

	Actual to December 31/16	Actual to December 31/17	2018 OPERATING FORECAST	2019 OPERATING FORECAST	3 Year Average- 2015, 2016, 2017	Variance 2019 - 2018	2018 % Variance	Notes
<b><u>Fort Frances Seniors' Centre</u></b>								
REVENUE:	(68,531.58)	(73,802.02)	(66,700)	(72,700)	(65,513.20)	(6,000)	9.0%	Ministry \$2700, Fitness Classes \$2300
EXPENDITURES:					-	-		
Administration	70,605.88	71,649.60	68,600	75,091	65,248.94	6,491	9.5%	More fitness classes planned
Building & Grounds	43,154.72	46,539.33	52,391	55,032	40,548.16	2,641	5.0%	Tradesperson \$2881
<b>Total Revenue</b>	<b>(68,531.58)</b>	<b>(73,802.02)</b>	<b>(66,700)</b>	<b>(72,700)</b>	<b>(65,513.20)</b>	<b>(6,000)</b>	<b>9.0%</b>	
<b>Total Expenditures</b>	<b>113,760.60</b>	<b>118,188.93</b>	<b>120,991</b>	<b>130,122</b>	<b>105,797.10</b>	<b>9,131</b>	<b>7.5%</b>	
<b>Total Fort Frances Seniors' Centre</b>	<b>45,229.02</b>	<b>44,386.91</b>	<b>54,291</b>	<b>57,422</b>	<b>40,283.91</b>	<b>3,131</b>	<b>5.8%</b>	
<b><u>Children's Day Care</u></b>								
REVENUE:	(1,199,905.96)	(1,307,114.52)	(1,380,113)	(1,270,615)	(1,196,973.40)	109,498	-7.9%	Parent Fees -\$58,000 (Schools), Fee Subsidy -\$160,000, Core Services +\$60,000, Stabilization Funding \$60,000
EXPENDITURES:								
Administration	1,152,596.79	1,254,659.52	1,325,656	1,201,681	1,129,350.52	(124,505)	-9.4%	Half year School Program, Vehicle moved from Hub, added cell phones for Mgr & Assistant
Buildings & Grounds	85,962.19	69,251.04	88,389	98,520	74,830.98	10,131	11.5%	Tradesperson \$5,761
<b>Total Revenue</b>	<b>(1,199,905.96)</b>	<b>(1,307,114.52)</b>	<b>(1,380,113)</b>	<b>(1,270,615)</b>	<b>(1,196,973.40)</b>	<b>109,498</b>	<b>-7.9%</b>	
<b>Total Expenditures</b>	<b>1,238,558.98</b>	<b>1,323,910.56</b>	<b>1,414,045</b>	<b>1,300,201</b>	<b>1,204,181.50</b>	<b>(114,374)</b>	<b>-8.1%</b>	
<b>Total Children's Day Care</b>	<b>38,653.02</b>	<b>16,796.04</b>	<b>33,932</b>	<b>29,585</b>	<b>7,208.10</b>	<b>(4,877)</b>	<b>-14.4%</b>	
<b><u>Day Care Best Start Hub</u></b>								
REVENUE	(121,470.00)	(106,687.28)	(131,529)	(146,867)	(111,928.63)	(15,338)	11.7%	More DSSAB Funding
EXPENDITURES:								
Administration	114,907.96	106,789.28	131,456	138,425	103,947.71	6,969	5.3%	More funding available
Buildings & Grounds	8,272.76	4,924.96	7,635	8,442	10,226.81	807	10.6%	
<b>Total Revenue</b>	<b>(121,470.00)</b>	<b>(106,687.28)</b>	<b>(131,529)</b>	<b>(146,867)</b>	<b>(111,928.63)</b>	<b>(15,338)</b>	<b>11.7%</b>	
<b>Total Expenditures</b>	<b>123,180.72</b>	<b>111,714.24</b>	<b>139,091</b>	<b>146,867</b>	<b>114,174.52</b>	<b>7,776</b>	<b>5.6%</b>	
<b>Total Day Care Best Start Hub</b>	<b>1,710.72</b>	<b>5,026.96</b>	<b>7,562</b>	<b>(0)</b>	<b>2,245.89</b>	<b>(7,562)</b>	<b>-100.0%</b>	Balanced to Zero (no taxpayer funding)

	Actual to December 31/16	Actual to December 31/17	2018 OPERATING FORECAST	2019 OPERATING FORECAST	3 Year Average- 2015, 2016, 2017	Variance 2019 - 2018	2018 % Variance	Notes
<b><u>Day Care Special Needs Resource</u></b>								
REVENUE:	(106,312.00)	(102,296.80)	(141,747)	(112,346)	(104,697.59)	29,401	-20.7%	
EXPENDITURES:	107,730.30	113,451.63	141,747	112,347	109,197.56	(29,400)	-20.7%	
<b>Total Revenue</b>	<b>(106,312.00)</b>	<b>(102,296.80)</b>	<b>(141,747)</b>	<b>(112,346)</b>	<b>(104,697.59)</b>	<b>29,401</b>	<b>-20.7%</b>	
<b>Total Expenditures</b>	<b>107,730.30</b>	<b>113,451.63</b>	<b>141,747</b>	<b>112,347</b>	<b>109,197.56</b>	<b>(29,400)</b>	<b>-20.7%</b>	
<b>Total Day Care Resource Centre</b>	<b>1,418.30</b>	<b>11,154.83</b>	<b>0</b>	<b>0</b>	<b>4,499.97</b>	<b>0</b>	<b>0.0%</b>	Balanced to Zero (no taxpayer funding)
<b><u>Handi-Van Transit Services:</u></b>								
REVENUE:	(108,860.99)	(101,952.42)	(109,306)	(111,846)	(103,094.15)	(2,540)	2.3%	used 3 year average
EXPENDITURES:	192,325.88	178,413.24	190,105	186,070	178,183.92	(4,035)	-2.1%	Treasury GL entry \$4,255
Vehicles - Licensed	23,982.75	22,715.78	22,190	20,366	26,134.58	(1,824)	-8.2%	decrease in maintenance due to new vans
<b>Total Revenue</b>	<b>(108,860.99)</b>	<b>(101,952.42)</b>	<b>(109,306)</b>	<b>(111,846)</b>	<b>(103,094.15)</b>	<b>(2,540)</b>	<b>2.3%</b>	
<b>Total Expenditures</b>	<b>216,308.63</b>	<b>201,129.02</b>	<b>212,295</b>	<b>206,436</b>	<b>204,318.50</b>	<b>(5,859)</b>	<b>-2.8%</b>	
<b>Total Handi Transit Services</b>	<b>107,447.64</b>	<b>99,176.60</b>	<b>102,989</b>	<b>94,590</b>	<b>101,224.35</b>	<b>(8,399)</b>	<b>-8.2%</b>	
<b><u>Townshend Theatre</u></b>								
REVENUE	(19,813.63)	(19,679.93)	(17,500)	(17,200)	(20,088.08)	300	-1.7%	
EXPENDITURES								
Buildings & Grounds	14,711.94	14,502.71	17,500	17,200	14,486.21	(300)	-1.7%	
<b>Total Revenue</b>	<b>(19,813.63)</b>	<b>(19,679.93)</b>	<b>(17,500)</b>	<b>(17,200)</b>	<b>(20,088.08)</b>	<b>300</b>	<b>-1.7%</b>	
<b>Total Expenditures</b>	<b>14,711.94</b>	<b>14,502.71</b>	<b>17,500</b>	<b>17,200</b>	<b>14,486.21</b>	<b>(300)</b>	<b>-1.7%</b>	
<b>Total Townsend Theatre</b>	<b>(5,101.69)</b>	<b>(5,177.22)</b>	<b>0</b>	<b>0</b>	<b>(5,601.87)</b>	<b>0</b>	<b>0.0%</b>	Balanced to Zero (no taxpayer funding)

	Actual to December 31/16	Actual to December 31/17	2018 OPERATING FORECAST	2019 OPERATING FORECAST	3 Year Average- 2015, 2016, 2017	Variance 2019 - 2018	2018 % Variance	Notes
<b><u>Recreation Facilities</u></b>								
REVENUE:	(417,107.52)	(407,039.82)	(388,232)	(354,610)	(410,904.56)	33,622	-8.7%	Muskie Teams started 1 month later in 2018, swim member numbers are down, FFMHA new scheduler/changed schedule, Skating club split - numbers are down, FFGWHA Participant #'s are down
EXPENDITURES								
Administration	485,747.40	533,854.09	448,710	544,976	492,194.95	95,366	21.3%	Additional person for ice season performing routine maintenance, extra time for caretakers, additional training for guys
Buildings & Grounds	541,502.16	524,337.82	555,689	558,083	524,409.07	2,394	0.4%	Tradesperson \$12,411
Vehicles - Licensed	16,440.32	21,957.38	18,460	23,716	19,047.43	3,390	18.4%	Increase in insurance & maintenance
<b>Total Revenue</b>	<b>(417,107.52)</b>	<b>(407,039.82)</b>	<b>(388,232)</b>	<b>(354,610)</b>	<b>(410,904.56)</b>	<b>33,622</b>	<b>-8.7%</b>	
<b>Total Expenditures</b>	<b>1,043,689.88</b>	<b>1,080,149.29</b>	<b>1,022,859</b>	<b>1,126,774</b>	<b>1,035,651.45</b>	<b>101,150</b>	<b>9.9%</b>	
<b>Total Recreation Facilities</b>	<b>626,582.36</b>	<b>673,109.47</b>	<b>634,627</b>	<b>772,164</b>	<b>624,746.90</b>	<b>134,772</b>	<b>21.2%</b>	
<b><u>Recreation Programs</u></b>								
REVENUE:								
Operational Revenue - HST Charged	(189,734.29)	(189,598.11)	(188,000)	(196,400)	(199,209.95)	(8,400)	4.5%	Adult memberships +\$7,000, Swim classes +\$1,000, Courses - \$1200
Operational Revenue - No HST	(110,989.82)	(103,474.50)	(98,500)	(97,500)	(103,411.94)	1,000	-1.0%	Summer programs +\$5,000, daily admissions (youth) -\$2,000, swim classes -\$1,000
EXPENDITURES:								
Total Expenditures	400,988.12	332,669.11	431,896	472,550	379,713.51	40,654	9.4%	Adult lifeguards FT instead of students (Bill 148)
<b>Total Revenue</b>	<b>(312,367.11)</b>	<b>(293,072.61)</b>	<b>(286,500)</b>	<b>(293,900)</b>	<b>(310,173.55)</b>	<b>(7,400)</b>	<b>2.6%</b>	
<b>Total Expenditures</b>	<b>400,988.12</b>	<b>332,669.11</b>	<b>431,896</b>	<b>472,550</b>	<b>379,713.51</b>	<b>40,654</b>	<b>9.4%</b>	
<b>Total Recreation Programs</b>	<b>88,621.01</b>	<b>39,596.50</b>	<b>145,396</b>	<b>178,650</b>	<b>69,539.96</b>	<b>33,254</b>	<b>22.9%</b>	

	Actual to December 31/16	Actual to December 31/17	2018 OPERATING FORECAST	2019 OPERATING FORECAST	3 Year Average- 2015, 2016, 2017	Variance 2019 - 2018	2018 % Variance	Notes
<b><u>Community Services</u></b>								CS Mgr, Receptionist, & Receptionist cover person
REVENUE:	(20,000.00)	(20,000.00)	(20,000)	(25,000)	(20,025.00)	(5,000)	25.0%	Additional \$5,000 for Senior Centre Admin
EXPENDITURES:					-	-		
Administration	136,182.87	134,859.27	153,725	166,996	134,412.00	13,271	8.6%	Added hours for Receptionist backup (100 hrs), CS Mgr, Receptionst 20%
Vehicles - Licensed	0.00	262.29	2,660	1,995	749.55	(665)	-25.0%	
<b>Total Revenue</b>	<b>(20,000.00)</b>	<b>(20,000.00)</b>	<b>(20,000)</b>	<b>(25,000)</b>	<b>(20,025.00)</b>	<b>(5,000)</b>	<b>25.0%</b>	
<b>Total Expenditures</b>	<b>136,182.87</b>	<b>135,121.56</b>	<b>156,385</b>	<b>168,991</b>	<b>135,161.55</b>	<b>12,606</b>	<b>8.1%</b>	
<b>Total Community Services</b>	<b>116,182.87</b>	<b>115,121.56</b>	<b>136,385</b>	<b>143,991</b>	<b>115,136.55</b>	<b>7,606</b>	<b>5.6%</b>	
<b><u>Sunny Cove Camp</u></b>								
REVENUE:	(48,027.66)	(36,865.04)	(42,200)	(44,000)	(42,923.34)	(1,800)	4.3%	Camper fees +\$2,000
EXPENDITURES:								
Administration Expenditures	8,401.35	33,166.85	30,198	33,390	14,424.22	3,192	10.6%	Butch Wensley now OMERS elligible
Buildings & Yard	54,755.08	29,861.96	34,119	40,351	44,978.83	6,232	18.3%	Tradesperson \$1,571, Insurance +2,591, Taxes +\$820, Contracted Works +1,000
<b>Total Revenue</b>	<b>(48,027.66)</b>	<b>(36,865.04)</b>	<b>(42,200)</b>	<b>(44,000)</b>	<b>(42,923.34)</b>	<b>(1,800)</b>	<b>4.3%</b>	
<b>Total Expenditures</b>	<b>63,156.43</b>	<b>63,028.81</b>	<b>64,317</b>	<b>73,741</b>	<b>59,403.05</b>	<b>9,424</b>	<b>14.7%</b>	
<b>Total Sunny Cove Camp</b>	<b>15,128.77</b>	<b>26,163.77</b>	<b>22,117</b>	<b>29,741</b>	<b>16,479.71</b>	<b>7,624</b>	<b>34.5%</b>	
<b><u>Public Library</u></b>								
REVENUE	(115,140.09)	(93,954.18)	(102,690)	(96,654)	(115,939.41)	6,036	-5.9%	Room rental +\$3,300, Grants -\$11,609, Donations +\$2,000, Late fines -\$1,000
EXPENDITURES								
Administration	461,578.56	427,386.93	457,275	455,908	459,788.61	(1,367)	-0.3%	
Buildings & Grounds	64,576.20	82,708.92	78,277	78,162	69,068.25	(115)	-0.1%	
Library Services	71,024.10	68,772.43	63,850	63,500	71,391.83	(350)	-0.5%	
<b>Total Revenue</b>	<b>(115,140.09)</b>	<b>(93,954.18)</b>	<b>(102,690)</b>	<b>(96,654)</b>	<b>(115,939.41)</b>	<b>6,036</b>	<b>-5.9%</b>	
<b>Total Expenditures</b>	<b>597,178.86</b>	<b>578,868.28</b>	<b>599,402</b>	<b>597,570</b>	<b>600,248.70</b>	<b>(1,832)</b>	<b>-0.3%</b>	
<b>Total Library</b>	<b>482,038.77</b>	<b>484,914.10</b>	<b>496,712</b>	<b>500,917</b>	<b>484,309.29</b>	<b>4,205</b>	<b>0.8%</b>	

	Actual to December 31/16	Actual to December 31/17	2018 OPERATING FORECAST	2019 OPERATING FORECAST	3 Year Average- 2015, 2016, 2017	Variance 2019 - 2018	2018 % Variance	Notes
<b><u>Museum</u></b>								
REVENUE	(73,885.76)	(116,179.18)	(85,680)	(94,069)	(76,565.00)	(8,389)	9.8%	workshops +\$2,000, Traveling Exhibit +1700, Apply for MAP grant +3000, Donations +1500
EXPENDITURES								
Administration	177,872.65	209,271.98	192,514	205,901	177,593.04	13,387	7.0%	add museum assistant - 2 less students & no intern, traveling Franklin exhibit expenses offset by Donation Reserves
Buildings & Grounds	35,094.12	37,069.73	45,783	50,389	34,335.01	4,606	10.1%	Tradesperson \$5,301
<b>Total Revenue</b>	<b>(73,885.76)</b>	<b>(116,179.18)</b>	<b>(85,680)</b>	<b>(94,069)</b>	<b>(76,565.00)</b>	<b>(8,389)</b>	<b>9.8%</b>	
<b>Total Expenditures</b>	<b>212,966.77</b>	<b>246,341.71</b>	<b>238,297</b>	<b>256,290</b>	<b>211,928.05</b>	<b>17,993</b>	<b>7.6%</b>	
<b>Total Museum</b>	<b>139,081.01</b>	<b>130,162.53</b>	<b>152,617</b>	<b>162,221</b>	<b>135,363.04</b>	<b>9,604</b>	<b>6.3%</b>	
<b><u>Waterfront Development (Sorting Gap Marina)</u></b>								
REVENUE	(88,713.88)	(102,909.58)	(92,000)	(109,500)	(92,017.00)	(17,500)	19.0%	Dock Rentals +\$7000, Ice cream +\$5000, Launch +1500, Gas/Oil +\$4000
EXPENDITURES								
Administration	91,295.38	91,227.36	89,932	109,239	90,315.27	19,307	21.5%	
Buildings & Grounds	37,235.09	39,726.89	40,661	42,169	38,038.83	1,508	3.7%	
<b>Total Revenue</b>	<b>(88,713.88)</b>	<b>(102,909.58)</b>	<b>(92,000)</b>	<b>(109,500)</b>	<b>(92,017.00)</b>	<b>(17,500)</b>	<b>19.0%</b>	
<b>Total Expenses</b>	<b>128,530.47</b>	<b>130,954.25</b>	<b>130,593</b>	<b>151,408</b>	<b>128,354.10</b>	<b>20,815</b>	<b>15.9%</b>	Tradesperson \$6206, Taxes \$700, Upstaffing \$6154
<b>Total Waterfront Development</b>	<b>39,816.59</b>	<b>28,044.67</b>	<b>38,593</b>	<b>41,908</b>	<b>36,337.10</b>	<b>3,315</b>	<b>8.6%</b>	
<b>Total CS Revenue</b>	<b>(2,751,528.20)</b>	<b>(2,790,635.90)</b>	<b>(2,864,197)</b>	<b>(2,749,307)</b>	<b>(2,691,001.08)</b>	<b>114,890</b>	<b>-4.0%</b>	<b>Top revenue changes:</b> Childcare -\$123,561, Rec Facilities -\$33,692, Marina +17,500, Museum +\$8,389
<b>Total CS Expenditures</b>	<b>4,448,336.59</b>	<b>4,459,112.62</b>	<b>4,689,418</b>	<b>4,760,497</b>	<b>4,322,773.98</b>	<b>67,784</b>	<b>1.4%</b>	<b>Top expense changes:</b> Childcare -\$135,998, Rec Programs +\$40,654, Rec Facilities +\$33,692, Marina +\$20,815
<b>TOTAL COMMUNITY SERVICES</b>	<b>1,696,808.39</b>	<b>1,668,476.72</b>	<b>1,825,221</b>	<b>2,011,190</b>	<b>1,631,772.90</b>	<b>182,674</b>	<b>10.0%</b>	Senior Centre +\$3,131, Childcare -\$12,439, Handivan -\$8,399, Rec Facilities +\$134,772, Rec Programs +33,254, CS +\$7,606, Sunny Cove +\$7,624, Library +\$4,205, Museum +\$9,604, Marina +\$3,315