



November 10, 2009

Mayor Jane Mendum and Council  
District of Highlands  
1980 Millstream Road  
Victoria, Bc V9B 6H1

Dear Mayor Mendum and Members of Council:

**RE: West Shore Parks and Recreation Society 2010 Budget**

Please find attached the West Shore Parks and Recreation Society proposed budget for 2010 for Council consideration and approval.

The format and perspective of this years' budget continues the format we adopted last year. The only format change is based on feedback from last years' budget sessions were we have revised the budget summary to show revenue and expenditures instead of their net.

With the exception of membership, staff training, and cell phones, where we have combined the organization's expenses into the Administration budget, the account by account comparison to last year compares apples to apples.

As in prior years, our Operating, Maintenance, and Management Agreement requires our budget be approved by February 28, 2010. If Council or your Finance Committee would like a presentation sometime in January, we would be more than happy to send our Finance Chair or Manager of Finance.

**Requisitions**

The requisition increase for this year is 5.11%. This includes \$350,000 for the arena floor that the co-owners agreed would be over and above our normal requisitions. Without the arena floor item the overall requisition increase is a decrease of 3.56%.

All major repairs and maintenance, including the arena floor, are included in our Five Year Major Repairs and Maintenance schedule, formerly called our Five Year Capital Plan. There are no "new capital projects" contained in our budget.

**2010 Budget Contents**

The 2010 Budget contains the following reports

- 1) Requisition Summary
- 2) Converted Assessments
- 3) 2010 Budget
  - a. Budget Summary
  - b. Budget Detail
  - c. Five Year Operating Budget
- 4) 2010 Major Repairs & Maintenance
  - a. Five Year Major Repairs & Maintenance (Capital) Plan
  - b. Five Year Equipment Replacement Plan

The 2010 draft operating budget has total expenses of \$10,259,927, which represents a 10.5% increase over 2009, due to a 51.6% increase in the cost of major repairs and maintenance.

The capital request of \$1,026,850 for major repairs and maintenance has been broken down as per the Five Year Major Repairs and Maintenance (Capital) and Five Year Equipment Replacement Plans. The items included in the budget were ranked by the senior staff as a high priority, as they were considered necessary in order to maintain and/or upgrade our current facilities and equipment for safety reasons.

**2010 Budget Highlights**

Below is a chart of our expenses by object. Other expenses include permit fees, telephone, security monitoring, fleet vehicles, uniforms, travel, staff training, and other expenses not specific to the objects reported.

	2010		2009	
Salaries, Wages & Benefits	\$ 5,942,961	57.9%	\$ 5,554,663	59.8%
Utilities	\$ 759,957	7.4%	\$ 758,289	8.2%
Insurance	\$ 285,750	2.8%	\$ 266,000	2.9%
Repairs and Maintenance	\$ 230,992	2.3%	\$ 235,576	2.5%
Supplies	\$ 682,049	6.6%	\$ 657,055	7.1%
Contract for Services	\$ 437,100	4.3%	\$ 420,338	4.5%
Rentals & Leases	\$ 82,822	0.8%	\$ 74,859	0.8%
Other	\$ 617,446	6.0%	\$ 446,608	4.8%
Capital	\$ 1,026,850	10.0%	\$ 677,163	7.3%
Debt Subsidy	\$ 194,000	1.9%	\$ 194,000	2.1%
	<u>\$10,259,927</u>	100%	<u>\$ 9,284,551</u>	100%
Municipal Requisition	\$ 4,283,292		\$ 4,075,054	
	41.7%		43.9%	

1. The increase in our 2010 operating expenses for 2010 will be covered by increased revenue and in some areas, decreased expenses.
 

2010 vs. 2009 budgeted revenue increased	4.45%
2010 vs. 2009 budgeted expenses increased	6.85%
2. The increase in operating expenses is a result of:
  - a. Staff wages increase per agreements = \$388,000
  - b. Increased capital spending = \$350,000
3. 2010 increase in requisitions of 5.11% represents an increase of \$208,238 compared to 2009 - 3.00% or \$118,900
4. The 2010 \$208,238 increase in requisitions is the municipal contribution to an increase in major repairs and maintenance spending of \$350,000 or 51.6% over 2009, to a total major repairs and maintenance budget of \$1,026,850.

5. We have increased spending on major repairs and maintenance by 51.6% while keeping our requisitions at a nominal increase of 5.11%.
6. The Society will transfer \$500,000 of reserves to fund a record level of Major Repairs and Maintenance spending of \$1,026,850. Without the \$500,000 from reserves the requisition increase would be 17.4%.
7. Without the additional funding for the arena floor, agreed to by the owners last year to be above our normal requisitions, our requisitions for 2010 actually decreases by 3.56%.

Yours truly,



Linda Barnes  
Administrator

LB:lc

**2010 West Shore Parks and Recreation**  
**Draft Budget Key**

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# West Shore Parks and Recreation Society Operating Budget - Summary For Budget Years 2010 and 2009

	2009 Projection	2009 Budget	2010 Budget	%
<b>Administration</b>				
Expenses	383,010.00	439,902.00	461,366.00	4.88%
	<b>383,010.00</b>	<b>439,902.00</b>	<b>461,366.00</b>	<b>4.88%</b>
<b>Finance</b>				
Revenue	(94,800.00)	(89,200.00)	(101,688.00)	14.00%
Expenses	688,800.00	741,017.11	752,246.28	1.52%
	<b>594,000.00</b>	<b>651,817.11</b>	<b>650,558.28</b>	<b>-0.19%</b>
<b>FOOD AND BEVERAGE</b>				
<b>Food &amp; Beverage - Bear Mtn</b>				
Revenue	(465,000.00)	(429,250.00)	(468,000.00)	9.03%
Expenses	311,236.00	303,039.76	298,780.59	-1.41%
	<b>(153,764.00)</b>	<b>(126,210.24)</b>	<b>(169,219.41)</b>	<b>34.08%</b>
<b>Food &amp; Beverage - Catering</b>				
Revenue	(102,000.00)	(90,000.00)	(133,000.00)	47.78%
Expenses	91,825.00	102,106.30	107,321.18	5.11%
	<b>(10,175.00)</b>	<b>12,106.30</b>	<b>(25,678.82)</b>	<b>-312.11%</b>
<b>Food &amp; Beverage - Concession</b>				
Revenue	(181,717.00)	(215,900.00)	(220,500.00)	2.13%
Expenses	270,925.00	170,692.39	199,540.26	16.90%
	<b>89,208.00</b>	<b>(45,207.61)</b>	<b>(20,959.74)</b>	<b>-53.64%</b>
<b>TOTAL FOOD AND BEVERAGE</b>	<b>(74,731.00)</b>	<b>(159,311.55)</b>	<b>(215,857.97)</b>	<b>35.49%</b>

Human Resources

# West Shore Parks and Recreation Society Operating Budget - Summary For Budget Years 2010 and 2009

	2009 Projection	2009 Budget	2010 Budget	%
Expenses	136,725.00	155,905.00	165,452.36	6.12%
	<b>136,725.00</b>	<b>155,905.00</b>	<b>165,452.36</b>	<b>6.12%</b>
<b>MAINTENANCE</b>				
<b>Maintenance - Arena</b>				
Expenses	183,187.00	193,508.00	193,760.00	0.13%
	<b>183,187.00</b>	<b>193,508.00</b>	<b>193,760.00</b>	<b>0.13%</b>
<b>Maintenance - Bear Mtn Arena</b>				
Revenue	(18,000.00)	(15,000.00)	(15,000.00)	0.00%
Expenses	682,450.00	697,152.00	714,729.00	2.52%
	<b>664,450.00</b>	<b>682,152.00</b>	<b>699,729.00</b>	<b>2.58%</b>
<b>Maintenance - Centennial Centre</b>				
Expenses	9,682.00	11,707.00	11,655.00	-0.44%
	<b>9,682.00</b>	<b>11,707.00</b>	<b>11,655.00</b>	<b>-0.44%</b>
<b>Maintenance - Curling</b>				
Expenses	114,701.00	120,796.00	121,034.00	0.20%
	<b>114,701.00</b>	<b>120,796.00</b>	<b>121,034.00</b>	<b>0.20%</b>
<b>Maintenance - Fleet Vehicles</b>				
Expenses	45,867.00	50,998.00	51,180.00	0.36%
	<b>45,867.00</b>	<b>50,998.00</b>	<b>51,180.00</b>	<b>0.36%</b>
<b>Maintenance - General Maintenance</b>				
Expenses	1,429,017.00	1,428,768.00	1,478,216.80	3.46%
	<b>1,429,017.00</b>	<b>1,428,768.00</b>	<b>1,478,216.80</b>	<b>3.46%</b>

# West Shore Parks and Recreation Society Operating Budget - Summary For Budget Years 2010 and 2009

	2009 Projection	2009 Budget	2010 Budget	%
<b>Maintenance - Golf</b>				
Expenses	224,600.00	228,351.00	208,045.81	-8.89%
	<b>224,600.00</b>	<b>228,351.00</b>	<b>208,045.81</b>	<b>-8.89%</b>
<b>Maintenance - Library Building</b>				
Revenue	(46,000.00)	(45,230.00)	(54,641.00)	20.81%
Expenses	13,513.00	14,790.00	14,205.00	-3.96%
	<b>(32,487.00)</b>	<b>(30,440.00)</b>	<b>(40,436.00)</b>	<b>32.84%</b>
<b>Maintenance - Parks</b>				
Revenue	(33,000.00)	(22,270.00)	(38,356.00)	72.23%
Expenses	633,490.00	632,772.00	696,678.99	10.10%
	<b>600,490.00</b>	<b>610,502.00</b>	<b>658,322.99</b>	<b>7.83%</b>
<b>Maintenance - Pool</b>				
Expenses	227,757.00	243,077.00	244,605.00	0.63%
	<b>227,757.00</b>	<b>243,077.00</b>	<b>244,605.00</b>	<b>0.63%</b>
<b>Maintenance - Senior's Building</b>				
Revenue	(73,000.00)	(79,000.00)	(74,000.00)	-6.33%
Expenses	41,398.00	43,812.00	43,201.00	-1.39%
	<b>(31,602.00)</b>	<b>(35,188.00)</b>	<b>(30,799.00)</b>	<b>-12.47%</b>
<b>Major Repairs &amp; Maintenance</b>				
Revenue	863,334.85	677,163.00	(500,000.00)	0.00%
Expenses	863,334.85	677,163.00	1,026,850.00	51.64%
	<b>863,334.85</b>	<b>677,163.00</b>	<b>526,850.00</b>	<b>-22.20%</b>

# West Shore Parks and Recreation Society Operating Budget - Summary For Budget Years 2010 and 2009

	2009 Projection	2009 Budget	2010 Budget	%
<b>TOTAL MAINTENANCE</b>	<b>4,298,996.85</b>	<b>4,181,394.00</b>	<b>4,122,163.60</b>	<b>-1.42%</b>
<b>Marketing</b>				
Revenue	(5,000.00)	(7,100.00)	(7,700.00)	8.45%
Expenses	75,300.00	73,900.00	74,250.00	0.47%
	<b>70,300.00</b>	<b>66,800.00</b>	<b>66,550.00</b>	<b>-0.37%</b>
<b>PROGRAMS</b>				
<b>Programs - Administration</b>				
Expenses	(189,097.00)	(186,460.06)	186,325.00	-199.93%
	<b>(189,097.00)</b>	<b>(186,460.06)</b>	<b>186,325.00</b>	<b>-199.93%</b>
<b>Programs - Arena</b>				
Revenue	(445,550.00)	(475,230.00)	(495,200.00)	4.20%
Expenses	90,000.00	100,590.00	161,520.00	60.57%
	<b>(355,550.00)</b>	<b>(374,640.00)</b>	<b>(333,680.00)</b>	<b>-10.93%</b>
<b>Programs - Bear Mtn Arena</b>				
Revenue	(595,500.00)	(570,595.00)	(584,200.00)	2.38%
Expenses	381,715.00	360,373.94	370,000.00	2.67%
	<b>(213,785.00)</b>	<b>(210,221.06)</b>	<b>(214,200.00)</b>	<b>1.89%</b>
<b>Programs - Community Development</b>				
Revenue	(140,076.00)	(270,563.00)	(199,856.00)	-26.13%
Expenses	326,366.00	462,070.15	380,967.65	-17.55%
	<b>186,290.00</b>	<b>191,507.15</b>	<b>181,111.65</b>	<b>-5.43%</b>
<b>Programs - Community Recreation</b>				

# West Shore Parks and Recreation Society Operating Budget - Summary For Budget Years 2010 and 2009

	2009 Projection	2009 Budget	2010 Budget	%
<b>Programs - Curling</b>				
Revenue	(647,951.00)	(624,273.00)	(672,720.00)	7.76%
Expenses	515,792.00	519,616.94	536,105.50	3.17%
	<b>(132,159.00)</b>	<b>(104,656.06)</b>	<b>(136,614.50)</b>	<b>30.54%</b>
<b>Programs - Golf</b>				
Revenue	(123,095.00)	(146,748.00)	(148,294.00)	1.05%
Expenses	727.00	6,620.00	3,950.00	-40.33%
	<b>(122,368.00)</b>	<b>(140,128.00)</b>	<b>(144,344.00)</b>	<b>3.01%</b>
<b>Programs - Weights &amp; Rehab &amp; Fitness &amp; Wellness</b>				
Revenue	(578,628.00)	(582,797.00)	(622,606.00)	6.83%
Expenses	302,567.00	353,239.26	354,509.75	0.36%
	<b>(276,061.00)</b>	<b>(229,557.74)</b>	<b>(268,096.25)</b>	<b>16.79%</b>
<b>Programs - Golf</b>				
Revenue	(390,805.00)	(378,510.06)	(401,431.00)	6.06%
Expenses	135,353.85	136,105.31	139,722.02	2.66%
	<b>(255,451.15)</b>	<b>(242,404.75)</b>	<b>(261,708.98)</b>	<b>7.96%</b>
<b>Programs - Parks</b>				
Revenue	(281,660.00)	(290,454.20)	(295,404.00)	1.70%
Expenses	182,346.00	208,446.87	200,221.00	-3.95%
	<b>(99,314.00)</b>	<b>(82,007.33)</b>	<b>(95,183.00)</b>	<b>16.07%</b>
<b>Programs - Pool</b>				
Revenue	(859,960.00)	(856,597.00)	(878,539.00)	2.56%
Expenses	627,200.00	627,493.00	647,644.00	3.21%
	<b>(232,760.00)</b>	<b>(229,104.00)</b>	<b>(230,895.00)</b>	<b>0.78%</b>



# West Shore Parks and Recreation Society Operating Budget - Summary For Budget Years 2010 and 2009

	2009 Projection	2009 Budget	2010 Budget	%
<b>TOTAL PROGRAMS</b>	(1,690,255.15)	(1,607,671.85)	(1,317,285.08)	-18.06%
<b>Reception</b>				
Revenue	(29,600.00)	(54,500.00)	(65,500.00)	20.18%
Expenses	386,608.00	400,718.99	415,844.85	3.77%
	357,008.00	346,218.99	350,344.85	1.19%
<b>NET OPERATIONS</b>	<b>4,075,053.70</b>	<b>4,075,053.70</b>	<b>4,283,292.04</b>	<b>5.11%</b>
<b>Requisitions</b>	(4,075,053.70)	(4,075,053.70)	(4,283,292.04)	5.11%
	-	-	-	