will reach out to all of Northeastern Ontario and will be located on the grounds of the Centre of Excellence for Seniors' Health (Former Seniors' Campus).

	2010		2011				
	Projected Actual	Budget	Base Budget	% 2010 Budget	Approved Budget Options	Approved Budget	% 2010 Budget
Full Time Positions		9	9	-	0	9	-
Part Time Hours		910	0	(100.0)	0	0	(100.0)
Revenues							
Provincial Grants & Subsidies	(846,323)	(878,272)	(900,000)	(2.5)	0	(900,000)	(2.5)
User Fees	(47,576)	0	0	-	0	0	-
Other Revenues	(40,854)	0	(31,000)	(100.0)	0	(31,000)	(100.0)
Total Revenues	(934,754)	(878,272)	(931,000)	(6.0)	0	(931,000)	(6.0)
Expenses							
Salaries & Benefits	619,315	776,995	787,972	1.4	0	787,972	1.4
Materials - Operating Expenses	103,763	50,368	65,000	29.1	0	65,000	29.1
Equipment Expenses	52,193	10,000	4,300	(57.0)	0	4,300	(57.0)
Purchased/Contract Services	21,704	12,233	39,600	223.7	0	39,600	223.7
Debenture & Insurance Costs	2,298	2,676	2,400	(10.3)	0	2,400	(10.3)
Prof Development & Training	3,444	20,000	20,000	-	(2,375)	17,625	(11.9)
Contr to Reserve and Capital	42,861	0	0	-	0	0	-
Internal Recoveries	217,927	215,752	228,510	5.9	0	228,510	5.9
Total Expenses	1,063,506	1,088,024	1,147,782	5.5	(2,375)	1,145,407	5.3
Net Budget	128,752	209,752	216,782	3.4	(2,375)	214,407	2.2

Housing Services Summary

**2011
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Operating Budget Summary	
Description	

	2010		2011				
	Projected Actual	Budget	Base Budget	% 2010 Budget	Approved Budget Options	Approved Budget	% 2010 Budget
Full Time Positions		11	11	-	0	11	-
Part Time Hours		3,654	3,745	2.5	0	3,745	2.5
<u>Revenues</u>							
Provincial Grants & Subsidies	(18,882,847)	(17,444,375)	(11,224,760)	35.7	0	(11,224,760)	35.7
Contr from Reserve and Capital	(463,000)	(200,000)	(200,000)	-	0	(200,000)	-
Total Revenues	(19,345,847)	(17,644,375)	(11,424,760)	35.2	0	(11,424,760)	35.2
<u>Expenses</u>							
Salaries & Benefits	990,192	1,053,860	1,047,072	(0.6)	0	1,047,072	(0.6)
Materials - Operating Expenses	7,412	6,361	6,361	-	0	6,361	-
Purchased/Contract Services	22,870,313	23,077,857	23,424,385	1.5	(25,000)	23,399,385	1.4
Debenture & Insurance Costs	3,204	3,195	3,400	6.4	0	3,400	6.4
Prof Development & Training	13,912	15,914	15,920	-	(1,891)	14,029	(11.8)
Grants - Transfer Payments	12,733,665	11,244,780	5,056,000	(55.0)	0	5,056,000	(55.0)
Contr to Reserve and Capital	484,741	0	0	-	0	0	-
Internal Recoveries	270,851	270,851	275,351	1.7	0	275,351	1.7
Total Expenses	37,374,290	35,672,818	29,828,489	(16.4)	(26,891)	29,801,598	(16.5)
Net Budget	18,028,443	18,028,443	18,403,729	2.1	(26,891)	18,376,838	1.9

**2011
Operating
Budget**

Operating Budget Summary	
Description	
<p>Housing Services oversees the administration, funding and delivery of the downloaded Social Housing Programs and the various components of the Affordable Housing Programs. The section is the prime contact with Local Non-Profit Housing Providers, Affordable Housing Proponents/Participants and Rent-Geared-To-Income Applicants. Housing Services ensures that the City meets all its legislative requirements. The section operates the Rent-Geared-To-Income Housing Registry which ensures that Local Geared-To-Income Units are properly allocated.</p>	
<p>Approved Budget Options: 1) Reduction in Housing consultants</p>	

	2010		2011				
	Projected Actual	Budget	Base Budget	% 2010 Budget	Approved Budget Options	Approved Budget	% 2010 Budget
Full Time Positions		11	11	-	0	11	-
Part Time Hours		3,654	3,745	2.5	0	3,745	2.5
Revenues							
Provincial Grants & Subsidies	(97,852)	(149,200)	(121,892)	18.3	0	(121,892)	18.3
Contr from Reserve and Capital	(200,000)	(200,000)	(200,000)	-	0	(200,000)	-
Total Revenues	(297,852)	(349,200)	(321,892)	7.8	0	(321,892)	7.8
Expenses							
Salaries & Benefits	990,192	1,053,860	1,047,072	(0.6)	0	1,047,072	(0.6)
Materials - Operating Expenses	7,412	6,361	6,361	-	0	6,361	-
Purchased/Contract Services	255,631	312,363	312,363	-	(25,000)	287,363	(8.0)
Debenture & Insurance Costs	3,204	3,195	3,400	6.4	0	3,400	6.4
Prof Development & Training	13,912	15,914	15,920	-	(1,891)	14,029	(11.8)
Contr to Reserve and Capital	484,741	0	0	-	0	0	-
Internal Recoveries	155,849	155,849	156,802	0.6	0	156,802	0.6
Total Expenses	1,910,941	1,547,542	1,541,918	(0.4)	(26,891)	1,515,027	(2.1)
Net Budget	1,613,089	1,198,342	1,220,026	1.8	(26,891)	1,193,135	(0.4)

**2011
Operating
Budget**

Operating Budget Summary	
Description	
<p>The Social Housing Reform Act created the GSHC to facilitate the transfer of the former Public Housing Portfolio owned by the Ontario Housing Corporation to the Municipal Sector. Under the Act, the City is required to provide sufficient funding to adequately maintain the viability of the Former Public Housing Portfolio. The City is also required to provide a pre-set number of Rent-Geared-To-Income Units in the community. The City partially meets this obligation by purchasing the services from GSHC. The cost below represents the City subsidies provided to the GSHC for their operations and for the delivery of Rent Supplement Programs on behalf of the City.</p>	

	2010		2011				
	Projected Actual	Budget	Base Budget	% 2010 Budget	Approved Budget Options	Approved Budget	% 2010 Budget
Full Time Positions		0	0	-	0	0	-
Revenues							
Provincial Grants & Subsidies	(2,987,843)	(3,037,239)	(2,989,419)	1.6	0	(2,989,419)	1.6
Contr from Reserve and Capital	(263,000)	0	0	-	0	0	-
Total Revenues	(3,250,843)	(3,037,239)	(2,989,419)	1.6	0	(2,989,419)	1.6
Expenses							
Purchased/Contract Services	10,759,620	10,527,273	11,145,969	5.9	0	11,145,969	5.9
Internal Recoveries	115,002	115,002	118,549	3.1	0	118,549	3.1
Total Expenses	10,874,622	10,642,275	11,264,518	5.8	0	11,264,518	5.8
Net Budget	7,623,779	7,605,036	8,275,099	8.8	0	8,275,099	8.8

**2011
Operating
Budget**

Operating Budget Summary	
Description	
The Province downloaded its administrative and funding responsibilities for the Non-Profit Housing Programs and various Rent Subsidy Programs to the City. The cost listed below represents the subsidies required to meet those obligations. The City meets its obligation to fund a Provincially set number of Geared-To-Income Units in the Community by purchasing services from Local Non-Profit Housing Providers.	

	2010		2011				
	Projected Actual	Budget	Base Budget	% 2010 Budget	Approved Budget Options	Approved Budget	% 2010 Budget
Full Time Positions		0	0	-	0	0	-
<u>Revenues</u>							
Provincial Grants & Subsidies	(3,063,487)	(3,013,156)	(3,057,449)	(1.5)	0	(3,057,449)	(1.5)
Total Revenues	(3,063,487)	(3,013,156)	(3,057,449)	(1.5)	0	(3,057,449)	(1.5)
<u>Expenses</u>							
Purchased/Contract Services	11,855,062	12,238,221	11,966,053	(2.2)	0	11,966,053	(2.2)
Total Expenses	11,855,062	12,238,221	11,966,053	(2.2)	0	11,966,053	(2.2)
Net Budget	8,791,575	9,225,065	8,908,604	(3.4)	0	8,908,604	(3.4)

**2011
Operating
Budget**

Operating Budget Summary	
Description	
This department reflects expenditures and revenues for various Senior Level Government Short Term Housing Programs. These include the various components of the Canada-Ontario Affordable Housing Programs (AHP). For 2010, these included the Housing Allowance, Home Repair, Social Housing Repair and New Rental components by the AHP.	

	2010		2011				
	Projected Actual	Budget	Base Budget	% 2010 Budget	Approved Budget Options	Approved Budget	% 2010 Budget
Full Time Positions		0	0	-	0	0	-
Revenues							
Provincial Grants & Subsidies	(12,733,665)	(11,244,780)	(5,056,000)	55.0	0	(5,056,000)	55.0
Total Revenues	(12,733,665)	(11,244,780)	(5,056,000)	55.0	0	(5,056,000)	55.0
Expenses							
Grants - Transfer Payments	12,733,665	11,244,780	5,056,000	(55.0)	0	5,056,000	(55.0)
Total Expenses	12,733,665	11,244,780	5,056,000	(55.0)	0	5,056,000	(55.0)
Net Budget	0	0	0	-	0	0	-

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Operating Budget Summary	
Description	

	2010		2011				
	Projected Actual	Budget	Base Budget	% 2010 Budget	Approved Budget Options	Approved Budget	% 2010 Budget
Full Time Positions		187	235	25.7	0	235	25.7
Part Time Hours		264,328	210,493	(20.4)	0	210,493	(20.4)
Revenues							
Provincial Grants & Subsidies	(16,707,691)	(15,480,333)	(18,233,309)	(17.8)	0	(18,233,309)	(17.8)
User Fees	(7,388,576)	(8,296,509)	(8,003,536)	3.5	0	(8,003,536)	3.5
Contr from Reserve and Capital	(250,342)	(221,797)	0	100.0	0	0	100.0
Other Revenues	(7,181)	(10,875)	(86,975)	(699.8)	0	(86,975)	(699.8)
Total Revenues	(24,353,790)	(24,009,514)	(26,323,820)	(9.6)	0	(26,323,820)	(9.6)
Expenses							
Salaries & Benefits	20,660,502	20,016,580	22,950,021	14.7	0	22,950,021	14.7
Materials - Operating Expenses	2,411,285	2,387,826	2,588,653	8.4	0	2,588,653	8.4
Equipment Expenses	209,799	209,799	174,799	(16.7)	0	174,799	(16.7)
Energy Costs	926,052	926,052	958,293	3.5	0	958,293	3.5
Purchased/Contract Services	988,730	941,946	779,949	(17.2)	0	779,949	(17.2)
Debenture & Insurance Costs	981,866	979,414	982,758	0.3	0	982,758	0.3
Prof Development & Training	100,938	102,744	102,744	-	(12,202)	90,542	(11.9)
Contr to Reserve and Capital	0	0	20,500	100.0	0	20,500	100.0
Internal Recoveries	1,398,702	1,402,278	1,435,001	2.3	0	1,435,001	2.3
Total Expenses	27,677,874	26,966,639	29,992,718	11.2	(12,202)	29,980,516	11.2
Net Budget	3,324,084	2,957,125	3,668,898	24.1	(12,202)	3,656,696	23.7

Social Services Summary

**2011
Operating
Budget**

Operating Budget Summary	
Description	

	2010		2011				
	Projected Actual	Budget	Base Budget	% 2010 Budget	Approved Budget Options	Approved Budget	% 2010 Budget
Full Time Positions		93	93	-	0	93	-
<u>Revenues</u>							
Provincial Grants & Subsidies	(86,684,613)	(86,284,546)	(29,197,702)	66.2	0	(29,197,702)	66.2
Federal Grants & Subsidies	(503,931)	(239,256)	(277,742)	(16.1)	0	(277,742)	(16.1)
Contr from Reserve and Capital	0	0	0	-	(423,000)	(423,000)	(100.0)
Other Revenues	(1,297,668)	(1,397,668)	(1,485,860)	(6.3)	0	(1,485,860)	(6.3)
Total Revenues	(88,486,212)	(87,921,470)	(30,961,304)	64.8	(423,000)	(31,384,304)	64.3
<u>Expenses</u>							
Salaries & Benefits	6,006,303	6,621,570	6,811,437	2.9	0	6,811,437	2.9
Materials - Operating Expenses	110,678	110,678	109,148	(1.4)	0	109,148	(1.4)
Equipment Expenses	22,505	22,505	22,505	-	0	22,505	-
Energy Costs	1,386	1,386	2,636	90.2	0	2,636	90.2
Purchased/Contract Services	69,070,222	69,261,551	6,342,502	(90.8)	450,000	6,792,502	(90.2)
Debenture & Insurance Costs	22,506	22,506	23,000	2.2	0	23,000	2.2
Prof Development & Training	85,824	85,827	85,827	-	(10,193)	75,634	(11.9)
Grants - Transfer Payments	27,058,009	26,330,443	25,798,151	(2.0)	0	25,798,151	(2.0)
Internal Recoveries	1,831,205	1,838,676	1,833,956	(0.3)	0	1,833,956	(0.3)
Total Expenses	104,208,637	104,295,142	41,029,162	(60.7)	439,807	41,468,969	(60.2)
Net Budget	15,722,425	16,373,672	10,067,858	(38.5)	16,807	10,084,665	(38.4)

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Operating Budget Summary	
Description	

	2010		2011				
	Projected Actual	Budget	Base Budget	% 2010 Budget	Approved Budget Options	Approved Budget	% 2010 Budget
Full Time Positions		93	93	-	0	93	-
Revenues							
Provincial Grants & Subsidies	(28,807,242)	(28,224,690)	(27,704,098)	1.8	0	(27,704,098)	1.8
Other Revenues	(1,297,668)	(1,397,668)	(1,485,860)	(6.3)	0	(1,485,860)	(6.3)
Total Revenues	(30,104,910)	(29,622,358)	(29,189,958)	1.5	0	(29,189,958)	1.5
Expenses							
Salaries & Benefits	6,006,303	6,621,570	6,811,437	2.9	0	6,811,437	2.9
Materials - Operating Expenses	110,678	110,678	109,148	(1.4)	0	109,148	(1.4)
Equipment Expenses	22,505	22,505	22,505	-	0	22,505	-
Energy Costs	1,386	1,386	2,636	90.2	0	2,636	90.2
Purchased/Contract Services	3,200,609	3,430,356	3,653,996	6.5	0	3,653,996	6.5
Debenture & Insurance Costs	22,506	22,506	23,000	2.2	0	23,000	2.2
Prof Development & Training	85,824	85,827	85,827	-	(10,193)	75,634	(11.9)
Grants - Transfer Payments	27,058,009	26,330,443	25,798,151	(2.0)	0	25,798,151	(2.0)
Internal Recoveries	1,831,205	1,838,676	1,833,956	(0.3)	0	1,833,956	(0.3)
Total Expenses	38,339,024	38,463,947	38,340,656	(0.3)	(10,193)	38,330,463	(0.3)
Net Budget	8,234,114	8,841,589	9,150,698	3.5	(10,193)	9,140,505	3.4

Shelters and Homelessness

2011 Operating Budget

Operating Budget Summary
Description
<p>Approved Budget Options: 1) Provide funding for security and custodian to the Samaritan Centre 2) Provide funding for Emergency Shelter Services - Operational Top Up</p>

	2010		2011				
	Projected Actual	Budget	Base Budget	% 2010 Budget	Approved Budget Options	Approved Budget	% 2010 Budget
Full Time Positions		0	0	-	0	0	-
Revenues							
Provincial Grants & Subsidies	(1,097,460)	(1,863,601)	(1,493,604)	19.9	0	(1,493,604)	19.9
Federal Grants & Subsidies	(503,931)	(239,256)	(277,742)	(16.1)	0	(277,742)	(16.1)
Contr from Reserve and Capital	0	0	0	-	(423,000)	(423,000)	(100.0)
Total Revenues	(1,601,391)	(2,102,857)	(1,771,346)	15.8	(423,000)	(2,194,346)	(4.4)
Expenses							
Purchased/Contract Services	2,699,760	3,390,912	2,688,506	(20.7)	450,000	3,138,506	(7.4)
Total Expenses	2,699,760	3,390,912	2,688,506	(20.7)	450,000	3,138,506	(7.4)
Net Budget	1,098,369	1,288,055	917,160	(28.8)	27,000	944,160	(26.7)

**2011
Operating
Budget**

Operating Budget Summary	
Description	
Prior to 2011, The Ontario Disability Support Program (ODSP) was a Provincial Assistance Program delivered by the Ministry Of Community and Social Services and funding was shared with the Municipality.	
As of 2011, the Ontario Government has announced that they will be uploading and they will be responsible for covering 100% of these costs.	

	2010		2011				
	Projected Actual	Budget	Base Budget	% 2010 Budget	Approved Budget Options	Approved Budget	% 2010 Budget
Full Time Positions		0	0	-	0	0	-
<u>Revenues</u>							
Provincial Grants & Subsidies	(56,779,911)	(56,196,255)	0	100.0	0	0	100.0
Total Revenues	(56,779,911)	(56,196,255)	0	100.0	0	0	100.0
<u>Expenses</u>							
Purchased/Contract Services	63,169,853	62,440,283	0	(100.0)	0	0	(100.0)
Total Expenses	63,169,853	62,440,283	0	(100.0)	0	0	(100.0)
Net Budget	6,389,942	6,244,028	0	(100.0)	0	0	(100.0)

Citizen Services Summary

Operating Budget Summary

Description

2011 Operating Budget

	2010		2011				
	Projected Actual	Budget	Base Budget	% 2010 Budget	Approved Budget Options	Approved Budget	% 2010 Budget
Full Time Positions		101	101	-	2	103	2.0
Part Time Hours		74,020	75,772	2.4	(3,745)	72,027	(2.7)
Revenues							
Provincial Grants & Subsidies	(16,447,742)	(17,107,555)	(18,262,272)	(6.7)	0	(18,262,272)	(6.7)
Federal Grants & Subsidies	(52,995)	0	0	-	0	0	-
User Fees	(1,923,783)	(1,496,447)	(1,667,023)	(11.4)	0	(1,667,023)	(11.4)
Investment Earnings	(180,000)	(200,000)	(170,000)	15.0	0	(170,000)	15.0
Contr from Reserve and Capital	(5,816)	0	0	-	0	0	-
Other Revenues	(22,288)	(10,000)	(10,000)	-	0	(10,000)	-
Total Revenues	(18,632,624)	(18,814,002)	(20,109,295)	(6.9)	0	(20,109,295)	(6.9)
Expenses							
Salaries & Benefits	8,508,187	8,761,081	8,988,035	2.6	24,071	9,012,107	2.9
Materials - Operating Expenses	1,603,415	1,506,781	1,533,806	1.8	(10,000)	1,523,806	1.1
Equipment Expenses	38,701	17,315	17,315	-	0	17,315	-
Energy Costs	388,385	366,528	387,171	5.6	0	387,171	5.6
Purchased/Contract Services	16,139,735	16,717,888	18,056,401	8.0	(5,000)	18,051,401	8.0
Debenture & Insurance Costs	97,681	97,882	98,200	0.3	0	98,200	0.3
Prof Development & Training	21,925	27,547	23,547	(14.5)	(2,796)	20,751	(24.7)
Grants - Transfer Payments	755,391	596,070	696,070	16.8	0	696,070	16.8
Contr to Reserve and Capital	449,376	291,211	268,362	(7.8)	(9,071)	259,291	(11.0)
Internal Recoveries	1,510,321	1,540,355	1,508,873	(2.0)	0	1,508,873	(2.0)
Total Expenses	29,513,118	29,922,658	31,577,780	5.5	(2,796)	31,574,984	5.5
Net Budget	10,880,494	11,108,656	11,468,485	3.2	(2,796)	11,465,689	3.2



**2011
Operating
Budget**

Operating Budget Summary	
Description	
To manage, direct and operate the Citizen Services Division in support of quality service outcomes and the business plan for the Division.	
The Citizen Services Division is managed by a Director, two Managers and one Administrative Assistant.	

	2010		2011				
	Projected Actual	Budget	Base Budget	% 2010 Budget	Approved Budget Options	Approved Budget	% 2010 Budget
Full Time Positions		4	4	-	0	4	-
Expenses							
Salaries & Benefits	434,089	443,118	454,903	2.7	0	454,903	2.7
Materials - Operating Expenses	166,711	174,507	174,507	-	0	174,507	-
Equipment Expenses	9,019	9,019	9,019	-	0	9,019	-
Energy Costs	10,715	10,715	11,050	3.1	0	11,050	3.1
Purchased/Contract Services	120,465	106,464	106,464	-	0	106,464	-
Debtenture & Insurance Costs	79,233	79,233	79,200	-	0	79,200	-
Prof Development & Training	13,261	13,261	13,261	-	(1,575)	11,686	(11.9)
Internal Recoveries	967,286	967,286	989,496	2.3	0	989,496	2.3
Total Expenses	1,800,779	1,803,603	1,837,900	1.9	(1,575)	1,836,325	1.8
Net Budget	1,800,779	1,803,603	1,837,900	1.9	(1,575)	1,836,325	1.8

**2011
Operating
Budget**

Operating Budget Summary	
Description	
<p>The Call Centre at Tom Davies Square accepts all incoming calls to Tom Davies Square and the Citizen Service Centres and has the ability to resolve approximately 50% of those calls at first point of contact with a Call Centre Representative. The Call Centre is staffed by seven bilingual Call Centre Representatives. Four Customer Service Representatives staff the Tom Davies Square Citizen Service Centre and are responsible for serving walk-in citizens who require over the counter information or handles telephone as well as walk-in bookings for Leisure Facilities and Programs. The Call Centre Lead supervises both sections and works in both as necessary.</p> <p>The Call Centre implemented 311 telephone service on February 1, 2007. 311 Service has provided Greater Sudbury Citizens with a quick easy to remember phone number to access non-emergency municipal services. The Call Centre receives approximately 1,700 calls per day.</p>	

	2010		2011				
	Projected Actual	Budget	Base Budget	% 2010 Budget	Approved Budget Options	Approved Budget	% 2010 Budget
Full Time Positions		12	12	-	0	12	-
Part Time Hours		2,557	2,557	-	0	2,557	-
Expenses							
Salaries & Benefits	747,133	807,159	823,181	2.0	0	823,181	2.0
Materials - Operating Expenses	35,000	24,626	35,000	42.1	0	35,000	42.1
Internal Recoveries	101,461	101,461	104,333	2.8	0	104,333	2.8
Total Expenses	883,594	933,246	962,514	3.1	0	962,514	3.1
Net Budget	883,594	933,246	962,514	3.1	0	962,514	3.1

**2011
Operating
Budget**

Operating Budget Summary	
Description	
Approved Budget Options: 1) Convert a regular part time maintenance person into a full time position	

	2010		2011				
	Projected Actual	Budget	Base Budget	% 2010 Budget	Approved Budget Options	Approved Budget	% 2010 Budget
Full Time Positions		48	48	-	1	49	2.1
Part Time Hours		45,031	45,031	-	(1,918)	43,113	(4.3)
Revenues							
Provincial Grants & Subsidies	(433,961)	(403,240)	(403,240)	-	0	(403,240)	-
Federal Grants & Subsidies	(6,550)	0	0	-	0	0	-
User Fees	(154,447)	(167,829)	(168,297)	(0.3)	0	(168,297)	(0.3)
Contr from Reserve and Capital	(5,816)	0	0	-	0	0	-
Other Revenues	(5,051)	(10,000)	(10,000)	-	0	(10,000)	-
Total Revenues	(605,824)	(581,069)	(581,537)	(0.1)	0	(581,537)	(0.1)
Expenses							
Salaries & Benefits	4,150,030	4,126,350	4,233,881	2.6	15,000	4,248,881	3.0
Materials - Operating Expenses	1,119,439	1,023,686	1,018,359	(0.5)	(5,000)	1,013,359	(1.0)
Energy Costs	178,050	161,320	168,181	4.3	0	168,181	4.3
Purchased/Contract Services	346,888	216,441	337,240	55.8	0	337,240	55.8
Contr to Reserve and Capital	0	166,000	56,920	(65.7)	0	56,920	(65.7)
Internal Recoveries	500	0	0	-	0	0	-
Total Expenses	5,794,908	5,693,797	5,814,581	2.1	10,000	5,824,581	2.3
Net Budget	5,189,083	5,112,728	5,233,045	2.4	10,000	5,243,045	2.5

**2011
Operating
Budget**

Operating Budget Summary	
Description	
Approved Budget Options: 1) Convert a regular part time maintenance person into a full time position.	

	2010		2011				
	Projected Actual	Budget	Base Budget	% 2010 Budget	Approved Budget Options	Approved Budget	% 2010 Budget
Full Time Positions		3	3	-	0	3	-
Part Time Hours		3,220	5,047	56.7	0	5,047	56.7
Revenues							
Provincial Grants & Subsidies	(16,908)	(12,252)	(16,908)	(38.0)	0	(16,908)	(38.0)
Federal Grants & Subsidies	(46,445)	0	0	-	0	0	-
User Fees	(9,133)	(3,605)	(3,000)	16.8	0	(3,000)	16.8
Other Revenues	(65)	0	0	-	0	0	-
Total Revenues	(72,550)	(15,857)	(19,908)	(25.5)	0	(19,908)	(25.5)
Expenses							
Salaries & Benefits	315,164	272,958	333,160	22.1	0	333,160	22.1
Materials - Operating Expenses	44,923	48,034	49,534	3.1	(5,000)	44,534	(7.3)
Energy Costs	121,191	121,825	127,739	4.9	0	127,739	4.9
Purchased/Contract Services	56,080	56,277	56,277	-	(5,000)	51,277	(8.9)
Grants - Transfer Payments	9,545	6,070	6,070	-	0	6,070	-
Contr to Reserve and Capital	3,500	0	0	-	0	0	-
Internal Recoveries	3,795	15,000	15,000	-	0	15,000	-
Total Expenses	554,199	520,164	587,780	13.0	(10,000)	577,780	11.1
Net Budget	481,649	504,307	567,872	12.6	(10,000)	557,872	10.6

**2011
Operating
Budget**

Operating Budget Summary	
Description	

Description	2010		2011				
	Projected Actual	Budget	Base Budget	% 2010 Budget	Approved Budget Options	Approved Budget	% 2010 Budget
Full Time Positions		28	28	-	0	28	-
Part Time Hours		18,116	13,817	(23.7)	0	13,817	(23.7)
Revenues							
Provincial Grants & Subsidies	(15,996,873)	(16,692,063)	(17,842,124)	(6.9)	0	(17,842,124)	(6.9)
User Fees	(135,490)	(115,000)	(140,000)	(21.7)	0	(140,000)	(21.7)
Other Revenues	(17,173)	0	0	-	0	0	-
Total Revenues	(16,149,536)	(16,807,063)	(17,982,124)	(7.0)	0	(17,982,124)	(7.0)
Expenses							
Salaries & Benefits	2,237,320	2,535,925	2,479,951	(2.2)	0	2,479,951	(2.2)
Materials - Operating Expenses	102,286	130,782	132,572	1.4	0	132,572	1.4
Equipment Expenses	26,436	5,050	5,050	-	0	5,050	-
Energy Costs	483	483	498	3.1	0	498	3.1
Purchased/Contract Services	15,352,333	16,083,028	17,223,878	7.1	0	17,223,878	7.1
Debenture & Insurance Costs	9,214	9,262	9,600	3.6	0	9,600	3.6
Prof Development & Training	8,664	14,286	10,286	(28.0)	(1,221)	9,065	(36.5)
Grants - Transfer Payments	745,846	590,000	690,000	16.9	0	690,000	16.9
Internal Recoveries	294,605	295,280	297,443	0.7	0	297,443	0.7
Total Expenses	18,777,187	19,664,096	20,849,278	6.0	(1,221)	20,848,057	6.0
Net Budget	2,627,651	2,857,033	2,867,154	0.4	(1,221)	2,865,933	0.3

Cemetery Services

2011 Operating Budget

Operating Budget Summary
Description
Approved Budget Options: 1) Convert a regular part time position into a full time position at the Cemetery office

	2010		2011				
	Projected Actual	Budget	Base Budget	% 2010 Budget	Approved Budget Options	Approved Budget	% 2010 Budget
Full Time Positions		6	6	-	1	7	16.7
Part Time Hours		5,096	9,320	82.9	(1,827)	7,493	47.0
<u>Revenues</u>							
User Fees	(1,624,713)	(1,210,013)	(1,355,726)	(12.0)	0	(1,355,726)	(12.0)
Investment Earnings	(180,000)	(200,000)	(170,000)	15.0	0	(170,000)	15.0
Total Revenues	(1,804,713)	(1,410,013)	(1,525,726)	(8.2)	0	(1,525,726)	(8.2)
<u>Expenses</u>							
Salaries & Benefits	624,451	575,571	662,959	15.2	9,071	672,030	16.8
Materials - Operating Expenses	135,056	105,146	123,834	17.8	0	123,834	17.8
Equipment Expenses	3,246	3,246	3,246	-	0	3,246	-
Energy Costs	77,946	72,185	79,703	10.4	0	79,703	10.4
Purchased/Contract Services	263,969	255,678	332,542	30.1	0	332,542	30.1
Debenture & Insurance Costs	9,234	9,387	9,400	0.1	0	9,400	0.1
Contr to Reserve and Capital	445,876	125,211	211,442	68.9	(9,071)	202,371	61.6
Internal Recoveries	142,674	161,328	102,601	(36.4)	0	102,601	(36.4)
Total Expenses	1,702,452	1,307,752	1,525,726	16.7	0	1,525,726	16.7
Net Budget	(102,261)	(102,261)	0	100.0	0	0	100.0

Leisure-Recreation Summary

2011 Operating Budget

Operating Budget Summary
Description

	2010		2011				
	Projected Actual	Budget	Base Budget	% 2010 Budget	Approved Budget Options	Approved Budget	% 2010 Budget
Full Time Positions		90	90	-	0	90	-
Overtime Hours		2,940	2,940	-	0	2,940	-
Part Time Hours		220,572	234,543	6.3	0	234,543	6.3
Crew Hours		141,255	143,692	1.7	1,492	145,184	
Revenues							
Provincial Grants & Subsidies	(732,658)	(669,256)	(80,525)	88.0	0	(80,525)	88.0
Federal Grants & Subsidies	(44,601)	(57,650)	(15,150)	73.7	0	(15,150)	73.7
User Fees	(7,472,560)	(7,370,827)	(7,476,700)	(1.4)	0	(7,476,700)	(1.4)
Licensing & Lease Revenues	(15,012)	(14,410)	(14,410)	-	0	(14,410)	-
Contr from Reserve and Capital	(444,742)	(255,002)	(65,000)	74.5	(147,255)	(212,255)	16.8
Other Revenues	(17,085)	(4,429)	(4,367)	1.4	0	(4,367)	1.4
Total Revenues	(8,726,658)	(8,371,574)	(7,656,152)	8.5	(147,255)	(7,803,407)	6.8
Expenses							
Salaries & Benefits	13,077,104	12,775,498	13,299,715	4.1	14,305	13,314,020	4.2
Materials - Operating Expenses	3,159,351	3,395,459	2,713,307	(20.1)	3,023	2,716,330	(20.0)
Equipment Expenses	28,367	40,607	107	(99.7)	0	107	(99.7)
Energy Costs	3,703,275	4,033,011	4,185,903	3.8	0	4,185,903	3.8
Purchased/Contract Services	3,092,937	3,261,425	2,647,375	(18.8)	0	2,647,375	(18.8)
Debenture & Insurance Costs	379,973	388,244	388,090	-	0	388,090	-
Prof Development & Training	47,377	33,760	58,514	73.3	(6,950)	51,564	52.7
Grants - Transfer Payments	774,235	661,066	610,416	(7.7)	85,000	695,416	5.2
Contr to Reserve and Capital	248,697	112,040	114,281	2.0	462,255	576,536	414.6
Internal Recoveries	1,797,953	1,678,584	1,642,381	(2.2)	2,023	1,644,404	(2.0)
Total Expenses	26,309,269	26,379,694	25,660,090	(2.7)	559,655	26,219,745	(0.6)
Net Budget	17,582,611	18,008,120	18,003,937	-	412,400	18,416,337	2.3

Leisure Service Administration

**2011
Operating
Budget**

Operating Budget Summary	
Description	

	2010		2011				
	Projected Actual	Budget	Base Budget	% 2010 Budget	Approved Budget Options	Approved Budget	% 2010 Budget
Full Time Positions		10	10	-	0	10	-
Part Time Hours		1,011	1,011	-	0	1,011	-
Overtime Hours		185	185	-	0	185	-
Revenues							
Provincial Grants & Subsidies	(609,260)	(609,260)	0	100.0	0	0	100.0
Federal Grants & Subsidies	(27,500)	(42,500)	0	100.0	0	0	100.0
User Fees	(408,868)	(481,492)	(55,863)	88.4	0	(55,863)	88.4
Contr from Reserve and Capital	(294,665)	(250,000)	0	100.0	0	0	100.0
Other Revenues	0	(531)	0	100.0	0	0	100.0
Total Revenues	(1,340,293)	(1,383,783)	(55,863)	96.0	0	(55,863)	96.0
Expenses							
Salaries & Benefits	1,040,040	1,048,743	1,020,740	(2.7)	0	1,020,740	(2.7)
Materials - Operating Expenses	564,238	541,175	30,518	(94.4)	0	30,518	(94.4)
Equipment Expenses	28,367	40,500	0	(100.0)	0	0	(100.0)
Energy Costs	1,507	1,507	6,203	311.6	0	6,203	311.6
Purchased/Contract Services	1,106,943	1,108,394	425,035	(61.7)	0	425,035	(61.7)
Debenture & Insurance Costs	359,004	361,154	361,000	-	0	361,000	-
Prof Development & Training	13,453	28,013	28,012	-	(6,950)	21,062	(24.8)
Contr to Reserve and Capital	3,438	0	0	-	0	0	-
Internal Recoveries	1,223,734	1,224,108	1,235,773	1.0	0	1,235,773	1.0
Total Expenses	4,340,724	4,353,594	3,107,281	(28.6)	(6,950)	3,100,331	(28.8)
Net Budget	3,000,431	2,969,811	3,051,418	2.7	(6,950)	3,044,468	2.5

**2011
Operating
Budget**

Operating Budget Summary	
Description	
Approved Budget Options: 1) Provide one time funding to the Junction Creek Waterway Park for a 4 year Action Strategy Partnership	
2) Provide one time funding to the Lake Panache Campers Association Inc for a private road upgrade.	

	2010		2011				
	Projected Actual	Budget	Base Budget	% 2010 Budget	Approved Budget Options	Approved Budget	% 2010 Budget
Full Time Positions		0	0	-	0	0	-
Part Time Hours		57,204	60,346	5.5	0	60,346	5.5
Revenues							
Provincial Grants & Subsidies	(82,963)	(27,850)	(43,000)	(54.4)	0	(43,000)	(54.4)
Federal Grants & Subsidies	(17,101)	(15,150)	(15,150)	-	0	(15,150)	-
User Fees	(413,470)	(413,139)	(442,408)	(7.1)	0	(442,408)	(7.1)
Contr from Reserve and Capital	(126,865)	0	0	-	(85,000)	(85,000)	(100.0)
Other Revenues	(6,597)	(2,730)	(2,730)	-	0	(2,730)	-
Total Revenues	(646,996)	(458,869)	(503,288)	(9.7)	(85,000)	(588,288)	(28.2)
Expenses							
Salaries & Benefits	781,822	794,023	851,097	7.2	0	851,097	7.2
Materials - Operating Expenses	160,683	160,459	138,459	(13.7)	0	138,459	(13.7)
Purchased/Contract Services	77,464	89,472	89,472	-	0	89,472	-
Grants - Transfer Payments	773,535	658,510	607,860	(7.7)	85,000	692,860	5.2
Contr to Reserve and Capital	1,717	0	0	-	0	0	-
Internal Recoveries	0	0	0	-	0	0	-
Total Expenses	1,795,221	1,702,464	1,686,888	(0.9)	85,000	1,771,888	4.1
Net Budget	1,148,225	1,243,595	1,183,600	(4.8)	0	1,183,600	(4.8)

**2011
Operating
Budget**

Operating Budget Summary	
Description	
<p>Staff within the Community Partnerships section facilitate, lead and implement a variety of community projects and initiatives originating from within the community and from CGS Priorities and issues supporting the Healthy Community Strategy. The Community Partnerships section has developed, facilitated and lead initiatives and community consultations such as : Development and Support of Community Action Networks, Organization of Annual Can Summit, Rainbow Routes liaison, support for CGS Advisory Panels (Sustainable Mobility, Diversity, Civic Awards, Seniors, Green Space, Coordination of CGS Community Youth Services, C.O.P.S. ETC.).</p> <p>The Section consists of the following Management team: Manager of Community Partnerships, 4 Community Development Coordinators and 1 Secretary.</p> <p>Approved Budget Options: 1) Provide one time funding to the City of Lakes Family Health Team for the conceptual design in Chelmsford.</p>	

	2010		2011				
	Projected Actual	Budget	Base Budget	% 2010 Budget	Approved Budget Options	Approved Budget	% 2010 Budget
Full Time Positions		6	6	-	0	6	-
Revenues							
Provincial Grants & Subsidies	(7,752)	0	0	-	0	0	-
Contr from Reserve and Capital	(5,002)	(5,002)	0	100.0	(30,000)	(30,000)	(499.8)
Other Revenues	(9,438)	0	0	-	0	0	-
Total Revenues	(22,192)	(5,002)	0	100.0	(30,000)	(30,000)	(499.8)
Expenses							
Salaries & Benefits	465,000	531,070	544,854	2.6	0	544,854	2.6
Materials - Operating Expenses	61,162	56,527	51,525	(8.8)	0	51,525	(8.8)
Purchased/Contract Services	143,966	155,801	155,801	-	0	155,801	-
Prof Development & Training	6,000	5,747	5,747	-	0	5,747	-
Contr to Reserve and Capital	0	0	0	-	30,000	30,000	100.0
Total Expenses	676,128	749,145	757,927	1.2	30,000	787,927	5.2
Net Budget	653,936	744,143	757,927	1.9	0	757,927	1.9

**2011
Operating
Budget**

Operating Budget Summary	
Description	
Approved Budget Options:	
1) Provide funding to the Junction Creek Waterway Park for a 4 year Actions Strategy Partnership	
2) Provide one time funding to install protective netting along back fence at Cote Park Ballfield in Chelmsford	
3) Provide funding to develop a permanent skateboard park at the Howard Armstrong Recreational Complex	
4) Provide one time funding to upgrade McCrea Heights Playground	
5) Provide one time funding to the Eyre Playground Association to upgrade the existing playground	
6) Provide funding for the development of Off-Leash Dog Park in Minnow Lake	
7) Provide funding to develop a Senior's Park Rick MacDonald Complex	
8) Provide one time funding to develop Capreol Park as an intergenerational facility	

	2010		2011				
	Projected Actual	Budget	Base Budget	% 2010 Budget	Approved Budget Options	Approved Budget	% 2010 Budget
Full Time Positions		30	30	-	0	30	-
Crew Hours		141,255	143,692	1.7	1,492	145,184	
Part Time Hours		2,666	2,666	-	0	2,666	-
Revenues							
Provincial Grants & Subsidies	0	(1,021)	0	100.0	0	0	100.0
User Fees	(373,145)	(321,444)	(422,725)	(31.5)	0	(422,725)	(31.5)
Licensing & Lease Revenues	(15,012)	(14,410)	(14,410)	-	0	(14,410)	-
Contr from Reserve and Capital	(2,210)	0	0	-	(32,255)	(32,255)	(100.0)
Total Revenues	(390,367)	(336,875)	(437,135)	(29.8)	(32,255)	(469,390)	(39.3)
Expenses							
Salaries & Benefits	3,965,803	4,016,621	4,108,842	2.3	14,305	4,123,147	2.7
Materials - Operating Expenses	882,685	1,042,669	953,216	(8.6)	3,023	956,239	(8.3)
Equipment Expenses	0	0	0	-	0	0	-
Energy Costs	891,021	972,711	1,035,081	6.4	0	1,035,081	6.4
Purchased/Contract Services	1,296,421	1,331,269	1,415,241	6.3	0	1,415,241	6.3
Debenture & Insurance Costs	7,837	9,020	9,020	-	0	9,020	-
Prof Development & Training	10,000	0	9,555	100.0	0	9,555	100.0
Contr to Reserve and Capital	112,042	112,040	114,281	2.0	332,255	446,536	298.6
Internal Recoveries	125,899	53,572	(7,505)	(114.0)	2,023	(5,483)	(110.2)
Total Expenses	7,291,708	7,537,902	7,637,732	1.3	351,605	7,989,337	6.0
Net Budget	6,901,341	7,201,027	7,200,597	-	319,350	7,519,947	4.4

Operating Budget Summary

Description

**2011
Operating
Budget**

	2010		2011				
	Projected Actual	Budget	Base Budget	% 2010 Budget	Approved Budget Options	Approved Budget	% 2010 Budget
Full Time Positions		0	0	-	0	0	-
Part Time Hours		13,105	13,105	-	0	13,105	-
Revenues							
User Fees	(116,746)	(128,998)	(123,941)	3.9	0	(123,941)	3.9
Other Revenues	(900)	(531)	(1,000)	(88.3)	0	(1,000)	(88.3)
Total Revenues	(117,646)	(129,529)	(124,941)	3.5	0	(124,941)	3.5
Expenses							
Salaries & Benefits	264,704	297,715	304,020	2.1	0	304,020	2.1
Materials - Operating Expenses	49,545	31,227	31,227	-	0	31,227	-
Energy Costs	56,380	81,229	73,444	(9.6)	0	73,444	(9.6)
Purchased/Contract Services	10,671	14,091	14,091	-	0	14,091	-
Internal Recoveries	54,972	54,972	54,972	-	0	54,972	-
Total Expenses	436,272	479,234	477,754	(0.3)	0	477,754	(0.3)
Net Budget	318,626	349,705	352,813	0.9	0	352,813	0.9



Ski Hill Operations

2011
Operating
Budget

Operating Budget Summary	
Description	

	2010		2011				
	Projected Actual	Budget	Base Budget	% 2010 Budget	Approved Budget Options	Approved Budget	% 2010 Budget
Full Time Positions		0	0	-	0	0	-
Part Time Hours		10,252	16,615	62.1	0	16,615	62.1
Revenues							
User Fees	(406,642)	(377,561)	(424,254)	(12.4)	0	(424,254)	(12.4)
Total Revenues	(406,642)	(377,561)	(424,254)	(12.4)	0	(424,254)	(12.4)
Expenses							
Salaries & Benefits	226,881	187,196	254,231	35.8	0	254,231	35.8
Materials - Operating Expenses	152,594	148,290	144,790	(2.4)	0	144,790	(2.4)
Energy Costs	98,500	114,623	117,355	2.4	0	117,355	2.4
Purchased/Contract Services	26,642	32,531	20,000	(38.5)	0	20,000	(38.5)
Debtenture & Insurance Costs	6,226	8,055	8,055	-	0	8,055	-
Internal Recoveries	101,000	63,500	63,500	-	0	63,500	-
Total Expenses	611,843	554,195	607,931	9.7	0	607,931	9.7
Net Budget	205,201	176,634	183,677	4.0	0	183,677	4.0

Community Halls Operations

**2011
Operating
Budget**

Operating Budget Summary	
Description	

	2010		2011				
	Projected Actual	Budget	Base Budget	% 2010 Budget	Approved Budget Options	Approved Budget	% 2010 Budget
Full Time Positions		1	1	-	0	1	-
Part Time Hours		17,821	17,821	-	0	17,821	-
Overtime Hours		41	41	-	0	41	-
<u>Revenues</u>							
Provincial Grants & Subsidies	(32,683)	(31,125)	(37,525)	(20.6)	0	(37,525)	(20.6)
User Fees	(316,681)	(149,018)	(318,175)	(113.5)	0	(318,175)	(113.5)
Other Revenues	(150)	(106)	(106)	-	0	(106)	-
Total Revenues	(349,514)	(180,249)	(355,806)	(97.4)	0	(355,806)	(97.4)
<u>Expenses</u>							
Salaries & Benefits	461,202	374,697	382,932	2.2	0	382,932	2.2
Materials - Operating Expenses	116,355	116,433	110,962	(4.7)	0	110,962	(4.7)
Energy Costs	210,468	227,763	246,115	8.1	0	246,115	8.1
Purchased/Contract Services	183,161	213,333	213,333	-	0	213,333	-
Grants - Transfer Payments	700	2,556	2,556	-	0	2,556	-
Total Expenses	971,886	934,782	955,898	2.3	0	955,898	2.3
Net Budget	622,372	754,533	600,092	(20.5)	0	600,092	(20.5)



Waterfront - Pools Summary

2011
Operating
Budget

Operating Budget Summary	
Description	

	2010		2011				
	Projected Actual	Budget	Base Budget	% 2010 Budget	Approved Budget Options	Approved Budget	% 2010 Budget
Full Time Positions		7	7	-	0	7	-
Overtime Hours		150	150	-	0	150	-
Part Time Hours		63,997	66,636	4.1	0	66,636	4.1
Revenues							
User Fees	(1,019,291)	(1,017,545)	(1,027,504)	(1.0)	0	(1,027,504)	(1.0)
Total Revenues	(1,019,291)	(1,017,545)	(1,027,504)	(1.0)	0	(1,027,504)	(1.0)
Expenses							
Salaries & Benefits	2,110,730	1,906,636	2,056,708	7.9	0	2,056,708	7.9
Materials - Operating Expenses	312,908	330,166	293,097	(11.2)	0	293,097	(11.2)
Energy Costs	412,312	449,530	450,342	0.2	0	450,342	0.2
Purchased/Contract Services	20,663	38,701	36,569	(5.5)	0	36,569	(5.5)
Debenture & Insurance Costs	0	1,452	1,452	-	0	1,452	-
Internal Recoveries	5,121	5,121	6,112	19.4	0	6,112	19.4
Total Expenses	2,861,734	2,731,606	2,844,279	4.1	0	2,844,279	4.1
Net Budget	1,842,443	1,714,061	1,816,776	6.0	0	1,816,776	6.0

Community Arena Centres

**2011
Operating
Budget**

Operating Budget Summary	
Description	
Approved Budget Options: 1) Provide one time funding to improve the Toe Blake Arena parking lot 2) Provide one time funding for site and parking lot improvements at McClelland Arena	

	2010		2011				
	Projected Actual	Budget	Base Budget	% 2010 Budget	Approved Budget Options	Approved Budget	% 2010 Budget
Full Time Positions		36	36	-	0	36	-
Part Time Hours		54,516	56,343	3.4	0	56,343	3.4
Overtime Hours		2,564	2,564	-	0	2,564	-
Revenues							
User Fees	(4,417,717)	(4,481,630)	(4,661,831)	(4.0)	0	(4,661,831)	(4.0)
Contr from Reserve and Capital	(16,000)	0	(65,000)	(100.0)	0	(65,000)	(100.0)
Other Revenues	0	(531)	(531)	-	0	(531)	-
Total Revenues	(4,433,717)	(4,482,161)	(4,727,362)	(5.5)	0	(4,727,362)	(5.5)
Expenses							
Salaries & Benefits	3,760,922	3,618,797	3,776,291	4.4	0	3,776,291	4.4
Materials - Operating Expenses	859,181	968,513	959,513	(0.9)	0	959,513	(0.9)
Equipment Expenses	0	107	107	-	0	107	-
Energy Costs	2,033,087	2,185,648	2,257,364	3.3	0	2,257,364	3.3
Purchased/Contract Services	227,006	277,833	277,833	-	0	277,833	-
Debenture & Insurance Costs	6,906	8,563	8,563	-	0	8,563	-
Prof Development & Training	17,924	0	15,200	100.0	0	15,200	100.0
Contr to Reserve and Capital	131,500	0	0	-	100,000	100,000	100.0
Internal Recoveries	287,227	277,311	289,529	4.4	0	289,529	4.4
Total Expenses	7,323,753	7,336,772	7,584,400	3.4	100,000	7,684,400	4.7
Net Budget	2,890,036	2,854,611	2,857,039	0.1	100,000	2,957,039	3.6