

Pricing Study Budget Reconciliation Analysis		Budget	Revenue Pressures	BAU Adjustments	Rate Increase per 2012 Budget	Additional Revenue	Budget	Cost Recovery	Annualization of Study Recommendations
Budget Comparison		2011	2012	2012	2012	2012	2012	2012	2013
Aquatics		\$7,464,300		-\$637,900	\$109,000	\$305,000	\$7,240,400	\$7,393,830	\$56,611
Arenas		\$8,952,000	-\$115,000		\$130,400		\$8,967,400	\$8,955,219	\$69,255
Community Programs		\$2,591,400	-\$178,000	-\$44,300	\$36,600		\$2,405,700	\$2,564,275	\$50,658
Fitness/Active Living		\$4,718,600	-\$285,000		\$30,200		\$4,463,800	\$4,490,256	\$17,983
Golf		\$5,605,000			\$61,500		\$5,666,500	\$5,666,500	
Meeting Rooms		\$1,758,500		-\$3,800	\$4,000		\$1,758,700	\$1,744,500	\$69,845
Sport Fields		\$1,383,100			\$14,300		\$1,397,400	\$1,446,500	\$23,602
Budgeted Revenue Included in Pricing Study		\$32,472,900	-\$578,000	-\$686,000	\$386,000	\$305,000	\$31,899,900	\$32,261,081	
Expenses (Incl. Capital Replacement)		\$53,866,408					\$55,098,941	\$55,098,941	
Forecasted Cost Recovery							57.9%	56.6%	
Incremental Revenue								\$361,181	\$287,954
Budgets Not Included in Pricing Study		2011	2012	2012	2012	2012	2012	2012	
Aquatics (Citi Swim, admin, swim to survive)		\$208,100					\$208,100		
Major Ops		\$323,900			\$500		\$324,400		
Minor Ops		\$81,400					\$81,400		
Concessions		\$1,590,400	-\$250,000	-\$7,100	\$900		\$1,334,200		
Other		\$520,600			\$2,700		\$523,300		
Senior Centre		\$302,900			\$2,400		\$305,300		
Rec Program & Development		\$71,000	-\$12,000		\$5,200		\$64,200		
Administration		\$45,200		-\$900			\$44,300		
Teens & Seniors		\$353,200					\$353,200		
Sports Leagues		\$1,184,900			\$17,900		\$1,202,800		
Divisional Support		\$1,250,900			\$2,400	\$134,000	\$1,387,900		
Boulevards & Forestry		\$239,000		-\$18,900	\$800		\$220,900		
Marinas		\$1,460,900			\$15,000		\$1,460,900		
Hershey		\$7,581,200			\$67,000	\$520,400	\$8,168,000		
R&P REVENUE BUDGET TOTAL		\$47,686,500	-\$840,000¹	-\$712,900²	\$500,800³	\$959,400⁴	\$47,593,800	\$47,593,800	

1. Revenue Pressure allocations

Arenas	-\$115,000
Comm. Programs	-\$178,000
Concessions	-\$250,000
Fitness/Active Living	-\$285,000
Rec. Program Dev.	-\$12,000
TOTAL	-\$840,000

2. Business As Usual (BAU) Adjustments

Aquatics (Closure of FMCC for 8 mths, MVCC for 2mths)	-\$637,900
Boulevards/Forestry (Adjustment for Tree Permit Revenue)	-\$18,900
Community Programs (Closure of Community Centres)	-\$44,300
Concessions (Closure of Community Centres)	-\$7,100
Meeting Rooms (Closure of Community Centres)	-\$3,800
Administration (Closure of Community Centres)	-\$900
TOTAL	-\$712,900

3. Rate Increase Revenue

Aquatics	\$109,000
Arenas	\$130,400
C. Programs	\$36,600
Fitness	\$30,200
Golf	\$61,500
Meeting Rooms	\$4,000
Major Ops	\$500
Concessions	\$900
Other	\$2,700
Senior Centre	\$2,400
Rec. Program	\$5,200
Sports Leagues	\$17,900
Divisional Support	\$2,400
Boulevards/Forestry	\$800
Marinas	\$15,000
Hershey	\$67,000
TOTAL	\$500,800

Average Rate Increases for 2012		
LOB	Budget Forecast Rate Increase*	Pricing Study Rate Increase
Aquatics	2.5%	4.2%
Arenas	2.5%	5.2%
Community Programs	2.5%	2.5%
Fitness & Active Living	2.5%	2.8%
Golf	2.5%	2.5%
Meeting Rooms	2.5%	2.5%
Sport Fields	2.5%	2.5%
Average	2.5%	3.7%

*2.5% rate increase is applied to selected programs

4. Additional Revenue

Aquatics (Re-Opening of Clarkson, Malton & MVCC Therapy Pool)	\$305,000
Div.Support (Gateway sign, CC digital sign annualization & Celeb Square title rights)	\$134,000
Hershey (Dome Field Rent and General Fee annualization)	\$520,400
TOTAL	\$959,400