

Recreation and
Parks Business Plan

2011-2014





Recreation and Parks

Vision

We will anticipate and respond to the needs of our communities as a committed partner in fostering a healthy city in which to live, work and play.

Mission

We are a dynamic team of staff, volunteers and partners who are committed to working together to strengthen individuals, families, our communities and the environment through stewardship and by offering and encouraging life long learning, leisure and sustainable recreation experiences.



Recreation and Parks Service Delivery Model

Parks Planning & Development	<ul style="list-style-type: none"> • Co-ordination of master plans, feasibility studies and special projects; • Acquisition and planning of open space and parkland; • Business case support of infrastructure development; • Redevelopment of parks
Protect & Enhance Green Spaces	<ul style="list-style-type: none"> • Horticulture, parkland and sport field maintenance; urban forestry; • Naturalization and management of natural areas; • Trails and pathways; cemeteries; • Winter maintenance; boulevard maintenance.
Environment	<ul style="list-style-type: none"> • Identify opportunities and establish environmental sustainability efforts; • Establish the Environmental Network team across City Departments • Initiate the Environmental Master Plan to provide strategies, policy, goals, targets and processes for environmental sustainability efforts



Recreation and Parks Service Delivery Model

Community Recreation	<ul style="list-style-type: none"> • Drop-in recreation, aquatic, fitness/ active living and arena programs; • Direct registration for aquatics, sport programs, sport leagues, camps and general programs; • Facility rentals including sport fields, ice/floors, pools, meeting rooms, boat slips
Community Development	<ul style="list-style-type: none"> • Community partnerships; • Provide support for sport, cultural, event and service organizations through financial assistance, affiliation and community group status programs; • My Mississauga Celebration Square programs
Facility Operations	<ul style="list-style-type: none"> • Delivery of day to day Customer Service; • Compliance with legislative requirements; • Provision of clean, well maintained facilities; • Operations maintenance (arenas, indoor/outdoor pools, spa and spray pads, concessions, marinas, golf)

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2010 Achievements

- Completed Future Directions for Recreation, Parks and Natural Areas
- Completed the Cycling Master Plan
- Implementing Waterfront Parks Strategy, Older Adult Plan and Youth Plan
- Secured \$98.4M in funding for Recreation and Parks / Trails infrastructure
- Acquired 4 key parkland properties
- Volunteers support 190 Affiliated Groups, contribute over 100,000 hours to services and help plant 20,800 native trees and shrubs

2010 Achievements

Parkland Growth:

Completed 23 new or redeveloped park/trail projects



Albert McBride



Lakeside Park



Red Oaks

- Albert McBride
- Bough Beeches
- Community Common
- Etobicoke Creek
- GTAA Trail
- Lake Aquitaine Exercise Circuit
- Lakeside Park
- Lisgar Meadow Brook Trail Improvements,
- Queensway Trail
- Red Oaks
- Ridgewood
- South Common Satellite
- Skateboard Facility

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2010 Achievements

- 12.9 million visitors to indoor facilities;
- Jerry Love fund, ActiveAssist; Walmart at Play, Swim to Survive and Got Skates provide \$680,000 of low cost entry to programs
- 220,000 attend My Mississauga summer programs
- Division provides 1.6 million hours of recreation programs;
- 600,000 hours of rental permits;
- 85% of customer rate satisfaction with service very good or excellent;
- CAMA (Canadian Association of Municipal Administrators) Award of Achievement for Employee Development and Training.



Opportunities and Challenges

Opportunities	Challenges
<ul style="list-style-type: none"> • Increase programming and opportunities for Youth and Older Adult markets 	<ul style="list-style-type: none"> • Slower revenue growth with weak economy and the introduction of HST
<ul style="list-style-type: none"> • Use technology to reduce cost and expand communications (Web site, email marketing and on-line forms) 	<ul style="list-style-type: none"> • Aging infrastructure requires funding especially parks and trails
<ul style="list-style-type: none"> • Increase partnerships to deliver services 	<ul style="list-style-type: none"> • Greater socio-economic diversity in community
<ul style="list-style-type: none"> • Community Centres to have a greater link to health care sector 	<ul style="list-style-type: none"> • Balance City resources, Service Delivery and Customer Expectations



Current Service Levels

Parks

- 3.81 hectares of open space per 1000 persons
- Parkland grass cutting on 10 work day cycle
- Destination Parks grass cutting every 7 working days; daily litter pick-up
- Garbage and recycling disposal every 7 days
- Winter maintenance on designated park pathways
- Street tree replacements within 12 months
- Response for Level 1 Emergency Forestry calls 24 hours
- Tree Pruning Cycle is 15 years



Current Service Levels

Facility to population

Indoor Facilities		Outdoor Facilities	
Indoor Arenas	1 per 29,000 25 ice pads	Soccer Fields	1 per 3,200 226.5 fields
Gymnasiums	1 per 46,900 15.5 gymnasiums	Baseball Fields	1 per 4,900 150 fields
Indoor Pools	1 per 66,100 11 indoor pools	Cricket Pitches	1 per 100,000 6 pitches
Fitness Centres	1 per 104,000 7 Fitness Centres	Parks and Open Spaces	3.81 hectares of parks per 1000 2754 hectares

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Recreation and Parks: Goals

1. Develop healthy, active living opportunities to serve residents and visitors to the city;
2. Protect and enhance park and open space systems across the City;
3. Provide great “People Places” indoors and outdoors;
4. Continue to engage residents, stakeholders and partners in the development of new initiatives and partnerships;
5. Leverage technology for effective communications and efficient delivery of service;
6. Develop and implement asset management programs;

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Engaging Our Customers

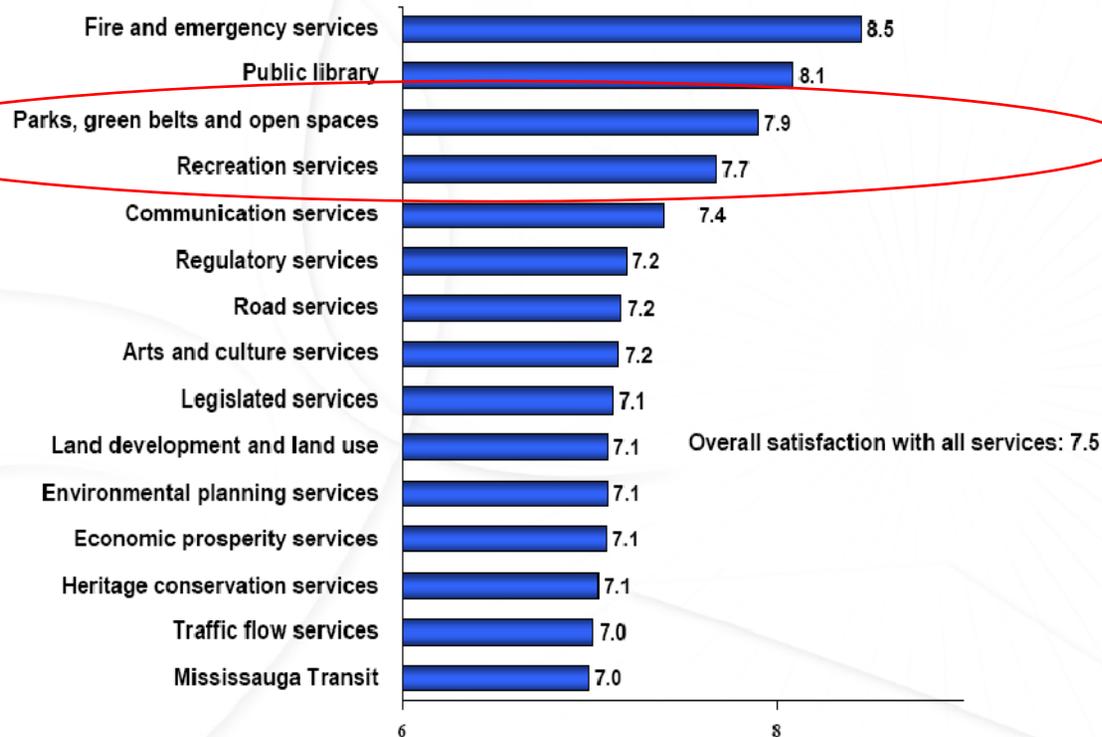


1. Customer evaluations regularly assess customer satisfaction;
2. Staff liaise with over 190 affiliate and community groups to allocate facility space and support program delivery;
3. Placemaking and public engagement ensure that resident and stakeholder input is part of our planning processes;
4. Communication processes include new social media such as facebook, twitter and smart phone applications.



Engaging Our Customers

Satisfaction with Different Service Areas



A 2009 POLLARA survey, residents rated Recreation and Parks two of the top four services in Mississauga for overall satisfaction.

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Benchmarks

Net Cost of Recreation and Parks Operations per Capita

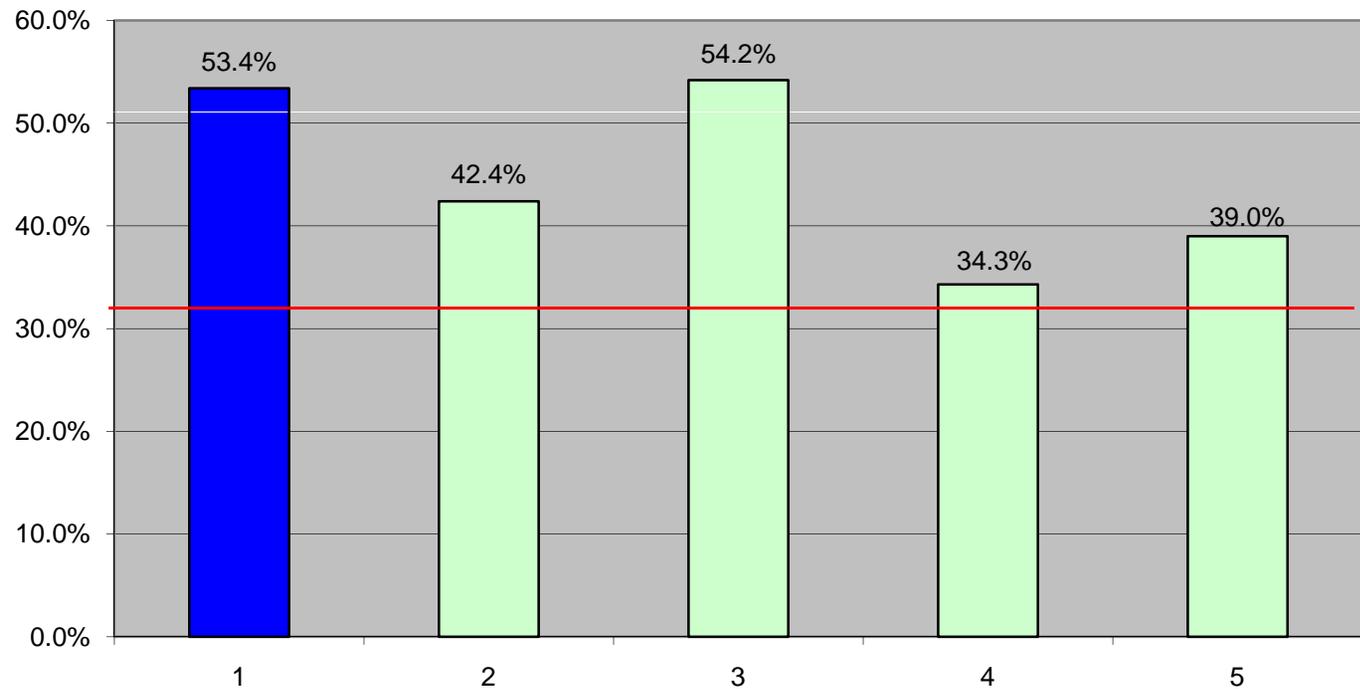
Average Cost - \$80.27



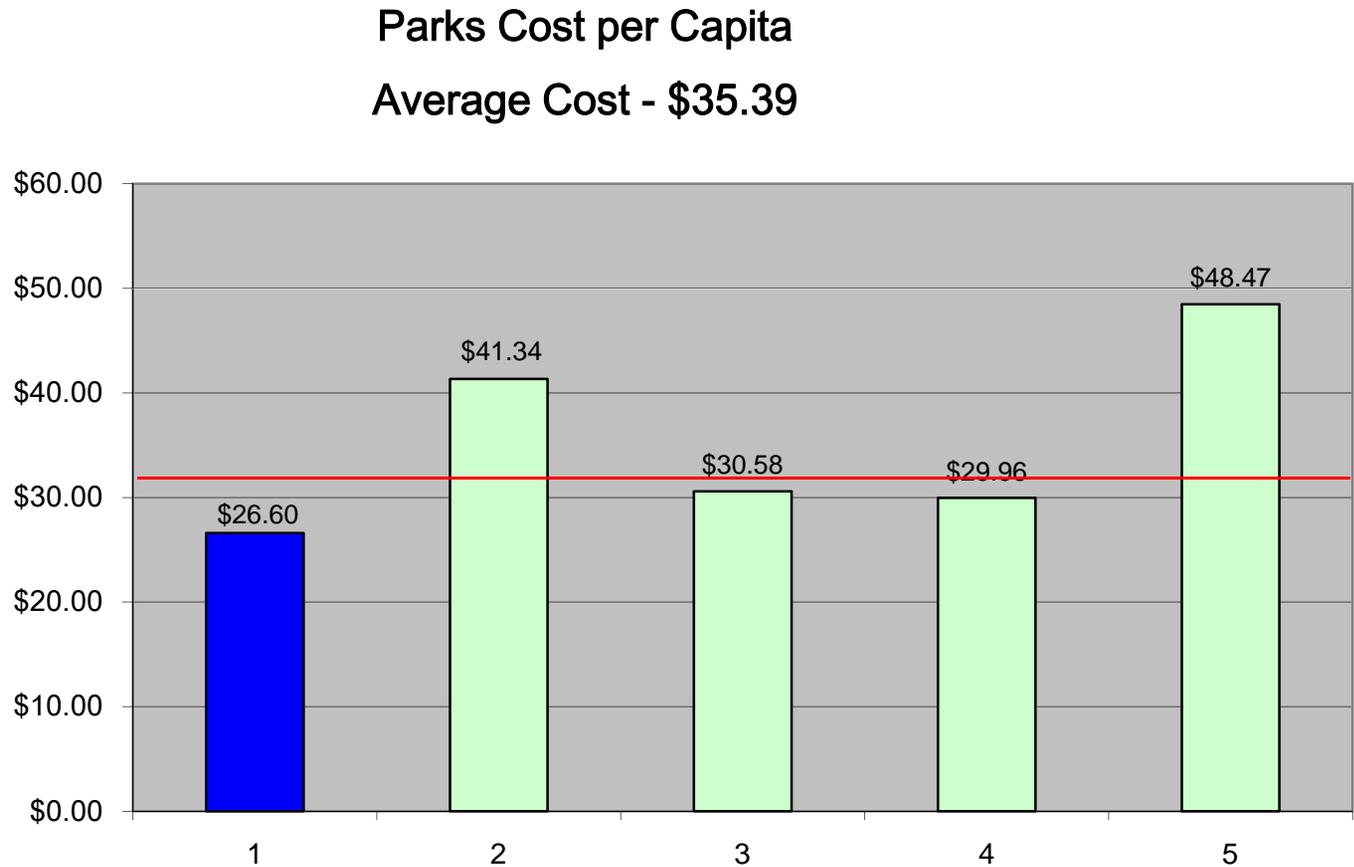
Benchmarks

Percent Cost Recovery of Recreation and Parks Operations

Average - 44.7%



Benchmarks



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2011 New Initiatives

- 45 acres of new parkland
- Shoreline Restoration and redevelopment of 11 park play areas
- Cooksville Creek Debris Management Program
- New indoor pools, including therapy tanks, at Malton and Clarkson Community Centre Pools
- 6 Redeveloped outdoor pools
- Introduction of year round programming for Celebration Square
- Youth Plan programs allocated to all wards

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2011 New Initiatives

- Dome Field at Hershey Sport Zone
- Sport Complex Fitness Operation
- Street Tree Replacement
- Shared use Track & Field facility at Loyola Catholic S.S.
- Bell Gairdner – Renovation to Main and Carriage House
- Construction of Arsenal Lands
- Port Credit Harbour West – Pre-Design Studies



Budget Summary Table

Drivers of Operating Costs

Description (\$ 000's)	2011	2012	2013	2014
Prior Year Budget	44,029	47,141	50,129	52,617
Base Changes & Continuous Improvements				
Base Changes	2,711	2,542	2,359	1,830
Impact of New Capital Projects	615	374	168	386
Continuous Improvements				
Efficiencies	(744)	(66)	(10)	0
Budget Reductions	(303)	(233)	(23)	(23)
Total Changes to Base and Continuous Improvement	2,279	2,617	2,494	2,193
Total Cost to Deliver Our Existing Services	46,308	49,758	52,623	54,810
Proposed Changes				
Growth Driven Initiatives	64	141	85	0
New Service Level/New Initiatives - Funded from Tax or Reserves	843	389	9	(61)
New Revenues	(74)	(159)	(100)	(85)
Total - Proposed Changes	833	371	(6)	(146)
Total Budget	47,141	50,129	52,617	54,664



Key Drivers of Budget Changes

\$2.7M expenditure increases;

- \$1.99M wages (73%)
- \$451K utility rates (17%)
- \$226K contract cost increases (8%)

\$615K Operating impact of Capital Programs

- \$512K Celebration Square base operating
- \$116K parkland growth

Key Drivers of Budget Efficiencies

Efficiencies of \$744K;

- \$600K utility fee budget adjustment
- \$87K reduce office supplies
- \$40K reduction in print of Active Mississauga

\$303K Program Reductions

- Adjust labour costs downward



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New Service/ New Initiatives

New initiatives include;

- \$543K Celebration Square year round programs
- \$214K Cooksville Creek maintenance
- \$80K Youth plan
- \$50K Woodland hazardous tree removals
- (\$114K) Dome field at Hershey

Base Maintenance & Operations Cost

Cost Components of the new Civic Square are contained in two areas: Base Operations, and Programming. The base incremental cost of the Square's expanded amenities (excluding programming) are outlined in the following table:

Amenity (\$ 000's)	Current Square	Incremental New Square			Total
		2011	2012	Total Incremental	
Rink	74	82	261	343	417
Fountain	25	23	-	23	48
Screens & Stage	-	206	18	224	224
Maintenance & Horticulture	257	97	28	125	382
Custodial	130	104	47	151	281
TOTAL BASE OPERATIONS	\$486	\$512	\$354	\$866	\$1,352



Signature Events (Attendance 25,000 +)	Class A Events (Attendance 5,000-24,999)	Class B Events (Attendance 1,000-4,999)	Class C Events (Attendance 200-999)	Activities (Non-event programming)
Examples - Current Programming				
Canada Day	MOSAIC Festival Rotary Ribfest Pakistan Independence Day	India Heritage Festival Culture Division Event Community Crime Awareness Day MuslimFest Viet Summer Fest Tree Lighting Celebration	Litter Not Clean-Up Public Works Day United Way Events Bike to Work Day Relay for Life Remembrance Day	
Examples - New Programming				
New Year's Eve Taste of Mississauga Pan Am Games Related Event	'Below Zero' Winter Festival Memorial Cup Celebrations International Indian Academy Award Celebrations	Friday Night Concert Series Fiesta ng Kalayaan NBA Fan Fest Tour de Mississauga National Culture Days Alfa Romeo Rally Euro Cup & 2012 Olympics Screenings Film Festival Event	"First Ice" – Rink Opening Event Amphitheatre Unplugged Events Movie Nights Fall Market March Break Event "Now Playing" Halloween Event Literary Festival	"Seniors Days" "Fresh Air Fitness" "Bark in the Park" "Kids' Camp Days" Martial Arts Demos Teen Poetry Readings

Mississauga Celebration Square Programming

Programming	Current	2011	2012
Event Programming Costs*	\$663K	\$543K	\$(124K)
Signature Events (More than 25,000)	1	2	4
Class A Events (Between 5,000-24,999)	3	8	7
Class B Events (Between 1,000-4,999)	5	14	21
Class C Events (Between 200-999)	18	35	43
Activities	0	27	45
TOTAL EVENTS	27	86	118
TOTAL DAYS	38	101	144
Seasons of Programming	3 months	12 months	12 months
Total Attendance	300,000	500, 000	800,000 (2012) 1,100,000 (2013) 1,400,000 (2014)

Human Resources – FTE Changes

2011 Complement Change Detail

	Full Time	Part Time	Total 2011 FTE
Additions:			
Mississauga Celebration Square	7.0	3.0	10.0
Debris Management-Cooksville Creek	1.0		1.0
Asset Management Program	1.0		1.0
Parkland Growth	1.0	1.0	2.0
Youth Plan		2.0	2.0
Digital Advertising		1.0	1.0
Community Common-Annualization		0.5	0.5
Port Credit Arena-Re-opening		4.5	4.5
Fitness Centre		5.0	5.0
Malton Community Centre Pool		0.8	0.8
Clarkson Community Centre Pool		2.0	2.0
Dome Field at Hershey Sportzone		1.1	1.1
Total Additions	10.0	20.9	30.9
Deletions:			
Organization Review	-4.0		-4.0
Contract Staff for 2009 Supplementary Capital Projects		-1.5	-1.5
Total Deletions	-4.0	-1.5	-5.5
2011 - Total Complement Change	6.0	19.4	25.4



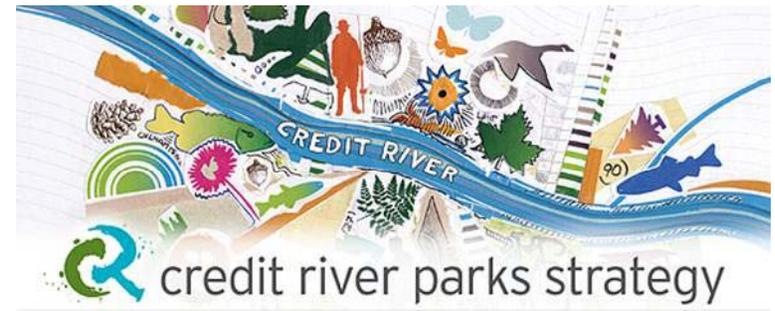
Human Resources – FTE Changes

Net of 6 full time positions

- Celebration Square (7), Parkland Growth (1) Cooksville Creek (1) and Asset Management (1)
- Offset by organization review (4)

Net 19 part time FTE

- 8 related to re-opening of buildings
- 7 to new efforts with revenue offset (Dome field, fitness and digital sign)
- 2 to Youth Plan
- 2 to Parkland growth



Library, Recreation, Parks & Natural Areas
Master Plan

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Human Resources Requirement

Description	Total FTE
2010 Restated Complement	1,092.0
2011 Budget Requirement	1,117.4
2012 Budget Requirement	1,120.5
2013 Forecast	1,122.5
2014 Forecast	1,144.7



Human Resources Requirement Distribution

Program	2010	2011	2012	2013	2014
Recreation Facilities and Programs	617.5	622.8	619.1	617.1	632.6
Divisional Support Services	72.0	79.0	79.3	78.8	79.5
Boulevards and Forestry	42.0	43.0	45.0	45.0	45.0
Golf/Marinas and Hershey Centre	71.0	77.1	78.9	78.9	78.9
Parks Maintenance	255.5	262.0	265.2	268.7	274.7
Parks Planning and Development	34.0	33.5	33.0	34.0	34.0
Total Service Distribution	1,092.0	1,117.4	1,120.5	1,122.5	1,144.7

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Highlights of Base Budget Changes

Description (\$ 000's)	FTE	2011	2012	2013	2014	Total Net Costs
Labour Allocation		1,993	2,361	2,359	1,678	8,391
Utility Increase		451	337	235	242	1,265
Program & Rental Fee Increase - 2.5%		(315)	(320)	(325)	(329)	(1,289)
Labour Gapping		(315)				(315)
Lakeview Golf Course - Revenue Pressure		170				170
Allocations (Building, IT and Departmental Services)		133	152	140	98	523
Increased Contractor Costs at Hershey		146				146
Room Rental - Revenue Pressure		140				140
Contract Staff for Special Capital projects - Labour Recovery from Reserve		126	126			252
Contract Staff for Special Capital projects - Part Time reduction	(3.0)	(126)	(126)			(252)
Leased Vehicles - Parks Operations		80	12			92
Iceland Concession - Revenue Pressure		80				80
Equipment Reduction due to Budget Truck purchase		(70)				(70)
Cemetery Operations - Revenue Pressure		65	30			95
Community Commons-Annualization	0.5	60				60
Arborist - Annualization		42				42
BraeBen Capital Replacement Program - Transfer Profits to Capital Reserve		34				34
Other Base Changes		14				14
201 City Centre Lease Increase		5	4			9
Meadowvale Community Centre Redevelopment Closure			(34)	(50)	141	57
Fitness Centre - Full Recovery	5.0	0				0
Port Credit Arena - Re-Opening - Reinstate Expenses & Revenues (Net Zero Impact)	4.5	0				0
Total Base Budget Highlights	7.0	2,711	2,542	2,359	1,830	9,442

Operating Impacts from Capital Projects

Description (\$ 000's)	BR #	FTE	2011	2012	2013	2014	Total Net Costs
Mississauga Celebration Square Base Operating Impacts	271	8.2	512	354			866
Parkland Growth	415	12.5	116	81	198	406	801
Malton Community Centre Pool	312	1.8	(5)	(14)	(10)	(10)	(39)
Clarkson Community Centre Pool	319	5.0	(8)	(29)	(20)	(10)	(67)
Mississauga Valley Community Centre Therapy Pool	316	3.3		(18)			(18)
Total Operating Budget Impact		30.8	615	374	168	386	1,543



Continuous Improvement - Efficiencies

Efficiencies

Description (\$ 000's)	BR #	FTE	2011	2012	2013	2014	Total Net Costs
Reduce Utility Budget	288		(600)				(600)
Reduce Office Supplies and Mileage Budget	285		(87)				(87)
Reduce Cost of Active Mississauga Guide	216		(40)				(40)
Outdoor Pool Operating Budget Reduction	315		(17)				(17)
Community Groups On-line Services	200	(1.0)		(66)			(66)
Rental Contract Processing Automation	215	(0.5)			(10)		(10)
Total Operating Budget Impact		(1.5)	(744)	(66)	(10)	0	(820)

Continuous Improvement Program Reductions

Recommended Program Reductions

Description (\$ 000's)	BR #	FTE	2011	2012	2013	2014	Total Net Costs
Organization Review	227	(7.0)	(303)	(233)	(23)	(23)	(582)
Total Operating Budget Impact		(7.0)	(303)	(233)	(23)	(23)	(582)

New Initiatives

Increased Service Levels/New Initiatives - Funded from Tax

Description (\$ 000's)	BR #	FTE	2011	2012	2013	2014	Total Net Costs
Mississauga Celebration Square Events and Programs	640	4.0	617	(50)	(75)	(100)	392
Debris Management - Cooksville Creek	421	1.0	214	21			235
Youth Plan	322	7.5	80	100	100	80	360
Woodland Hazardous Tree Maintenance	229		50	50			100
Digital Advertising in Community Centres and Libraries	567	1.0	(5)	(10)	(10)	(25)	(50)
Dome Field at Hershey SportZone (Hershey #1)	629	2.9	(114)	(268)			(382)
Million Trees over Ten Years	225	1.0		87	28		115
Bell Gairdner Estate	369	1.0		22	(40)	9	(9)
Street Tree Block Pruning	506	1.0		464	21		485
Backlit Advertising in Community Centres and Libraries	586	1.0		(27)	(15)	(25)	(67)
Total Operating Budget Impact		20.4	843	389	9	(61)	1,180

Growth Changes

Growth Driven Service Costs

Description (\$ 000's)	BR #	FTE	2011	2012	2013	2014	Total Net Costs
Asset Management Program	476	3.0	64	141	85		290
Total Operating Budget Impact		3.0	64	141	85	0	290

New Revenues

Description (\$ 000's)	BR #	FTE	2011	2012	2013	2014	Total Net Costs
Mississauga Celebration Square Gateway Sign	491		(74)	(74)			(148)
User Fee Rationalization	230			(70)	(70)	(70)	(210)
Cellular Towers on Community Services Lands	276			(15)	(30)	(15)	(60)
Total Operating Budget Impact		0.0	(74)	(159)	(100)	(85)	(418)

2011 Net Budget by Program

Program Expenditures (\$ 000's)	2009 Actual	2010 Budget	2011 Base Budget	Base Change %	2011 Program Changes	2011 Request	2011 Change	2011 Change (%)
Recreation Facilities and Programs	9,830	10,324	11,800	14.3	(680)	11,120	796	7.7
Divisional Support Services	9,792	9,570	9,683	1.2	773	10,457	886	9.3
Boulevards and Forestry	5,059	5,210	5,587	7.2	254	5,841	631	12.1
Golf/Marinas and Hershey Centre	(967)	(986)	(771)	21.8	(264)	(1,036)	(49)	(5.0)
Parks Maintenance	15,714	17,050	17,532	2.8	254	17,786	736	4.3
Parks Planning and Development	2,201	2,861	2,908	1.6	64	2,972	111	3.9
Net Budget Impact	41,628	44,029	46,740	6.2%	401	47,141	3,112	7.1%

Budget – Capital 1

Program Expenditures (\$ 000's)	BR #	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	Post 2014 Forecast	Total (\$)	Area of Focus	Strategic Pillar
P-389 Not Yet Named (Bell-Gairdner) Main & Carriage House	369	950					950	Continuous Improvement, value for money and tax rate management	Belong
Community Groups On-line Services	200	75	25				100	Continuous Improvement, value for money and tax rate management	Connect
CLASS On-line Service Modules	210	59					59	Continuous Improvement, value for money and tax rate management	Connect
Equipment for Urban Forestry Crew	219	320					320	Continuous Improvement, value for money and tax rate management	Green
Mississauga Valley Community Centre Therapy Pool	316	1,150					1,150	Delivering on Initiatives within the Strategic Action Plan	Belong
Meadowvale Community Centre & Library Renovation	412	(6,471)	(3,029)	6,488	3,012		0	Delivering on Initiatives within the Strategic Action Plan	Belong
Street Tree Replacement	221	600	600	600	600	3,600	6,000	Maintaining a state of good repair for our infrastructure	
BraeBen Golf Course Capital Replacement Program	417	166	248	21	20		455	Maintaining a state of good repair for our infrastructure	
Hershey Air Supported Structure	629	2,885					2,885	Other	Belong

Budget – Capital 2

Program Expenditures (\$ 000's)	BR #	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	Post 2014 Forecast	Total (\$)	Area of Focus	Strategic Pillar
Park Facility Installation	N/A	1,129	(1,215)		(1,055)	1,130	(11)		
Park Redevelopment	N/A	749	1,080			1,454	3,283		
Waterfront Development	N/A	610	3,958			2,176	6,744		
Bicycle Pedestrian Program	N/A	(1,410)		3,131	2,090		3,811		
Parkway Belt Development	N/A	(2,163)	2,162			(5,563)	(5,564)		
Parkland Acquisitions	N/A	(7,060)	1,750	(1,000)	(9,969)	18,507	2,228		
Smart Phone Applications	226		50				50	Continuous Improvement, value for money and tax rate management	Belong
Million Trees over 10 Years	225		350	350	350	2,100	3,150	Delivering on Initiatives within the Strategic Action Plan	Green
Natural Heritage System Strategy	5		300				300	Delivering on Initiatives within the Strategic Action Plan	Green
Asset Management Program	476		100	100			200	Maintaining a state of good repair for our infrastructure	
Cooksville Creek South Trail Reconstruction	N/A		550				550		

Budget – Capital 3

Program Expenditures (\$ 000's)	BR #	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	Post 2014 Forecast	Total (\$)	Area of Focus	Strategic Pillar
Self Service Kiosks	187			100	100		200	Continuous Improvement, value for money and tax rate management	Belong
Hershey Centre POS Replacement	223			150	150		300	Maintaining a state of good repair for our infrastructure	
Wall of Fame on Celebration Square	520			100			100	Maintaining a state of good repair for our infrastructure	
River Grove Community Centre Renovation	N/A			(6,500)	5,900	600	0		
North West Community Centre as Partnership	414				1,400	12,240	13,640	Delivering on Initiatives within the Strategic Action Plan	Belong
Riverwood Park Development	N/A				(489)	(3,224)	(3,713)		
Parkland Development	N/A				(2,381)	4,125	1,744		
City Centre Development	N/A				(3,352)	7,038	3,686		
Total Net Expenditures		(8,411)	6,929	3,540	(3,624)	44,183	42,617		

2011 – 2020 Total Net Capital Program

Program Expenditures (\$ 000's)	2011 Budget	2012 Budget	2013 Forecast	2014 Forecast	Post 2014 Forecast	Total (\$)
City Wide Facilities	1,888	10,173	4,796	9,411	43,421	69,689
City Wide Recreation	8,233	6,671	15,436	16,848	12,875	60,062
Facility Renovations and Rehabilitations	456	456	456	456	2,736	4,560
Park Facility Installation	2,544	1,238	580	52	3,481	7,895
Park Redevelopment	2,115	2,195	2,196	2,138	10,579	19,223
Parkland Acquisition	421	19,260	2,000	4,000	49,851	75,532
Parkland Development	955	231	985	1,706	38,724	42,600
Parks Maintenance	704	1,196	918	527	2,646	5,991
Sports Field Maintenance	575	402	907	1,730	3,798	7,412
Urban Forestry	1,658	1,986	1,928	1,928	11,568	19,068
Vehicles, Equipment	1,477	1,170	1,343	1,117	5,103	10,210
Total Net Expenditures	21,025	44,977	31,546	39,912	184,782	322,242

Balanced Scorecard

Recreation and Parks	2008 (Act)	2009 (Act)	2010 (F)	2011 (Plan)	2012 (Plan)	2013 (Plan)	2014 (Plan)
Financial							
Gross Cost per Capita	\$116.15	\$114.44	\$120.74	\$125.29	\$129.10	\$131.61	\$136.72
Net Cost per Capita	\$54.41	\$53.56	\$55.62	\$59.41	\$62.72	\$65.07	\$67.78
Cost Recovery: Recreation and Parks	53.2%	53.2%	53.9%	52.6%	51.4%	50.6%	50.4%
Customer							
Customer Satisfaction (e-valuation)	85%	85%	88%	89%	89%	89%	90%
Employee							
Employee Satisfaction (Employee Survey)	79.4%	79.4%	80%	80%	80%	80%	80%
Business Process							
On-line Registration	50%	53%	57%	60%	64%	68%	70%





LET YOUR VOICE BE HEARD

"BUBZ LONES"
"PHILIP"