



TOWN OF TILLSONBURG

2013 BUSINESS PLAN

Director of

Finance

2013 Business Objectives

Item	Dept	Owner	Budget Value	Projected Value	Target Date	Actual Date
Centralize A/R	Finance	Director of Finance	\$18,000		Q2 2013	
Investment Policy	Finance	Director of Finance			Q2 2013	
Audit RFP for 2013 year end	Finance	Director of Finance			Q3 2013	
Development Charges By-Law Update – Joint Project with County	Finance	Director of Finance	\$20,000, funded by DC Reserves		Q2-Ongoing to 2014	
Continuous maintenance of ACR/Knowledgebase	Customer Service	Customer Service Manager			Q4 2013	

2013 Business Objectives

Item	Dept	Owner	Budget Value	Projected Value	Target Date	Actual Date
Customer Satisfaction Surveys	Customer Service	Customer Service Manager			Q1-Q4 2013	
Improve and Automate Business Processes	Customer Service	Customer Service Manager			Q4 2013	
Northstar CIS – Upgrade to version 6.4	Customer Service	Customer Service Manager	\$65,000 – THI Budget		Q3 2013	
Printer/Copier Tender – lease expires Nov. 2013	Customer Service	Customer Service			Q3 2013	

Risks

- ACR is not integrated with other systems thereby creating standalone system requests
- Building department projects for new Animal License software or Parking Ticket integration tool thereby affecting business process improvements to 2014
- Changing government legislation increases the Customer Service Billing workload

Opportunities

- Continued use of ACR improves customer service to the community at large and improves business processes
- Continued Customer Service Business Process reviews streamline manual processes
- With Harris Northstar upgrade, automation is available and processes can be streamlined
- Combined Operations and CSC project to focus in on, reduce and understand current billing exception volumes
- Reduce costs for 2014 with the tender of printer/copier fleet in late 2013

Future Departmental Directions: 3 year outlook

2014

- Completion of updating the Development Charges By-Law
- New budget software to be purchased. Estimated cost \$50,000
- Northstar – Customer Connect – eCare/DSM upgrade – improved customer experience. Cost \$28,000. THI Budget
- General capital contribution increases recommended
- Banking and Insurance RFP to be completed for 2015

2015

- New budget software to be implemented
- General capital contribution increases recommended

Performance Measures

Finance and Customer Service Efficiency Measures- \$ Cost

Department Net Operating costs as a Percentage of Total Net Municipal Operating Costs

	2009 Actual	2010 Actual	2011 Actual	2012 Budget	2013 Budget
Finance	16.4%	11.9%	7%	7.4%	8.6%
Customer Service	.9%	.4%	.12%	.12%	0%

Performance Measures

Finance Effectiveness

	2009	2010	2011	2012	2013
Year-end Tax Receivables	\$2,062,786	\$1,461,882	\$1,548,348	\$1,252,443	\$
Town Accounts Receivables	\$346,692	\$572,543	\$146,007	\$200,414	\$

Performance Measures

Effectiveness/Customer Service - Customer Service

- Record completed work volume for utility bills, service orders and collections; POS transactions; Number of phone calls answered; ACR cases logged for other departments and for Customer Service; Burial permits/death registrations; Marriage, lottery and Business licenses.
 - *Measurement:* Harris reports; Class reports; Nortel phone reports; ACR reports; manual tracking.
 - *Purpose:* To identify workload, work flow and associated trends. Assess staffing levels.
- Phone calls answered a minimum of 80% of the time within thirty seconds; number and percent of abandoned calls with a maximum abandon rate of 5%.
 - *Measurement:* Nortel reports
 - *Purpose:* To identify workload, work flow and associated trends. To ensure staff are at least meeting the needs of our customers. To assess staffing levels.

Performance Measures

Effectiveness/Customer Service - Customer Service

- Utility Billing Schedule adhered to 100% of the time.
 - *Measurement:* Manual tracking of Harris billing schedule.
 - *Purpose:* To ensure utility bills are sent out on a timely basis and adhere to OEB requirements.
- Service Order Schedule adhered to 100% of the time.
 - *Measurement:* Manual tracking of the Harris service order schedule.
 - *Purpose:* To ensure utility service order schedule is adhered to and customer issues are addressed on a timely basis.
- Customer satisfaction survey.
 - *Measurement:* Ongoing electronic survey through Survey Monkey of key Customer Service deliverables.
 - *Purpose:* To ensure staff are at least meeting the customer service goals of our customers.

Performance Measures

Effectiveness/Customer Service – Finance

- Quarterly reports provided to Council by the second meeting of the month following quarter end for Q1 to Q3; and to Tillsonburg Hydro Inc. in the second month following each quarter.
 - *Measurement:* Manual tracking.
 - *Purpose:* To ensure timely reporting to Council, the Public and the Board.
- Fourth Quarter reports provided to Council by the second meeting of the second month following year end; and to Tillsonburg Hydro Inc. in the second month following the quarter.
 - *Measurement:* Manual tracking.
 - *Purpose:* To ensure timely reporting to Council, the Public and the Board.

Performance Measures

Effectiveness/Customer Service – Finance

- Annual Financial Statements provided to Council by the second meeting of the month following Q1 and provided to Tillsonburg Hydro Inc. in the month following Q1.
 - *Measurement:* Manual tracking.
 - *Purpose:* To ensure timely reporting to Council, the Public, and the Board.
- Quarter end tax receivable balances reported to Council as part of the quarterly reports.
 - *Measurement:* Diamond software reporting.
 - *Purpose:* To report the currency of tax receivable balances and identify issues.
- *Quarter end Town receivable balances reported to Council as part of the quarterly reports.*
 - *Measurement:* Great Plains reporting.
 - *Purpose:* To report the currency of accounts receivable balances and identify issues.

Human Resources

Allocation/Deployment Plan

	2010	2011	2012	2013	2014
Total FTE Requirements	17.65	17.75	17.75	17.38	17.25
Change from previous year	(0.1)	0.1	0	(.37)	(.13)



TOWN OF TILLSONBURG

2013 BUSINESS PLAN

Human Resources



2013 Business Objectives

Item	Dept	Owner	Budget Value	Projected Value	Target Date	Actual Date
Full and Part Time Grid Steps; Year Four	HR	HR Manager	\$57,600		Q1-Q4 2013	
1% Cost of Living Increase	HR	HR Manager	\$72,400		Q1-Q4 2013	
Updates to Personnel Policy	HR	HR Manager			Q4 2013	
Management training; project management, etc.	HR	HR Manager			Q2 2013	
New Hire Orientation Training	HR	HR Manager			Q3 2013	
Investigate paperless payroll pay stubs	HR	HR Manager			Q2 2013	
Investigate potential HR revenue opportunities for 2014/15	HR	HR Manager			Q4 2013	

Risks

- Training requires the use of internal resources and limited other investment.
- Potential Provincial pressure to limit wage increases.

Opportunities

- Review and update of Personnel Policy ensures that our policies are in line with other Municipalities; also ensures that our policies and practices are fair and equitable through the organization.
- Increasing the cost of living allows Tillsonburg to remain competitive in the labor market among other Municipalities.
- Management training will ensure policies and procedures are executed equally throughout the organization, and provide our leadership team with the necessary skills to effectively manage their departments.

Future Departmental Directions: 3 year outlook

2014

- HR revenue opportunities may require additional resources.

- Note: no unique requirements for the HR department identified for 2015 to 2016

Human Resources

Allocation/Deployment Plan

	2010	2011	2012	2013	2014
Total FTE Requirements	1.5	1.5	1.5	1.5	1.5
Change from previous year	0	0	0	0	0

Town of Tillsonburg		110 - Finance		
2013 Financial Plan				
		2012		2013
		Budget	Projection	Budget
Operating Plan - Cost Code Summary				
Revenues				
Special Levy, Local Improvements, PILS				
3000	Taxes - Residential	-	8,222,558	-
3005	Taxes - Multi-Residential	-	875,088	-
3010	Taxes - Commercial	-	2,070,216	-
3012	Taxes - Commercial Vacant Unit	-	18,066	-
3014	Taxes - Commercial Vacant Land	-	22,212	-
3020	Taxes - Shopping Centre	-	-	-
3022	Taxes - Shopping Centre Vacant Unit	-	-	-
3030	Taxes - Industrial	-	639,668	-
3032	Taxes - Industrial Vacant Unit	-	10,511	-
3034	Taxes - Industrial Vacant Land	-	9,766	-
3040	Taxes - Pipelines	-	40,933	-
3050	Taxes - Farmland	-	6,673	-
3055	Taxes - Farmland Dev. Phase 1	-	3,373	-
3060	Taxes - Large Industrial	-	591,220	-
3062	Taxes - Large Industrial Vacant Unit	-	4,517	-
3070	Taxes - Supplementaries	110,000	110,000	110,000
3075	Taxes - Bill 79 Capped Levy	-	-	-
3080	Taxes - Capped Rebates/Claw Backs	-	-	-
3085	Taxes - W/O's	(275,000)	(365,253)	(350,000)
3090	Taxes - PIL's	94,000	94,000	94,000
3095	Local Improvements - Residential			
3096	Local Improvements - Commercial			
3100	Tax Adjustments	-	(0)	-
3105	Taxes - Penalty & Interest	210,000	167,103	168,000
Government Grants & Subsidies				
3200	Grants & Subsidies - Federal	454,664	454,664	454,664
3205	Grants & Subsidies - Provincial	223,600	223,645	210,100
3210	Grants & Subsidies-Other	-	-	-
User Charges				
3300	Miscellaneous Revenue	32,100	9,856	8,000
3301	Residential Usage			
3302	General Usage			
3305	Admissions			
3310	Fares & Fees			
3315	Memberships			
3320	Seasonal Revenues			
3325	Sports Fields Fees			
3330	Youth Program Fees			
3335	Adult Program Fees			
3340	Summer Programs			
3345	Participate Programs			
3350	Minor Hockey			
3355	Figure Skating			
3360	Programs			
3365	Landscaping			
3400	Permit Fees			
3410	Licence Fees			
3420	Certificates	16,000	18,955	16,000
3430	Inspections			
3500	Rentals	-	-	-
3505	Merchandise			
3510	Concession Sales			
3515	Vending Machines			
3600	Interest	11,000	14,800	12,000
3601	Late Payment Charges			
3700	Special			
3701	Capital Surcharge - Residential			
3702	Capital Surcharge - General			
3705	Donations			
3800	Sewer Revenue-Surcharge			
3801	Reg 170 Surcharge - Residential			
3802	Reg 170 Surcharge - General			
3815	Extraordinary Revenue	-	-	-
3999	Revenue Clearing Account			
Specified Revenues				
3805	Development Charges	-	673	-
3810	Sale of Assets	-	100	-
3820	Debenture Proceeds			
Contribution from Reserves				
3900	Contribution from Reserves	(139,310)	-	(382,702)
3905	Contribution from DC Reserves	-	-	20,000
		737,054	13,243,345	360,062

Town of Tillsonburg		110 - Finance		
2013 Financial Plan				
		2012		2013
		Budget	Projection	Budget
Operating Plan - Cost Code Summary				
Expenditures				
Labour				
5001	Full-time Regular	787,100	768,129	915,900
5002	Full-Time Overtime	9,700	8,584	10,000
5003	Part-Time Regular	-	-	18,000
5004	Part-Time Overtime			
5060	Retroactive Pay Expense	-	-	-
5070	CPP Expense	-	-	-
5071	EI Expense	-	-	-
5072	WSIB Expense	-	-	-
5073	EHT Expense	-	-	-
5074	OMERS Expense	-	-	-
5075	Vacation Expense	-	-	-
5076	Sick Expense	-	-	-
5077	Life Insurance Expense	-	-	-
5078	Health Care Expense	-	-	-
5079	Personal Day Expense	-	-	-
5080	Overhead Offset	-	-	-
5081	Health Club (Taxable)	-	-	-
5085	Telephone Allowance			
Purchases				
5105	Equipment Rental	4,000	3,407	4,800
5110	Fuel & Oil			
5115	Discounts Taken			
5200	Materials/Inventory			
5300	Supplies	18,900	14,005	6,800
5305	Program Supplies			
5310	Equipment Supplies & Repairs	-	557	500
5315	Books & Publications	1,800	978	1,000
5320	Building Repairs & Maintenance	2,000	853	1,000
5325	Heat, Light & Water	15,600	12,708	16,000
5330	Insurance	46,851	43,704	45,889
5331	Insurance Claims	-	-	-
5335	Telephone, Fax & Modem	7,200	7,334	7,500
5400	Miscellaneous Expense	95,286	118,541	41,172
5405	Meeting Expenses	2,000	2,143	2,000
5410	Advertising & Promotions	2,300	2,130	2,000
5415	Training & Workshops	8,400	10,332	8,800
5420	Special Events	-	25,098	-
5425	Special Projects	67,544	69,274	27,640
5430	Membership Expenses	12,500	13,412	13,500
5600	Rent Expense	104,108	20,871	107,604
5605	Interest And Finance Charges	37,000	24,016	28,000
5850	Bad Debt Expense			
5800	Tax External Payments	-	12,491,774	-
Contracted Services				
5500	Consultants, Legal & Audit	196,906	180,591	131,100
5505	Subcontractors Expense	31,000	33,386	35,290
5510	Equipment Maintenance Contracts	-	-	-
Contributions to Reserves				
5950	Contributions to Reserves	454,664	710,883	460,664
5955	Contributions to DC Reserves	-	673	-
		1,904,859	14,563,383	1,885,159
		1,167,805	1,320,038	1,525,097
Interfunctional Adjustments				
5100	Fleet Allocation	-	-	-
5650	Facilities Allocation	-	-	-
5700	Corp Admin Allocation	(153,075)	(208,789)	(239,149)
5705	Comm. Services Allocation			
5710	Operations Allocation			
		(153,075)	(208,789)	(239,149)
		1,014,730	1,111,249	1,285,948
Debt Principal and Interest				
5900	Debt Interest	-	-	15,904
5905	Debt Principal	-	-	103,705
3950	Prior year (surplus) deficit	(139,310)	(250,044)	(382,702)
Total Net Levy		875,420	861,205	1,022,856

Town of Tillsonburg
2013 Financial Plan
5 year Capital Plan

			<i>Capital Costs</i>	
<u>Description</u>			<u>Expenditures</u>	<u>Reserves</u>
1				
2				
3				
4				
5				
2013			-	-

1				
2		Budget Software	50,000	
3				
4				
5				
2014			50,000	-

1				
2				
3				
4				
5				
2015			-	-

1				
2				
3				
4				
5				
2016			-	-

1				
2				
3				
4				
5				
2017			-	-

Town of Tillsonburg		120 - Customer Service Centre				
2013 Financial Plan						
		2012		2013		
		Budget	Projection	Budget		
Operating Plan - Cost Code Summary						
Revenues						
Special Levy, Local Improvements, PILS						
3000	Taxes - Residential					
3005	Taxes - Multi-Residential					
3010	Taxes - Commercial					
3012	Taxes - Commercial Vacant Unit					
3014	Taxes - Commercial Vacant Land					
3020	Taxes - Shopping Centre					
3022	Taxes - Shopping Centre Vacant Unit					
3030	Taxes - Industrial					
3032	Taxes - Industrial Vacant Unit					
3034	Taxes - Industrial Vacant Land					
3040	Taxes - Pipelines					
3050	Taxes - Farmland					
3055	Taxes - Farmland Dev. Phase 1					
3060	Taxes - Large Industrial					
3062	Taxes - Large Industrial Vacant Unit					
3070	Taxes - Supplementaries					
3075	Taxes - Bill 79 Capped Levy					
3080	Taxes - Capped Rebates/Claw Backs					
3085	Taxes - W/O's					
3090	Taxes - PIL's					
3095	Local Improvements - Residential					
3096	Local Improvements - Commercial					
3100	Tax Adjustments					
3105	Taxes - Penalty & Interest					
Government Grants & Subsidies						
3200	Grants & Subsidies - Federal	650	2,568	1,700		
3205	Grants & Subsidies - Provincial	-	-	-		
3210	Grants & Subsidies-Other					
Other Revenues						
3300	Miscellaneous Revenue	-	1,813	1,800		
3301	Residential Usage					
3302	General Usage					
3305	Admissions					
3310	Fares & Fees					
3315	Memberships					
3320	Seasonal Revenues					
3325	Sports Fields Fees					
3330	Youth Program Fees					
3335	Adult Program Fees					
3340	Summer Programs					
3345	Participate Programs					
3350	Minor Hockey					
3355	Figure Skating					
3360	Programs					
3365	Landscaping					
3400	Permit Fees					
3410	Licence Fees	41,000	40,069	40,500		
3420	Certificates	600	960	800		
3430	Inspections					
3500	Rentals	181,600	226,856	226,856		45,256
3505	Merchandise	400	720	750		
3510	Concession Sales					
3515	Vending Machines					
3600	Interest					
3601	Late Payment Charges					
3700	Special					
3701	Capital Surcharge - Residential					
3702	Capital Surcharge - General					
3705	Donations					
3800	Sewer Revenue-Surcharge					
3801	Reg 170 Surcharge - Residential					
3802	Reg 170 Surcharge - General					
3815	Extraordinary Revenue					
3999	Revenue Clearing Account	-	-	-		
Specified Revenues						
3805	Development Charges					
3810	Sale of Assets					
3820	Debtenture Proceeds					
Contribution From Reserves						
3900	Contribution From Reserves	-	-	-		
3905	Contribution From DC Reserves	-	-	-		
		224,250	272,986	272,406		

Town of Tillsonburg		120 - Customer Service Centre				
2013 Financial Plan						
		2012		2013		
		Budget	Projection	Budget		
<i>Operating Plan - Cost Code Summary</i>						
Expenditures						
Labour						
5001	Full-time Regular	677,580	659,652	645,592		
5002	Full-Time Overtime	-	1,835	1,200		
5003	Part-Time Regular	11,700	10,906	11,000		
5004	Part-Time Overtime	-	-	-		
5060	Retroactive Pay Expense					
5070	CPP Expense	-	-	-		
5071	EI Expense	-	-	-		
5072	WSIB Expense	-	-	-		
5073	EHT Expense	-	-	-		
5074	OMERS Expense	-	-	-		
5075	Vacation Expense	-	-	-		
5076	Sick Expense	-	-	-		
5077	Life Insurance Expense	-	-	-		
5078	Health Care Expense	-	-	-		
5079	Personal Day Expense	-	-	-		
5080	Overhead Offset	-	-	-		
5081	Health Club (Taxable)	-	-	-		
5085	Telephone Allowance	-	-	-		
Purchases						
5105	Equipment Rental	14,000	4,880	7,600		
5110	Fuel & Oil					
5115	Discounts Taken					
5200	Materials/Inventory	-	-	-		
5300	Supplies	29,758	32,263	47,200		
5305	Program Supplies					
5310	Equipment Supplies & Repairs	16,000	11,916	16,800		
5315	Books & Publications	500	334	350		
5320	Building Repairs & Maintenance	2,000	3,072	2,800		
5325	Heat, Light & Water	34,000	31,145	38,000		
5330	Insurance	2,814	2,640	2,772		
5331	Insurance Claims					
5335	Telephone, Fax & Modem	2,400	1,060	2,000		
5400	Miscellaneous Expense	1,200	14	200		
5405	Meeting Expenses	-	-	-		
5410	Advertising & Promotions	1,500	1,182	1,400		
5415	Training & Workshops	6,000	3,014	6,000		
5420	Special Events					
5425	Special Projects	5,350	5,000	-		
5430	Membership Expenses					
5600	Rent Expense					
5605	Interest And Finance Charges					
5850	Bad Debt Expense					
5800	Tax External Payments					
Contracted Services						
5500	Consultants, Legal & Audit	-	-	-		
5505	Subcontractors Expense	20,000	20,572	20,000		
5510	Equipment Maintenance Contracts	-	-	-		
Contributions to Reserves						
5950	Contributions to Reserves	-	-	-		
5955	Contributions to DC Reserves					
		824,802	789,483	802,914		
		600,552	516,497	530,508		
Interfunctional Adjustments						
5100	Fleet Allocation	-	694	-		
5650	Facilities Allocation	-	-	-		
5700	Corp Admin Allocation	(598,816)	(624,421)	(612,462)		
5705	Comm. Services Allocation					
5710	Operations Allocation					
		(598,816)	(623,727)	(612,462)		
		1,736	(107,229)	(81,954)		
Debt Principal and Interest						
5900	Debt Interest	4,532	4,392	5,687		
5905	Debt Principal	7,600	7,666	9,204		
3950	Prior year (surplus) deficit	-	-	-		
Total Net Levy		13,868	(95,171)	(67,063)		

Town of Tillsonburg
2013 Financial Plan

5 year Capital Plan

<u>Description</u>			<u>Capital Costs</u>	
			<u>Expenditures</u>	<u>Reserves</u>
1		Roof Replacement -phase 1 of 3		60,000
2		ACR mobile	-	
3				
4				
5				
2013			-	60,000

1		Repair spalling brick	25,000	
2		Roof Replacement -phase 2 of 3		60,000
3		ACR mobile	25,000	
4				
5				
2014			50,000	60,000

1		Roof Replacement -phase 3 of 3	60,000	
2				
3				
4				
5				
2015			60,000	-

1				
2				
3				
4				
5				
2016			-	-

1				
2				
3				
4				
5				
2017			-	-

Town of Tillsonburg			160 - Police	
2013 Financial Plan				
		2012		2013
		Budget	Projection	Budget
Operating Plan - Cost Code Summary				
Revenues				
Special Levy, Local Improvements, PILS				
3000	Taxes - Residential			
3005	Taxes - Multi-Residential			
3010	Taxes - Commercial			
3012	Taxes - Commercial Vacant Unit			
3014	Taxes - Commercial Vacant Land			
3020	Taxes - Shopping Centre			
3022	Taxes - Shopping Centre Vacant Unit			
3030	Taxes - Industrial			
3032	Taxes - Industrial Vacant Unit			
3034	Taxes - Industrial Vacant Land			
3040	Taxes - Pipelines			
3050	Taxes - Farmland			
3055	Taxes - Farmland Dev. Phase 1			
3060	Taxes - Large Industrial			
3062	Taxes - Large Industrial Vacant Unit			
3070	Taxes - Supplementaries			
3075	Taxes - Bill 79 Capped Levy			
3080	Taxes - Capped Rebates/Claw Backs			
3085	Taxes - W/O's			
3090	Taxes - PIL's			
3095	Local Improvements - Residential			
3096	Local Improvements - Commercial			
3100	Tax Adjustments			
3105	Taxes - Penalty & Interest			
Government Grants & Subsidies				
3200	Grants & Subsidies - Federal	-	-	-
3205	Grants & Subsidies - Provincial	130,000	130,000	130,000
3210	Grants & Subsidies-Other	-	-	-
Other Revenues				
3300	Miscellaneous Revenue	23,700	22,763	23,600
3301	Residential Usage			
3302	General Usage			
3305	Admissions			
3310	Fares & Fees			
3315	Memberships			
3320	Seasonal Revenues			
3325	Sports Fields Fees			
3330	Youth Program Fees			
3335	Adult Program Fees			
3340	Summer Programs			
3345	Participate Programs			
3350	Minor Hockey			
3355	Figure Skating			
3360	Programs			
3365	Landscaping			
3400	Permit Fees			
3410	Licence Fees			
3420	Certificates			
3430	Inspections			
3500	Rentals	265,180	263,313	265,180
3505	Merchandise			
3510	Concession Sales			
3515	Vending Machines			
3600	Interest			
3601	Late Payment Charges			
3700	Special	-	-	-
3701	Capital Surcharge - Residential			
3702	Capital Surcharge - General			
3705	Donations	-	-	-
3800	Sewer Revenue-Surcharge			
3801	Reg 170 Surcharge - Residential			
3802	Reg 170 Surcharge - General			
3815	Extraordinary Revenue			
3999	Revenue Clearing Account			
Specified Revenues				
3805	Development Charges	-	1,261	-
3810	Sale of Assets			
3820	Debtenture Proceeds	-	-	-
Contribution from Reserves				
3900	Contribution from Reserves	-	-	-
3905	Contribution from DC Reserves	-	-	-
		418,880	417,336	418,780

Town of Tillsonburg			160 - Police	
2013 Financial Plan				
			2012	2013
		Budget	Projection	Budget
Operating Plan - Cost Code Summary				
Expenditures				
Labour				
5001	Full-time Regular	90,024	91,442	86,200
5002	Full-Time Overtime			
5003	Part-Time Regular	-	-	-
5004	Part-Time Overtime	-	-	-
5060	Retroactive Pay Expense			
5070	CPP Expense	-	-	-
5071	EI Expense	-	-	-
5072	WSIB Expense	-	-	-
5073	EHT Expense	-	-	-
5074	OMERS Expense	-	-	-
5075	Vacation Expense	-	-	-
5076	Sick Expense	-	-	-
5077	Life Insurance Expense	-	-	-
5078	Health Care Expense	-	-	-
5079	Personal Day Expense	-	-	-
5080	Overhead Offset	-	-	-
5081	Health Club (Taxable)			
5085	Telephone Allowance			
Purchases				
5105	Equipment Rental			
5110	Fuel & Oil			
5115	Discounts Taken			
5200	Materials/Inventory			
5300	Supplies	3,371	1,999	3,000
5305	Program Supplies			
5310	Equipment Supplies & Repairs	8,000	8,222	8,000
5315	Books & Publications	-	-	-
5320	Building Repairs & Maintenance	6,000	3,587	4,800
5325	Heat, Light & Water	32,000	32,262	32,000
5330	Insurance	2,404	2,271	2,385
5331	Insurance Claims			
5335	Telephone, Fax & Modem	2,000	2,209	2,400
5400	Miscellaneous Expense	1,800	371	1,600
5405	Meeting Expenses	1,000	1,219	1,200
5410	Advertising & Promotions			
5415	Training & Workshops	4,100	3,602	4,100
5420	Special Events			
5425	Special Projects	5,000	234	5,000
5430	Membership Expenses	1,000	1,022	1,050
5600	Rent Expense			
5605	Interest And Finance Charges			
5850	Bad Debt Expense			
5800	Tax External Payments			
Contracted Services				
5500	Consultants, Legal & Audit	-	-	-
5505	Subcontractors Expense	3,300,824	3,178,206	3,357,144
5510	Equipment Maintenance Contracts	1,000	1,439	1,000
Contributions to Reserves				
5950	Contributions to Reserves	-	14,268	-
5955	Contributions to DC Reserves	-	1,261	-
		3,458,523	3,343,613	3,509,879
		3,039,643	2,926,277	3,091,099
Interfunctional Adjustments				
5100	Fleet Allocation			
5650	Facilities Allocation			
5700	Corp Admin Allocation	-	-	-
5705	Comm. Services Allocation			
5710	Operations Allocation			
		-	-	-
		3,039,643	2,926,277	3,091,099
Debt Principal and Interest				
5900	Debt Interest	41,124	41,771	35,838
5905	Debt Principal	92,945	92,298	73,161
3950	Prior year (surplus) deficit	-	-	-
Total Net Levy		3,173,713	3,060,346	3,200,098

Town of Tillsonburg
2013 Financial Plan

5 year Capital Plan

<u>Description</u>			<u>Capital Costs</u>	
			<u>Expenditures</u>	<u>Reserves</u>
1		Flooring replacement	32,000	
2				
3				
4				
5				
2013			32,000	-

1		Hvac and Boiler Replacement (with energy efficient equipment)	60,000	
2				
3				
4				
5				
2014			60,000	-

1		Roof Replacement	170,000	
2				
3				
4				
5				
2015			170,000	-

1				
2				
3				
4				
5				
2016			-	-

1				
2				
3				
4				
5				
2017			-	-