



**TOWN OF TILLSONBURG**

**RECREATION, CULTURE & PARKS  
2016 BUSINESS PLAN**

**DIRECTOR OF  
RECREATION, CULTURE & PARKS**

# 2016 Business Objectives

Item	Division	Owner	Budget Value	Target Date
Undertake a concept design process to extend the useful life and improve the functionality and amenity level of the Tillsonburg Community Centre including facilitating 24hr health club access and improvements to the catering facilities.	Recreation Programs & Services	Director of Recreation, Culture & Parks	\$25,000	Q1-Q2
Host the Run The Runway event to generate funds in support of the F.A.R.E. subsidy program.	Recreation Programs & Services	Recreation Programs & Services Manager		Q2
Grow participation and revenue with an expanded calendar of adult and youth recreation programs	Recreation Programs & Services	Recreation Programs & Services Manager		Q1-Q4
Implement marketing strategy for the new & improved health club once Town re-branding project is complete.	Recreation Programs & Services	Recreation Programs & Services Manager		Q2-Q3
Continue evaluation of facility booking, membership and program registration software platforms in preparation for 2017 procurement cycle to replace software in 2018	Recreation Programs & Services	Recreation Programs & Services Manager With Director of Finance		Q1-Q4

# 2016 Business Objectives - Culture

Item	Division	Owner	Budget Value	Target Date
Work with Oxford County museums and other partners to organize a County wide 5 year initiative to commemorate the 100th Anniversary of WW1 through hosting 100 events throughout the County between 2014 and 2018.	Culture & Heritage	Culture & Heritage Manager/Curator		Q 1-Q4
Create working committee with Tourism Oxford, Oxford Creative Connections Inc. and The Woodstock Museum NHS to begin the planning process for “Wilde Oxford” an event in 2017 to celebrate the 135 <sup>th</sup> Anniversary of Oscar Wilde’s visit to Oxford County	Culture & Heritage	Culture & Heritage Manager/Curator		Q 1-Q4
Lead the consortium of groups implementing the Cultural Improvement Alliance project. (\$98,578 value Apr 2014 – Mar 2016)	Culture & Heritage	Director of Recreation, Culture & Parks	\$19,000	Q 1-Q2
Implement eight broad based cultural opportunities/ events (2 per quarter) for Tillsonburg residents .	Culture & Heritage	Culture & Heritage Manager/Curator		Q 1-Q4
Initiate planning for 2017 celebrations of Canada’s 150 <sup>th</sup> Anniversary and Tillsonburg’s 145 <sup>th</sup> Anniversary	Culture & Heritage	Culture & Heritage Manager/Curator		Q 1-Q4
Take lead in revamped Doors Open Oxford area working group for 2016	Culture & Heritage	Culture & Heritage Manager/Curator		Q 1-Q2
Collaborate with Oxford Creative Connections and the Tillsonburg Cultural Improvement Alliance to hold a festival-style music & arts event in Tillsonburg	Culture & Heritage	Culture & Heritage Manager/Curator		Q 1-Q4

# 2016 Business Objectives - Parks & Facilities

Item	Division	Owner	Budget Value	Target Date
Partner with Trans Canada Trail. & Oxford County to implement the TCT rail-trail connection to Norfolk County.	Parks & Facilities	Director of Recreation, Culture & Parks	\$10,000	Q1-Q4
Continue development of Town-wide Asset Management Plan for Facilities including software implementation.	Parks & Facilities	Director of Recreation, Culture & Parks	\$54,600	Q1-Q4
Install one new pavilion at Kiwanis Coronation Park based on a TBD site plan that addresses parking pressures.	Parks & Facilities	Parks & Facilities Manager	\$50,000	Q2
Continue Annandale Diamond revitalization project including Trillium Foundation application.	Parks & Facilities	Parks & Facilities Manager	\$241,000	Q1-Q4
Railing replacement on upper deck at Waterpark	Parks & Facilities	Parks & Facilities Manager	\$25,000	Q2
Create barrier-free washroom at TCC near Lions Auditorium	Parks & Facilities	Parks & Facilities Manager	\$50,000	Q1-Q2
Carroll Trail slope failure repair	Parks & Facilities	Parks & Facilities Manager	\$200,000	Q2-Q3
Replace failing columbaria unit #1 and continue implementation of Master Design Plan.	Parks & Facilities	Parks & Facilities Manager	\$33,100	Q3
New play structure at Oak Park and play structure replacement at Glendale Park	Parks & Facilities	Parks & Facilities Manager	\$43,500	Q 3-Q4

# 2016 Business Objectives - Parks & Facilities

Item	Division	Owner	Budget Value	Target Date
Complete installation of wayward ball fence at Soccer Park	Parks & Facilities	Parks & Facilities Manager	\$101,400	Q2
Begin construction of Celebration Plaza as part of Memorial Park revitalization. (\$485,000 over 2015-2017 period)	Parks & Facilities	Parks & Facilities Manager	\$160,000	Q3-Q4
Demolish Pigeon Barn	Parks & Facilities	Parks & Facilities Manager	\$10,500	Q2
Skate park repair and extension	Parks & Facilities	Parks & Facilities Manager	\$30,000	Q2
Tillsonburg Scout Association & Model Boat Association storage	Parks & Facilities	Parks & Facilities Manager	\$5,000	Q2
Replace HVAC units at the Museum	Parks & Facilities	Parks & Facilities Manager	\$45,000	Q2
Urban forestry program (Trottier, Participark)	Parks & Facilities	Parks & Facilities Manager		Q1-Q4
Parking area at Trottier Park	Parks & Facilities	Parks & Facilities Manager		Q1-Q2
Replace South & East porches	Parks & Facilities	Parks & Facilities Manager	\$15,000	Q2
Roof repairs at Tillsonburg Community Centre	Parks & Facilities	Parks & Facilities Manager	\$25,000	Q2-Q3

# Risks

1. Deferral of investing in facility renewal, i.e. Water Park, Indoor Pool, Fire Hall, is stretching lifecycles of existing infrastructure beyond typical lifecycle limits.
2. Continually rising utility costs increase operational costs despite reductions in consumption.
3. Town demographics require changing focus away from traditional pool and rink programming to more varied active lifestyle programming
4. Aging work force requires effective succession planning and modifications to work processes.
5. Available pool of trained, qualified candidates for part-time staff positions is shrinking

# Opportunities

1. Continued implementation of Strategic Master Plan and subordinate plans.
2. Expand marketing regionally and provincially for Lake Lisgar Waterpark and Culture & Heritage Division operations & events.
3. Partner with adjacent municipalities on achieving more sustainable regional trails, parks and recreation systems.
4. Support economic development by contributing to Tillsonburg being an attractive destination for investment and relocation.
5. The Cultural Improvement Alliance will continue enhance the cultural landscape in Tillsonburg.
6. Reinvestment of proceeds from sale of 8 Hardy Avenue for improvements to Cemetery Office and Parks & Cemeteries workspace

# Future Departmental Directions: 3 year outlook

## 2017

- Complete Canada 150 Memorial Park project
- Indoor pool deck drainage and retiling and roofing repairs at Community Centre
- Museum kitchen replacement
- Complete 5-yr update to Parks, Recreation & Cultural Strategic Master Plan.
- Achieve sustainable Cultural Improvement Alliance operations
- Create opportunities for multi-use, multi-generational and multi-seasonal experiences to meet the diverse needs of the community.
- Continue County-wide commemoration of the 100<sup>th</sup> Anniversary of WW1
- Renovate Cemetery Office and Parks & Cemeteries workspace



# Future Departmental Directions: 3 year outlook

## 2018

- Undertake Cultural Master Plan & Cultural Mapping with the Cultural Improvement Alliance
- Continue to explore ways in which to fund the development and operation of parks and facilities, through use of a variety of funding mechanisms and community involvement

# Future Departmental Directions: 3 year outlook

## 2019

- Begin implementation of redevelopment of Tillsonburg Community Centre as part of 2022 Tillsonburg Sesquicentennial legacy project.
- Continue to work with volunteers and organizations to promote community based delivery of arts and cultural services.

# Human Resources

## Allocation/Deployment Plan

	2015	2016	2017
Parks & Cemeteries	4	4	4
Recreation Programs	22.135	22.135	22.135
Facilities	11.67	11.67	11.67
Culture & Heritage	3.66	3.66	3.66
Recreation, Culture & Parks	41.465	41.465	41.465



**2016 Financial Plan**  
**Operating Plan - Cost Code Summary**  
**Cem**

	2015 Budget	2015 Projection	2016 Budget	Budget Variance
<b>Revenues</b>				
Grants				
3205 Grants&S-Prov		(1,500)		
<b>Total Grants</b>		(1,500)		
User Charges				
3300 Misc Rev		(19,450)		
3320 Seasonal Rev	(10,500)	(8,147)	(8,100)	2,400
3321 Niche Sales Rev	(32,600)	(27,737)	(37,300)	(4,700)
3322 Plot Sales Rev	(24,500)	(7,232)	(10,700)	13,800
3323 Services Rev	(80,000)	(53,097)	(63,000)	17,000
3324 Foundation Rev	(6,800)	(6,000)	(7,500)	(700)
<b>Total User Charges</b>	(154,400)	(121,663)	(126,600)	27,800
Other Revenue				
3600 Interest Rev	(16,000)	(10,000)	(10,000)	6,000
3705 Donation Rev	(500)	(50)	(100)	400
<b>Total Other Revenue</b>	(16,500)	(10,050)	(10,100)	6,400
<b>Total Revenues</b>	(170,900)	(133,213)	(136,700)	34,200
<b>Expenditures</b>				
Labour				
5001 F/T Reg	66,400	100,904	125,600	59,200
5002 F/T OT	3,000	1,507		(3,000)
5003 P/T Reg	38,000	33,127	35,000	(3,000)
5004 P/T OT		208		
<b>Total Labour</b>	107,400	135,746	160,600	53,200
Purchases				
5105 Eq Rental Exp		347	400	400
5300 Supplies	8,800	15,214	14,300	5,500
5310 Equip S&R	1,600	216	1,400	(200)
5315 Books&Pub	7,000	7,704	6,400	(600)
5320 Building Repairs & Maintenance	600	1,474	1,400	800
5325 H,L&W	5,400	4,439	5,700	300
5330 Insurance	1,100	1,188	1,200	100
5335 Phone, F&M	4,800	3,960	4,500	(300)
5400 Misc Exp	300	911		(300)
5415 Trng&Wkshps	600	425	1,000	400
5430 Membership Exp	300	202	300	
<b>Total Purchases</b>	30,500	36,080	36,600	6,100



**2016 Financial Plan**  
**Operating Plan - Cost Code Summary**  
**Cem**

	<b>2015 Budget</b>	<b>2015 Projection</b>	<b>2016 Budget</b>	<b>Budget Variance</b>
Contracted Services				
5505 Subcon Exp	22,000	6,744	20,000	(2,000)
<b>Total Contracted Services</b>	<b>22,000</b>	<b>6,744</b>	<b>20,000</b>	<b>(2,000)</b>
Interfunctional Adjustments				
5100 Fleet	101,200	101,200	104,300	3,100
<b>Total Interfunctional Adjustments</b>	<b>101,200</b>	<b>101,200</b>	<b>104,300</b>	<b>3,100</b>
<b>Total Expenditures</b>	<b>261,100</b>	<b>279,770</b>	<b>321,500</b>	<b>60,400</b>
<b>Total Net Levy</b>	<b>90,200</b>	<b>146,557</b>	<b>184,800</b>	<b>94,600</b>



**2016 Financial Plan**  
**Operating Plan - Cost Code Summary**  
**Parks**

	2015 Budget	2015 Projection	2016 Budget	Budget Variance
<b>Revenues</b>				
Grants				
3210 Grants&s-Oth		(1,350)		
<b>Total Grants</b>		(1,350)		
User Charges				
3300 Misc Rev	(40,700)	(15,575)	(10,500)	30,200
<b>Total User Charges</b>	(40,700)	(15,575)	(10,500)	30,200
Other Revenue				
3700 Special Rev		(2,724)		
3705 Donation Rev	(4,000)			4,000
<b>Total Other Revenue</b>	(4,000)	(2,724)		4,000
<b>Total Revenues</b>	(44,700)	(19,649)	(10,500)	34,200
<b>Expenditures</b>				
Labour				
5001 F/T Reg	131,500	96,983	99,700	(31,800)
5002 F/T OT		213		
5003 P/T Reg	9,800			(9,800)
<b>Total Labour</b>	141,300	97,196	99,700	(41,600)
Purchases				
5105 Eq Rental Exp		14,160	4,000	4,000
5300 Supplies	21,500	20,192	24,800	3,300
5305 Program Supplies	400	891	400	
5310 Equip S&R	10,000	11,795	11,500	1,500
5320 Building Repairs & Maintenance	3,000	1,763	3,000	
5325 H,L&W	35,000	29,253	34,800	(200)
5330 Insurance	4,500	4,911	5,000	500
5335 Phone, F&M	600	207	600	
5400 Misc Exp	30,700	7,779		(30,700)
5415 Trng&Wkshps	3,000	1,474	3,000	
5425 Sp Proj Exp			1,500	1,500
5430 Membership Exp		1,042	1,000	1,000
<b>Total Purchases</b>	108,700	93,467	89,600	(19,100)
Contracted Services				
5505 Subcon Exp	120,500	121,361	107,500	(13,000)
<b>Total Contracted Services</b>	120,500	121,361	107,500	(13,000)
Contribution to Reserves				



**2016 Financial Plan**  
**Operating Plan - Cost Code Summary**  
**Parks**

	<b>2015 Budget</b>	<b>2015 Projection</b>	<b>2016 Budget</b>	<b>Budget Variance</b>
5950 Contrib to Res		10,877	10,500	10,500
<b>Total Contribution to Reserves</b>		10,877	10,500	10,500
Interfunctional Adjustments				
5100 Fleet	36,600	36,600	37,800	1,200
<b>Total Interfunctional Adjustments</b>	36,600	36,600	37,800	1,200
Debt Principal & Interest				
5900 Debt Interest	41,600	41,600	38,800	(2,800)
5905 Debt Principal	39,900	39,900	38,400	(1,500)
<b>Total Debt Principal &amp; Interest</b>	81,500	81,500	77,200	(4,300)
<b>Total Expenditures</b>	488,600	441,001	422,300	(66,300)
<b>Total Net Levy</b>	443,900	421,352	411,800	(32,100)



**2016 Financial Plan**  
**Operating Plan - Cost Code Summary**  
**Rec - Programs**

	2015 Budget	2015 Projection	2016 Budget	Budget Variance
<b>Revenues</b>				
Grants				
3205 Grants&S-Prov	(42,700)	(42,700)	(42,700)	
<b>Total Grants</b>	<b>(42,700)</b>	<b>(42,700)</b>	<b>(42,700)</b>	
User Charges				
3300 Misc Rev	(3,700)	(2,675)	(3,700)	
3305 Admissions	(107,100)	(111,929)	(110,400)	(3,300)
3310 Fares	(27,000)	(33,089)	(30,000)	(3,000)
3315 Memberships	(163,500)	(161,588)	(203,500)	(40,000)
3320 Seasonal Rev	(83,000)	(87,643)	(85,000)	(2,000)
3325 Sports Fields Fees	(22,300)	(22,010)	(22,000)	300
3330 Youth Program Fees	(202,000)	(214,177)	(232,000)	(30,000)
3335 Adult Program Fees	(36,500)	(31,726)	(35,000)	1,500
3340 Summer Programs	(51,500)	(63,323)	(66,000)	(14,500)
3350 Minor Hockey	(187,000)	(176,924)	(185,000)	2,000
3355 Figure Skating	(47,000)	(54,459)	(55,000)	(8,000)
3360 Programs	(34,500)	(41,529)	(34,500)	
3500 Rent Rev	(177,700)	(153,986)	(169,200)	8,500
3505 Merch Rev	(12,000)	(7,756)	(7,000)	5,000
3510 Concession Sales	(35,000)	(38,517)	(35,000)	
3515 Vending Machines	(30,000)	(20,949)	(20,000)	10,000
<b>Total User Charges</b>	<b>(1,219,800)</b>	<b>(1,222,280)</b>	<b>(1,293,300)</b>	<b>(73,500)</b>
Other Revenue				
3700 Special Rev	(31,000)	(31,435)	(35,000)	(4,000)
3705 Donation Rev	(12,000)	(12,600)	(10,000)	2,000
<b>Total Other Revenue</b>	<b>(43,000)</b>	<b>(44,035)</b>	<b>(45,000)</b>	<b>(2,000)</b>
<b>Total Revenues</b>	<b>(1,305,500)</b>	<b>(1,309,015)</b>	<b>(1,381,000)</b>	<b>(75,500)</b>
<b>Expenditures</b>				
Labour				
5001 F/T Reg	940,100	939,721	978,900	38,800
5002 F/T OT		309		
5003 P/T Reg	366,600	354,702	394,500	27,900
5004 P/T OT		1,629		
<b>Total Labour</b>	<b>1,306,700</b>	<b>1,296,361</b>	<b>1,373,400</b>	<b>66,700</b>
Purchases				
5105 Eq Rental Exp	2,900	2,900	2,900	
5200 Materials/Inventory	40,200	35,009	32,000	(8,200)





**2016 Financial Plan**  
**Operating Plan - Cost Code Summary**  
**Rec - Programs**

	<b>2015 Budget</b>	<b>2015 Projection</b>	<b>2016 Budget</b>	<b>Budget Variance</b>
5300 Supplies	8,500	9,307	10,000	1,500
5305 Program Supplies	47,000	53,157	58,500	11,500
5310 Equip S&R	1,000	3,598	6,500	5,500
5315 Books&Pub	700	400	700	
5325 H,L&W		169		
5330 Insurance	50,100	53,068	54,000	3,900
5335 Phone, F&M	13,400	12,860	13,400	
5400 Misc Exp	34,000	34,111		(34,000)
5405 Meeting Exp		326	500	500
5410 Advert&Promo	23,500	23,497	23,800	300
5415 Trng&Wkshps	8,600	9,126	10,000	1,400
5420 Sp Event Exp	3,000	2,960	3,000	
5425 Sp Proj Exp	6,000			(6,000)
5430 Membership Exp	3,000	2,357	3,000	
5435 Grant Exp			31,000	31,000
<b>Total Purchases</b>	<b>241,900</b>	<b>242,845</b>	<b>249,300</b>	<b>7,400</b>
Debt Principal & Interest				
5900 Debt Interest			1,300	1,300
5905 Debt Principal			13,400	13,400
<b>Total Debt Principal &amp; Interest</b>			<b>14,700</b>	<b>14,700</b>
<b>Total Expenditures</b>	<b>1,548,600</b>	<b>1,539,206</b>	<b>1,637,400</b>	<b>88,800</b>
<b>Total Net Levy</b>	<b>243,100</b>	<b>230,191</b>	<b>256,400</b>	<b>13,300</b>



**2016 Financial Plan**  
**Operating Plan - Cost Code Summary**  
**Rec - Bldg Mtce**

	2015 Budget	2015 Projection	2016 Budget	Budget Variance
<b>Revenues</b>				
User Charges				
3300 Misc Rev		(32)		
3500 Rent Rev	(5,700)	(6,752)	(6,300)	(600)
<b>Total User Charges</b>	<b>(5,700)</b>	<b>(6,784)</b>	<b>(6,300)</b>	<b>(600)</b>
Other Revenue				
3705 Donation Rev	(3,000)			3,000
<b>Total Other Revenue</b>	<b>(3,000)</b>			<b>3,000</b>
Specified Revenue				
3805 Devlpmt Charge Rev		(15,870)		
<b>Total Specified Revenue</b>		<b>(15,870)</b>		
<b>Total Revenues</b>	<b>(8,700)</b>	<b>(22,654)</b>	<b>(6,300)</b>	<b>2,400</b>
<b>Expenditures</b>				
Labour				
5001 F/T Reg	651,100	651,117	684,600	33,500
5002 F/T OT	12,000	5,616	5,000	(7,000)
5003 P/T Reg	72,500	77,424	87,000	14,500
5004 P/T OT		704		
<b>Total Labour</b>	<b>735,600</b>	<b>734,861</b>	<b>776,600</b>	<b>41,000</b>
Purchases				
5105 Eq Rental Exp	2,000	2,590		(2,000)
5300 Supplies	58,200	56,200	62,000	3,800
5310 Equip S&R	56,400	57,443	59,000	2,600
5315 Books&Pub		254		
5320 Building Repairs & Maintenance	68,300	63,545	71,700	3,400
5325 H,L&W	484,100	493,626	508,500	24,400
5330 Insurance	30,700	32,743	33,400	2,700
5335 Phone, F&M	2,200	2,202	2,300	100
5340 PPE Exp			3,100	3,100
5400 Misc Exp	5,200	8,137		(5,200)
5415 Trng&Wkshps	3,300	6,700	4,300	1,000
<b>Total Purchases</b>	<b>710,400</b>	<b>723,440</b>	<b>744,300</b>	<b>33,900</b>
Contracted Services				
5505 Subcon Exp	157,500	166,014	165,200	7,700
5510 Equip Mtc Contract	3,700	3,692	3,800	100
<b>Total Contracted Services</b>	<b>161,200</b>	<b>169,706</b>	<b>169,000</b>	<b>7,800</b>



**2016 Financial Plan**  
**Operating Plan - Cost Code Summary**  
**Rec - Bldg Mtce**

	<b>2015 Budget</b>	<b>2015 Projection</b>	<b>2016 Budget</b>	<b>Budget Variance</b>
Contribution to Reserves				
5955 Contrib to Dc Res		<b>15,870</b>		
<b>Total Contribution to Reserves</b>		<b>15,870</b>		
Interfunctional Adjustments				
5100 Fleet	<b>18,200</b>	<b>18,200</b>	<b>18,800</b>	<b>600</b>
<b>Total Interfunctional Adjustments</b>	<b>18,200</b>	<b>18,200</b>	<b>18,800</b>	<b>600</b>
Debt Principal & Interest				
5900 Debt Interest	<b>118,800</b>	<b>118,800</b>	<b>110,000</b>	<b>(8,800)</b>
5905 Debt Principal	<b>266,800</b>	<b>266,789</b>	<b>281,800</b>	<b>15,000</b>
<b>Total Debt Principal &amp; Interest</b>	<b>385,600</b>	<b>385,589</b>	<b>391,800</b>	<b>6,200</b>
<b>Total Expenditures</b>	<b>2,011,000</b>	<b>2,047,666</b>	<b>2,100,500</b>	<b>89,500</b>
<b>Total Net Levy</b>	<b>2,002,300</b>	<b>2,025,012</b>	<b>2,094,200</b>	<b>91,900</b>



**2016 Financial Plan**  
**Operating Plan - Cost Code Summary**  
**EFC**

	<b>2015 Budget</b>	<b>2015 Projection</b>	<b>2016 Budget</b>	<b>Budget Variance</b>
<b>Revenues</b>				
User Charges				
3500 Rent Rev	(70,000)	(70,000)	(82,500)	(12,500)
<b>Total User Charges</b>	<b>(70,000)</b>	<b>(70,000)</b>	<b>(82,500)</b>	<b>(12,500)</b>
<b>Total Revenues</b>	<b>(70,000)</b>	<b>(70,000)</b>	<b>(82,500)</b>	<b>(12,500)</b>
<b>Expenditures</b>				
Labour				
5001 F/T Reg		18		
<b>Total Labour</b>		<b>18</b>		
Purchases				
5300 Supplies	400	8		(400)
5330 Insurance	1,900	2,048	2,100	200
5335 Phone, F&M	700	700	700	
5400 Misc Exp	5,200	5,000		(5,200)
5415 Trng&Wkshps		253		
5610 PILS/Taxes EXP			11,400	11,400
<b>Total Purchases</b>	<b>8,200</b>	<b>8,009</b>	<b>14,200</b>	<b>6,000</b>
Contracted Services				
5505 Subcon Exp	5,000	3,335	200	(4,800)
<b>Total Contracted Services</b>	<b>5,000</b>	<b>3,335</b>	<b>200</b>	<b>(4,800)</b>
Debt Principal & Interest				
5900 Debt Interest	13,800	13,800	14,200	400
5905 Debt Principal	15,500	15,500	21,500	6,000
<b>Total Debt Principal &amp; Interest</b>	<b>29,300</b>	<b>29,300</b>	<b>35,700</b>	<b>6,400</b>
<b>Total Expenditures</b>	<b>42,500</b>	<b>40,662</b>	<b>50,100</b>	<b>7,600</b>
<b>Total Net Levy</b>	<b>(27,500)</b>	<b>(29,338)</b>	<b>(32,400)</b>	<b>(4,900)</b>



**2016 Financial Plan**  
**Operating Plan - Cost Code Summary**  
**Museum**

	<b>2015 Budget</b>	<b>2015 Projection</b>	<b>2016 Budget</b>	<b>Budget Variance</b>
<b>Revenues</b>				
Grants				
3200 Grants&S-Fed		(1,400)	(1,400)	(1,400)
3205 Grants&S-Prov	(70,300)	(65,283)	(17,900)	52,400
3210 Grants&s-Oth	(1,200)	(7,000)	(14,000)	(12,800)
<b>Total Grants</b>	<b>(71,500)</b>	<b>(73,683)</b>	<b>(33,300)</b>	<b>38,200</b>
User Charges				
3300 Misc Rev	(5,000)	(4,410)	(4,500)	500
3305 Admissions	(7,000)	(6,495)	(7,500)	(500)
3340 Summer Programs	(6,000)	(2,294)	(4,800)	1,200
3360 Programs	(4,000)	(2,815)	(9,000)	(5,000)
3500 Rent Rev	(3,700)	(1,210)	(2,500)	1,200
3505 Merch Rev	(1,100)	(1,076)	(1,500)	(400)
3510 Concession Sales		(20)		
<b>Total User Charges</b>	<b>(26,800)</b>	<b>(18,320)</b>	<b>(29,800)</b>	<b>(3,000)</b>
Other Revenue				
3700 Special Rev	(35,000)	(25,078)	(35,000)	
3705 Donation Rev	(5,000)	(4,103)	(4,000)	1,000
<b>Total Other Revenue</b>	<b>(40,000)</b>	<b>(29,181)</b>	<b>(39,000)</b>	<b>1,000</b>
Contribution from Reserves				
3900 Contr from Res			(13,600)	(13,600)
<b>Total Contribution from Reserves</b>			<b>(13,600)</b>	<b>(13,600)</b>
<b>Total Revenues</b>	<b>(138,300)</b>	<b>(121,184)</b>	<b>(115,700)</b>	<b>22,600</b>
<b>Expenditures</b>				
Labour				
5001 F/T Reg	218,900	218,900	226,400	7,500
5002 F/T OT		737		
5003 P/T Reg	21,000	15,588	21,000	
<b>Total Labour</b>	<b>239,900</b>	<b>235,225</b>	<b>247,400</b>	<b>7,500</b>
Purchases				
5105 Eq Rental Exp	700	648	700	
5300 Supplies	2,600	2,574	2,600	
5305 Program Supplies	1,100	732	1,500	400
5310 Equip S&R	1,000	7,331	1,000	
5315 Books&Pub	100		100	
5320 Building Repairs & Maintenance	12,000	7,199	12,000	
5325 H,L&W	25,000	25,000	24,000	(1,000)



**2016 Financial Plan**  
**Operating Plan - Cost Code Summary**  
**Museum**

	<b>2015 Budget</b>	<b>2015 Projection</b>	<b>2016 Budget</b>	<b>Budget Variance</b>
5330 Insurance	4,100	4,315	4,400	300
5335 Phone, F&M	3,900	4,683	4,500	600
5400 Misc Exp	1,800	3,648		(1,800)
5405 Meeting Exp	100	50	700	600
5410 Advert&Promo	10,000	6,308	10,000	
5415 Trng&Wkshps	2,000	1,228	1,000	(1,000)
5420 Sp Event Exp	22,500	19,250	23,000	500
5425 Sp Proj Exp	62,400	61,306	28,600	(33,800)
5430 Membership Exp	300	309	400	100
<b>Total Purchases</b>	<b>149,600</b>	<b>144,581</b>	<b>114,500</b>	<b>(35,100)</b>
Contracted Services				
5505 Subcon Exp	13,000	13,000	15,000	2,000
<b>Total Contracted Services</b>	<b>13,000</b>	<b>13,000</b>	<b>15,000</b>	<b>2,000</b>
<b>Total Expenditures</b>	<b>402,500</b>	<b>392,806</b>	<b>376,900</b>	<b>(25,600)</b>
<b>Total Net Levy</b>	<b>264,200</b>	<b>271,622</b>	<b>261,200</b>	<b>(3,000)</b>