



TOWN OF TILLSONBURG

2016 OPERATION SERVICES BUSINESS PLAN

DIRECTOR OF OPERATIONS

2016 Business Objectives

Item	Division	Owner	Budget Value	Target Date
Update Health and Safety policies and procedures for the Department	Operations	Director of Operations	-	Q2
Comprehensive review of Winter Maintenance Program and development of a Winter Operations Plan	Public Works	Manager of Public Works	-	Q3
Update Engineering Design Criteria to current industry standards & practices	Engineering	Manager of Engineering	-	Q3
Revise Subdivision and Site Plan Guidelines for improved communication with the development community	Engineering	Manager of Engineering	-	Q4
Asset Management Projects ➤ Inventory all Regulatory Signs ➤ Inventory all Streetlights and Traffic Signals	Engineering	Manager of Public Works/ Engineering	-	Q3/Q4
Asset Management Plan Updates ➤ Pavement Management Strategy ➤ Bridge & Culvert Management Strategy ➤ Develop project prioritization methodology	Engineering	Manager of Engineering	-	Q1 – Q4
Water and Wastewater Rate review for implementation in 2017 to 2021	Utility Operations	Manager of Utility Operations	-	Q2/Q3

2016 Business Objectives – Continued

Item	Division	Owner	Budget Value	Target Date
Drive-by Water Meter Conversion Program	Utility Operations	Manager of Utility Operations	-	Q1/Q2
Traffic Calming Policy	Engineering	Manager of Engineering	-	Q2
Municipal Drain and Stormwater Management Study	Engineering	Manager of Engineering	-	Q3/Q4
Accessibility for the Built Environment Upgrades Program	Engineering	Manager of Engineering	\$45,000	Q2/Q3
Corridor Management Initiatives	Engineering	Manager of Engineering	\$40,000	Q4
Transfer Station Review	Public Works	Manager of Public Works	\$50,000	Q1 – Q3
North Street Sidewalk – Phase C (Oxford County Rd 20)	Engineering	Manager of Engineering	\$65,000	Q3/Q4

2016 Business Objectives – Continued

Item	Division	Owner	Budget Value	Target Date
Trottier Subdivision Phase 1 Reconstruction – Stage 4	Engineering	Manager of Engineering	\$322,500	Q3/Q4
Riverview Subdivision Reconstruction – Stage 1	Engineering	Manager of Engineering	\$310,000	Q3/Q4
Connecting Link Resurfacing – North St. to Town Limits	Engineering	Manager of Engineering	\$435,000	Q3/Q4
Medium Duty Vehicle Replacements				
➤ Roads Unit # 23 – 2003 Ford F350	Public Works	Manager of Public Works	\$120,000	Q3
➤ Water Unit # 45 – 2004 GMC Van	Public Works	Manager of Public Works	\$35,000	Q3
Heavy Duty Vehicle Replacements				
➤ Roads Unit # 62 – 2004 Peterbuilt Plow Truck	Public Works	Manager of Public Works	\$260,000	Q4
➤ Fire Unit # 70 – 1990 Pierce Pumper Truck	Public Works	Manager of Public Works	\$435,000	Q4

2016 Business Objectives – Continued

Item	Division	Owner	Budget Value	Target Date
Off Road Equipment Replacements				
➤ Airport Unit # 202 – 1999 Rotary Wing Mower	Public Works	Manager of Public Works	\$25,000	Q2
➤ Parks Unit # 204 – 2006 Gravely Mower	Public Works	Manager of Public Works	\$15,000	Q2
➤ Roads Unit # 98 – 2004 Flail Mower	Public Works	Manager of Public Works	\$11,000	Q2

Risks

- Development of standardized Health and Safety operating policies and procedures is critical to provide clear direction to staff, maintain a safe working environment and comply with the Occupational Health and Safety Act to reduce overall risk.
- Creating an inventory of Regulatory Signs, Streetlights, and Signalized Intersections will allow for the implementation of the legislatively required Sign Reflectivity Program and development of LED streetlight conversion business case.
- Development of a Town specific Asset Management Strategies for Pavement and Bridge, Culvert and Retaining Wall Structures will ensure the right maintenance strategy is executed at the right time to minimize lifecycle costs, prolong asset life and maintain desired service levels.
- Development of a risk based Project Prioritization Methodology across all linear asset categories will allow the appropriate rehabilitation strategy for the highest risk assets as well as the coordination of linear asset replacement.
- Detailed review of the Water and Wastewater Rates is essential to ensure that appropriate sustainable funding is available for infrastructure renewal for 2017 to 2021 and to ensure that the Town remains a competitive place to live and operate business.

Risks

- Undertaking a Municipal Drain and Stormwater Management Study will help determine our maintenance obligations, potential liabilities and define a comprehensive approach and general direction on stormwater management initiatives within the Town.
- Perform a comprehensive review of the Transfer Station operations including a public engagement process to address community concerns, operational funding constraints, and compliance with the CofA.
- Early issuance of capital reconstruction tenders is critical to obtain best pricing. Failure to complete capital reconstruction projects will delay other asset needs and increase maintenance costs
- The overall condition & performance of fleet and equipment assets is very poor resulting in operator safety and service level issues. Continuing along this path will substantially increase annual maintenance costs. Significant long-term investment is required to re-establish condition of fleet and equipment assets.
- Legislated implementation of Ontario One-Call requires comprehensive review of processes to ensure compliance with the Ontario Underground Infrastructure Notification System Act.
- Water Distribution, Sewage Collection, and Engineering Services contracts with Oxford County currently running on year-to-year basis. Loss of these contracts would significantly affect several divisions in Operation Services.

Opportunities

- Review of the Winter Maintenance Program and development of a Winter Operations Plan will ensure compliance with the Minimum Maintenance Standards O.Reg. 239/02, provide additional support in claim situations as well as an opportunity to identify potential efficiencies.
- Modifying Engineering Design Criteria of all municipal infrastructure assets to current industry standards and practices will support operational objectives and ensure compliance with changing legislative requirements.
- Revision of the Subdivision and Site Plan guidelines will improve communication with the development community by providing a clear outline of the development process and associated expectations and requirements.
- Implementation of the Drive-by water meter conversion program by Oxford County will decrease overall operating maintenance costs and allow for potential internal efficiencies.
- Creating and implementing a Traffic Management Policy and Procedure will support the efficient and safe use of the Town's transportation network.
- Accessibility Standards for the Built Environment under O.Reg. 191/11 requires new development and reconstruction to include accessible components for sidewalks, curbs, pedestrian signals and on-street parking.

Opportunities

- Identifying and implementing corridor functional improvements to support the intent of the Traffic Management Policy and to promote safe and efficient use of the active transportation network in the Town (i.e. investigate pedestrian crossings, 40 km/hr flashing school crossings, etc.)
- Past practice with Oxford County has revealed a 50/50 cost sharing arrangement for new sidewalk installations along County roadways.
- The MTO Highway 19 project from Mt. Elgin to Town limits provides an opportunity for the Town to leverage economies of scale and resurface a portion of the Connecting Link from the Town limits to connect with Phase C of the County's North Street Reconstruction scheduled for 2016.
- Continue implementing accurate GIS infrastructure mapping to increase Ontario One-Call locate request efficiency.
- Detailed review of Rates & Fees Bylaw to ensure the appropriate cost recovery charges are applied for hot water tanks, labour, fleet, etc.

Future Departmental Directions: 3 year outlook

2017

- Rehabilitate/Replace infrastructure identified following a standardized capital project methodology based on asset risk to maximize approved capital budgets.
- Continue asset condition assessment programs to adjust deterioration curves, predict end of life scenarios, and optimize life cycle maintenance strategies.
- Investigate and develop business case for LED streetlight conversion.
- Continue Fleet & Equipment asset management and financing strategy to improve overall condition, operator safety and service levels.
- Comprehensive review of Roads, Water, Wastewater, and Engineering policies and procedures to improve documentation and information retention.
- Implement a leak detection program to reduce costs associated with potable water losses through leaks.
- Pursue Provincial and Federal capital funding programs when available

Future Departmental Directions: 3 year outlook

2018

- Rehabilitate/Replace infrastructure identified following a standardized capital project methodology based on asset risk to maximize approved capital budgets.
- Continue asset condition assessment programs to adjust deterioration curves, predict end of life scenarios, and optimize life cycle maintenance strategies.
- Implement LED streetlight conversion program (if viable)
- Continue Fleet & Equipment asset management and financing strategy to improve overall condition, operator safety and service levels.
- Implement an inflow and infiltration program to identify areas to reduce flows to Sewage treatment plant.
- Pursue Provincial and Federal capital funding programs when available

Future Departmental Directions: 3 year outlook

2019

- Rehabilitate/Replace infrastructure identified following a standardized capital project methodology based on asset risk to maximize approved capital budgets.
- Continue asset condition assessment programs to adjust deterioration curves, predict end of life scenarios, and optimize life cycle maintenance strategies.
- Continue Fleet & Equipment asset management and financing strategy to improve overall condition, operator safety and service levels.
- Pursue Provincial and Federal capital funding programs when available

Human Resources

Allocation/Deployment Plan

	2015	2016	2017
Total FTE Requirement	40.87	48.99	48.99
Change from previous year	0	8.12	0



2016 Financial Plan
Operating Plan - Cost Code Summary
Fleet

	2015 Budget	2015 Projection	2016 Budget	Budget Variance
Revenues				
User Charges				
3300 Misc Rev	(1,400)			1,400
3500 Rent Rev	(1,161,300)	(1,107,878)	(1,216,800)	(55,500)
Total User Charges	(1,162,700)	(1,107,878)	(1,216,800)	(54,100)
Specified Revenue				
3805 Devlpmt Charge Rev		(31,187)		
Total Specified Revenue		(31,187)		
Total Revenues	(1,162,700)	(1,139,065)	(1,216,800)	(54,100)
Expenditures				
Labour				
5001 F/T Reg	243,800	259,985	206,700	(37,100)
5002 F/T OT	9,000	23,278	10,000	1,000
Total Labour	252,800	283,263	216,700	(36,100)
Purchases				
5105 Eq Rental Exp	1,000	819	1,000	
5110 Fuel & Oil	167,700	121,878	156,800	(10,900)
5120 Licence Exp			17,100	17,100
5300 Supplies	26,000	24,005	26,000	
5310 Equip S&R	238,500	264,951	240,900	2,400
5315 Books&Pub	400		300	(100)
5320 Building Repairs & Maintenance	3,500	5,008	5,000	1,500
5330 Insurance	29,600	30,478	30,300	700
5335 Phone, F&M	11,000	15,000	18,000	7,000
5400 Misc Exp	17,800	17,371		(17,800)
5415 Trng&Wkshps	3,500	5,000	5,000	1,500
5425 Sp Proj Exp	4,500	5,121		(4,500)
5430 Membership Exp	300	100	300	
Total Purchases	503,800	489,731	500,700	(3,100)
Contracted Services				
5505 Subcon Exp	14,200	9,822	5,500	(8,700)
Total Contracted Services	14,200	9,822	5,500	(8,700)
Contribution to Reserves				
5955 Contrib to Dc Res		21,025		
Total Contribution to Reserves		21,025		
Debt Principal & Interest				



2016 Financial Plan
Operating Plan - Cost Code Summary
Fleet

	2015 Budget	2015 Projection	2016 Budget	Budget Variance
5900 Debt Interest	34,300	34,300	40,700	6,400
5905 Debt Principal	95,600	96,600	132,900	37,300
Total Debt Principal & Interest	129,900	130,900	173,600	43,700
Total Expenditures	900,700	934,741	896,500	(4,200)
Total Net Levy	(262,000)	(204,324)	(320,300)	(58,300)



2016 Financial Plan
Operating Plan - Cost Code Summary
Hyd

	2015 Budget	2015 Projection	2016 Budget	Budget Variance
Revenues				
User Charges				
3300 Misc Rev	(19,600)	(61,580)	(19,600)	
3500 Rent Rev	(28,000)	(27,997)	(28,000)	
Total User Charges	(47,600)	(89,577)	(47,600)	
Other Revenue				
3600 Interest Rev	(150,000)	(150,027)	(150,000)	
Total Other Revenue	(150,000)	(150,027)	(150,000)	
Total Revenues	(197,600)	(239,604)	(197,600)	
Expenditures				
Labour				
5001 F/T Reg	37,800	33,467	34,900	(2,900)
5002 F/T OT		447	500	500
Total Labour	37,800	33,914	35,400	(2,400)
Purchases				
5200 Materials/Inventory	6,000	5,987	6,000	
5300 Supplies	8,700	4,641	8,300	(400)
5325 H,L&W	4,800	4,815	5,000	200
Total Purchases	19,500	15,443	19,300	(200)
Contracted Services				
5505 Subcon Exp	6,000	51,939	6,000	
Total Contracted Services	6,000	51,939	6,000	
Interfunctional Adjustments				
5100 Fleet	12,800	6,169	6,700	(6,100)
Total Interfunctional Adjustments	12,800	6,169	6,700	(6,100)
Total Expenditures	76,100	107,465	67,400	(8,700)
Total Net Levy	(121,500)	(132,139)	(130,200)	(8,700)



2016 Financial Plan
Operating Plan - Cost Code Summary
Conserv

	2015 Budget	2015 Projection	2016 Budget	Budget Variance
Revenues				
Total Revenues				
Expenditures				
Labour				
5001 F/T Reg	3,000	3,254		(3,000)
5002 F/T OT		150		
5003 P/T Reg	500	509		(500)
5004 P/T OT		113		
Total Labour	3,500	4,026		(3,500)
Purchases				
5300 Supplies	1,000			(1,000)
5400 Misc Exp	1,500			(1,500)
Total Purchases	2,500			(2,500)
Interfunctional Adjustments				
5100 Fleet	1,600	1,600		(1,600)
Total Interfunctional Adjustments	1,600	1,600		(1,600)
Debt Principal & Interest				
5900 Debt Interest	200	101		(200)
5905 Debt Principal	600			(600)
Total Debt Principal & Interest	800	101		(800)
Total Expenditures	8,400	5,727		(8,400)
Total Net Levy	8,400	5,727		(8,400)



2016 Financial Plan
Operating Plan - Cost Code Summary
Op Admin

	2015 Budget	2015 Projection	2016 Budget	Budget Variance
Revenues				
Total Revenues				
Expenditures				
Labour				
5001 F/T Reg			220,100	220,100
Total Labour			220,100	220,100
Purchases				
5300 Supplies			2,500	2,500
5310 Equip S&R			300	300
5315 Books&Pub			1,000	1,000
5335 Phone, F&M			1,500	1,500
5340 PPE Exp			500	500
5405 Meeting Exp			1,000	1,000
5415 Trng&Wkshps			4,100	4,100
5430 Membership Exp			2,000	2,000
Total Purchases			12,900	12,900
Interfunctional Adjustments				
5710 OpAd OH			(14,500)	(14,500)
Total Interfunctional Adjustments			(14,500)	(14,500)
Total Expenditures			218,500	218,500
Total Net Levy			218,500	218,500



2016 Financial Plan
Operating Plan - Cost Code Summary
Engineering

	2015 Budget	2015 Projection	2016 Budget	Budget Variance
Revenues				
Grants				
3200 Grants&S-Fed		(7,300)		
Total Grants		(7,300)		
User Charges				
3300 Misc Rev	(54,000)	(48,699)	(38,000)	16,000
3420 Cert Rev	(1,000)	(300)	(500)	500
3430 Inspections	(4,500)	(13,567)	(4,500)	
Total User Charges	(59,500)	(62,566)	(43,000)	16,500
Total Revenues	(59,500)	(69,866)	(43,000)	16,500
Expenditures				
Labour				
5001 F/T Reg	510,200	488,370	390,900	(119,300)
5002 F/T OT	11,000	10,978	11,000	
5003 P/T Reg	37,800	33,813	32,100	(5,700)
5004 P/T OT	400		200	(200)
Total Labour	559,400	533,161	434,200	(125,200)
Purchases				
5300 Supplies	3,600	3,386	5,000	1,400
5310 Equip S&R	3,300	3,016	4,000	700
5315 Books&Pub	1,400	1,474	1,600	200
5335 Phone, F&M	4,400	3,117	3,000	(1,400)
5340 PPE Exp			2,500	2,500
5400 Misc Exp	8,000	7,369		(8,000)
5405 Meeting Exp	1,200	791	1,000	(200)
5415 Trng&Wkshps	13,100	12,735	12,000	(1,100)
5430 Membership Exp	3,800	3,139	2,000	(1,800)
Total Purchases	38,800	35,027	31,100	(7,700)
Contracted Services				
5510 Equip Mtc Contract			500	500
Total Contracted Services			500	500
Interfunctional Adjustments				
5100 Fleet	12,400	12,400	13,200	800
5710 OpAd OH	(177,200)	(177,200)	(168,200)	9,000
Total Interfunctional Adjustments	(164,800)	(164,800)	(155,000)	9,800



2016 Financial Plan
Operating Plan - Cost Code Summary
Engineering

	2015 Budget	2015 Projection	2016 Budget	Budget Variance
Total Expenditures	433,400	403,388	310,800	(122,600)
Total Net Levy	373,900	333,522	267,800	(106,100)



2016 Financial Plan
Operating Plan - Cost Code Summary
Roads

	2015 Budget	2015 Projection	2016 Budget	Budget Variance
Revenues				
Grants				
3210 Grants&s-Oth	(71,100)	(71,100)	(72,300)	(1,200)
Total Grants	(71,100)	(71,100)	(72,300)	(1,200)
Specified Revenue				
3805 Devlpmt Charge Rev		(74,975)		
Total Specified Revenue		(74,975)		
Total Revenues	(71,100)	(146,075)	(72,300)	(1,200)
Expenditures				
Labour				
5001 F/T Reg	509,900	471,480	515,300	5,400
5002 F/T OT	22,900	41,710	27,700	4,800
5003 P/T Reg	101,200	97,388	63,600	(37,600)
5004 P/T OT	1,500	9,405	1,500	
Total Labour	635,500	619,983	608,100	(27,400)
Purchases				
5105 Eq Rental Exp	2,000	1,409	1,500	(500)
5300 Supplies	43,600	47,716	46,000	2,400
5310 Equip S&R	2,800	2,550	5,000	2,200
5315 Books&Pub	500	500	500	
5320 Building Repairs & Maintenance	4,000	3,985	4,000	
5325 H,L&W	34,000	34,000	35,800	1,800
5330 Insurance	120,500	123,058	125,100	4,600
5335 Phone, F&M	5,000	5,042	5,000	
5340 PPE Exp			4,000	4,000
5400 Misc Exp	3,000	3,278		(3,000)
5410 Advert&Promo		1,011	1,000	1,000
5415 Trng&Wkshps	3,000	10,371	10,000	7,000
5430 Membership Exp	1,500	1,500	1,500	
Total Purchases	219,900	234,420	239,400	19,500
Contracted Services				
5500 Consult,Leg,Aud	1,500			(1,500)
5505 Subcon Exp	215,900	190,568	216,900	1,000
Total Contracted Services	217,400	190,568	216,900	(500)
Contribution to Reserves				
5955 Contrib to Dc Res		50,357		



2016 Financial Plan
Operating Plan - Cost Code Summary
Roads

	2015 Budget	2015 Projection	2016 Budget	Budget Variance
Total Contribution to Reserves		50,357		
Interfunctional Adjustments				
5100 Fleet	136,000	136,000	149,800	13,800
5700 CorpAd OH	54,500	54,500	56,400	1,900
Total Interfunctional Adjustments	190,500	190,500	206,200	15,700
Debt Principal & Interest				
5900 Debt Interest	153,100	153,100	155,900	2,800
5905 Debt Principal	143,100	143,100	137,800	(5,300)
Total Debt Principal & Interest	296,200	296,200	293,700	(2,500)
Total Expenditures	1,559,500	1,582,028	1,564,300	4,800
Total Net Levy	1,488,400	1,435,953	1,492,000	3,600



2016 Financial Plan
Operating Plan - Cost Code Summary
Winter Mtce

	2015 Budget	2015 Projection	2016 Budget	Budget Variance
Revenues				
Total Revenues				
Expenditures				
Labour				
5001 F/T Reg	109,600	77,302	121,000	11,400
5002 F/T OT	26,500	35,107	28,000	1,500
5003 P/T Reg	39,300	40,084	46,000	6,700
5004 P/T OT	8,000	15,032	8,000	
Total Labour	183,400	167,525	203,000	19,600
Purchases				
5105 Eq Rental Exp	2,700		1,500	(1,200)
5300 Supplies	116,000	144,424	120,000	4,000
5331 Ins Claim		2,639		
5415 Trng&Wkshps	1,500			(1,500)
Total Purchases	120,200	147,063	121,500	1,300
Contracted Services				
5505 Subcon Exp	3,000	6,325	4,500	1,500
Total Contracted Services	3,000	6,325	4,500	1,500
Interfunctional Adjustments				
5100 Fleet	175,400	175,400	181,600	6,200
Total Interfunctional Adjustments	175,400	175,400	181,600	6,200
Total Expenditures	482,000	496,313	510,600	28,600
Total Net Levy	482,000	496,313	510,600	28,600



2016 Financial Plan
Operating Plan - Cost Code Summary
Parking

	2015 Budget	2015 Projection	2016 Budget	Budget Variance
Revenues				
Levy, PILS				
3000 Taxes-Residential	(15,000)	(15,612)	(15,000)	
3005 Taxes-Multi-Res	(2,600)	(6,840)	(6,500)	(3,900)
3010 Taxes-Commercial	(118,500)	(116,945)	(117,500)	1,000
3014 Taxes-Commercial Vancant Land		(480)	(500)	(500)
3070 Taxes-Supplementaries		170		
3085 Taxes-W/O's	(2,200)		1,500	3,700
3090 Taxes-PIL's	(1,200)		(1,200)	
Total Levy, PILS	(139,500)	(139,707)	(139,200)	300
Specified Revenue				
3805 Devlpmt Charge Rev		(36)		
Total Specified Revenue		(36)		
Total Revenues	(139,500)	(139,743)	(139,200)	300
Expenditures				
Labour				
5001 F/T Reg	26,800	23,750	26,000	(800)
5002 F/T OT	500	2,868	1,500	1,000
5003 P/T Reg	5,600	4,024	4,000	(1,600)
Total Labour	32,900	30,642	31,500	(1,400)
Purchases				
5300 Supplies	3,000	1,000	2,000	(1,000)
5400 Misc Exp		10,000		
Total Purchases	3,000	11,000	2,000	(1,000)
Contracted Services				
5505 Subcon Exp	27,000	27,594	25,000	(2,000)
Total Contracted Services	27,000	27,594	25,000	(2,000)
Contribution to Reserves				
5955 Contrib to Dc Res		23		
Total Contribution to Reserves		23		
Interfunctional Adjustments				
5100 Fleet	28,500	28,500	29,500	1,000
Total Interfunctional Adjustments	28,500	28,500	29,500	1,000
Debt Principal & Interest				
5900 Debt Interest	8,300	8,300	8,000	(300)
5905 Debt Principal	6,800	6,800	6,800	



2016 Financial Plan
Operating Plan - Cost Code Summary
Parking

	2015 Budget	2015 Projection	2016 Budget	Budget Variance
Total Debt Principal & Interest	15,100	15,100	14,800	(300)
Total Expenditures	106,500	112,859	102,800	(3,700)
Total Net Levy	(33,000)	(26,884)	(36,400)	(3,400)



2016 Financial Plan
Operating Plan - Cost Code Summary
Streetlights

	2015 Budget	2015 Projection	2016 Budget	Budget Variance
Revenues				
Total Revenues				
Expenditures				
Labour				
5001 F/T Reg	26,500	31,064	26,600	100
5002 F/T OT	1,500	1,385	1,500	
Total Labour	28,000	32,449	28,100	100
Purchases				
5200 Materials/Inventory	12,000	11,983	12,000	
5300 Supplies	11,000	10,417	11,000	
5325 H,L&W	233,200	205,898	233,200	
5400 Misc Exp		48		
Total Purchases	256,200	228,346	256,200	
Contracted Services				
5505 Subcon Exp	3,000	3,032	3,000	
Total Contracted Services	3,000	3,032	3,000	
Interfunctional Adjustments				
5100 Fleet	17,200	19,491	17,800	600
Total Interfunctional Adjustments	17,200	19,491	17,800	600
Total Expenditures	304,400	283,318	305,100	700
Total Net Levy	304,400	283,318	305,100	700



2016 Financial Plan
Operating Plan - Cost Code Summary
Airport

	2015 Budget	2015 Projection	2016 Budget	Budget Variance
Revenues				
Grants				
3210 Grants&s-Oth	(5,000)	(5,000)	(5,000)	
Total Grants	(5,000)	(5,000)	(5,000)	
User Charges				
3300 Misc Rev		(777)		
3365 Landscaping		(1,200)		
3500 Rent Rev	(177,100)	(178,697)	(182,800)	(5,700)
3505 Merch Rev	(237,300)	(317,339)	(326,900)	(89,600)
3510 Concession Sales	(200)	(402)	(200)	
Total User Charges	(414,600)	(498,415)	(509,900)	(95,300)
Other Revenue				
3700 Special Rev		(2,611)	(500)	(500)
3705 Donation Rev	(1,000)			1,000
Total Other Revenue	(1,000)	(2,611)	(500)	500
Total Revenues	(420,600)	(506,026)	(515,400)	(94,800)
Expenditures				
Labour				
5001 F/T Reg	146,900	105,489	148,500	1,600
5002 F/T OT		500	1,000	1,000
5003 P/T Reg	27,100	33,277	18,500	(8,600)
Total Labour	174,000	139,266	168,000	(6,000)
Purchases				
5110 Fuel & Oil	2,700	4,292	2,600	(100)
5200 Materials/Inventory	191,200	252,016	257,000	65,800
5300 Supplies	3,600	3,452	3,600	
5310 Equip S&R	2,100	3,688	3,500	1,400
5315 Books&Pub	100		100	
5320 Building Repairs & Maintenance	2,000	3,714	6,200	4,200
5325 H,L&W	14,500	13,289	15,200	700
5330 Insurance	6,300	6,183	6,300	
5335 Phone, F&M	3,400	3,359	3,400	
5400 Misc Exp	9,300	8,996	5,000	(4,300)
5405 Meeting Exp	3,200	1,836	5,600	2,400
5410 Advert&Promo	1,000	639	1,000	
5415 Trng&Wkshps	1,000	1,721	1,000	
5420 Sp Event Exp	1,500	1,090	1,500	



2016 Financial Plan
Operating Plan - Cost Code Summary
Airport

	2015 Budget	2015 Projection	2016 Budget	Budget Variance
5425 Sp Proj Exp	8,000	6,273	11,500	3,500
5430 Membership Exp	1,400	1,297	1,600	200
Total Purchases	251,300	311,845	325,100	73,800
Contracted Services				
5500 Consult,Leg,Aud	11,000	11,000	8,000	(3,000)
5505 Subcon Exp	26,000	30,184	30,500	4,500
Total Contracted Services	37,000	41,184	38,500	1,500
Contribution to Reserves				
5950 Contrib to Res	6,000	7,500	6,000	
Total Contribution to Reserves	6,000	7,500	6,000	
Interfunctional Adjustments				
5100 Fleet	3,100	3,100	3,200	100
Total Interfunctional Adjustments	3,100	3,100	3,200	100
Debt Principal & Interest				
5900 Debt Interest	8,500	8,499	7,200	(1,300)
5905 Debt Principal	33,000	33,000	33,000	
Total Debt Principal & Interest	41,500	41,499	40,200	(1,300)
Total Expenditures	512,900	544,394	581,000	68,100
Total Net Levy	92,300	38,368	65,600	(26,700)



2016 Financial Plan
Operating Plan - Cost Code Summary
Storm Sewers

	2015 Budget	2015 Projection	2016 Budget	Budget Variance
Revenues				
Specified Revenue				
3805 Devlpmt Charge Rev		(3,301)		
Total Specified Revenue		(3,301)		
Total Revenues		(3,301)		
Expenditures				
Labour				
5001 F/T Reg	41,600	35,985	47,000	5,400
5002 F/T OT	1,000	500	1,000	
5003 P/T Reg	10,800	3,656	2,700	(8,100)
Total Labour	53,400	40,141	50,700	(2,700)
Purchases				
5300 Supplies	5,000	3,633	4,000	(1,000)
Total Purchases	5,000	3,633	4,000	(1,000)
Contracted Services				
5505 Subcon Exp	46,000	43,000	48,000	2,000
Total Contracted Services	46,000	43,000	48,000	2,000
Contribution to Reserves				
5955 Contrib to Dc Res		2,221		
Total Contribution to Reserves		2,221		
Interfunctional Adjustments				
5100 Fleet	21,600	21,600	22,300	700
Total Interfunctional Adjustments	21,600	21,600	22,300	700
Debt Principal & Interest				
5900 Debt Interest	2,500	2,500		(2,500)
5905 Debt Principal	8,100	8,100		(8,100)
Total Debt Principal & Interest	10,600	10,600		(10,600)
Total Expenditures	136,600	121,195	125,000	(11,600)
Total Net Levy	136,600	117,894	125,000	(11,600)



2016 Financial Plan
Operating Plan - Cost Code Summary
Solid Waste & Recycling

	2015 Budget	2015 Projection	2016 Budget	Budget Variance
Revenues				
Grants				
3210 Grants&s-Oth	(143,500)	(138,098)	(120,400)	23,100
Total Grants	(143,500)	(138,098)	(120,400)	23,100
User Charges				
3300 Misc Rev	(21,000)	(9,036)	(10,000)	11,000
3505 Merch Rev	(116,700)	(102,525)	(104,800)	11,900
Total User Charges	(137,700)	(111,561)	(114,800)	22,900
Total Revenues	(281,200)	(249,659)	(235,200)	46,000
Expenditures				
Labour				
5001 F/T Reg	73,300	59,712	75,800	2,500
5002 F/T OT	1,200	41		(1,200)
5003 P/T Reg	26,900	22,841	4,600	(22,300)
5004 P/T OT	100			(100)
Total Labour	101,500	82,594	80,400	(21,100)
Purchases				
5105 Eq Rental Exp	1,300	800	500	(800)
5200 Materials/Inventory	95,800	91,125	95,800	
5300 Supplies	500	426	400	(100)
5325 H,L&W	1,200	1,200	1,300	100
5335 Phone, F&M		153	200	200
Total Purchases	98,800	93,704	98,200	(600)
Contracted Services				
5505 Subcon Exp	94,300	99,860	98,500	4,200
Total Contracted Services	94,300	99,860	98,500	4,200
Interfunctional Adjustments				
5100 Fleet	84,200	84,200	78,100	(6,100)
5700 CorpAd OH	25,500	25,500	24,800	(700)
5710 OpAd OH	6,800	6,800	7,200	400
Total Interfunctional Adjustments	116,500	116,500	110,100	(6,400)
Total Expenditures	411,100	392,658	387,200	(23,900)
Total Net Levy	129,900	142,999	152,000	22,100