



**TOWN OF TILLSONBURG**

**2014 BUSINESS PLAN**

**DIRECTOR OF**

**DEVELOPMENT & COMMUNICATIONS SERVICES**

# 2014 Business Objectives

Item	Dept	Owner	Budget Value	Projected Value	Target Date	Actual Date
By-law Review Ongoing	Dev.	Chief Building Official	\$0		Dec. 31/14	
OMB Hearing Funds	Dev.	Director	\$20,000 (reserves)		Dec. 31/14	
Discover Tillsonburg	Dev	Development Commissioner	\$16,600		Dec.31/14	
Façade Improvement	Dev.	Chief Building Official	\$25,000		Dec. 31/14	
Co-op Student Building Services	Dev.	Chief Building Official	\$13,000		Dec. 31/14	
Building By-law and Fee Review	Dev.	Chief Building Official	\$0		Q4 2014	
Review Town Planning function	Dev.	Director	\$0		Q4 2014	

# Risks

- Delay in development approvals if proper tracking of development applications and follow-up does not take place
- Need to support residential marketing to ensure future developer investment in program
- Inability to advance airport business development will continue to impact municipal taxpayer subsidy.
- No investment in Town owned employment lands will detract from marketability

# Opportunities

- Improvement of marketing and communications to community and development industry creates positive outcomes.
- Attract investment, residents and interest in the community by improved marketing and communications and business retention
- Increase the brand recognition of Tillsonburg
- Attract further investment leading to job creation
- Create an investment ready environment
- IT strategy implementation will assist corporation to optimize use of technology, human resources and customer service
- Review Town Planning function in 2014

# **Future Departmental Directions: 3 year outlook**

## **2015**

- Study of South-western Ontario and Northern U.S. Impacts
- Improved Airport Marketing
- Monitor trends in Social media
- Residential and Commercial Design/Property awards recognition
- Review impact of Community Improvement Plan program
- Update of Development Guidelines
- Policy and procedure review
- Updated Economic Development Strategy

# **Future Departmental Directions: 3 year outlook**

## **2016**

- Development Approvals Efficiency Review
- Review of Linkage Programs from Post-secondary to Tillsonburg
- Assessment of Industry requirements and local educational resources
- Open Data Review
- Development Industry Awards Gala
- Airport Museum Feasibility and Concept Development
- National and International Promotions
- Completion of Community Wide WIFI Network

# **Future Departmental Directions: 3 year outlook**

## **2017**

- Strategic Plan Review
- Community Cultural Promotion
- Completion of Façade Improvement Project

# Human Resources

## **Allocation/Deployment Plan**

	2012	2013	2014	2015	2016
Total FTE Requirements-Full time	11	11.5	11	11	11
Total FTE Requirements-Part time	3.31	3.31	3.31	3.31	3.31
Contract Staff	2.5	0	0	0	0
Change from previous year	0	0	-0.5	0	0



Town of Tillsonburg 2014 Financial Plan		500 - Development & Communication Services		
		2013		2014
		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	-	-	-
3210	Grants & Subsidies-Other	-	-	-
User Charges				
3300	Miscellaneous Revenue	117,237	109,610	109,850
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	-	7,240	-
3410	Licence Fees			
3420	Certificates	-	1,320	-
3430	Inspections			
3500	Rentals	80,000	80,000	80,000
3505	Merchandise			
3510	Concession Sales			
3515	Vending Machines			
3600	Interest			
3601	Late Payment Charges			
3700	Special			
3701	Capital Surchrg - Residential			
3702	Capital Surchrg - General			
3705	Donations			
3800	Sewer Revenue-Surcharge			
3801	Reg 170 Surchrg - Residential			
3802	Reg 170 Surchrg - General			
3815	Extraordinary Revenue			
3999	Revenue Clearing Account			
Specified Revenues				
3805	Development Charges			
3810	Sale of Assets			
3820	Debenture Proceeds			
Contribution from Reserves				
3900	Contribution from Reserves	50,000	15,000	20,000
3905	Contribution from DC Reserves			
		247,237	213,170	209,850

Town of Tillsonburg		500 - Development & Communication Services		
2014 Financial Plan				
		2013		2014
		Budget	Projection	Budget
<i>Operating Plan - Cost Code Summary</i>				
<b>Expenditures</b>				
Labour				
5001	Full-time Regular	277,900	251,044	216,800
5002	Full-Time Overtime	-	3,556	-
5003	Part-Time Regular	-	4,154	-
5004	Part-Time Overtime			
Purchases				
5105	Equipment Rental			
5110	Fuel & Oil			
5115	Discounts Taken			
5200	Materials/Inventory			
5300	Supplies	400	1,981	2,000
5305	Program Supplies			
5310	Equipment Supplies & Repairs	-	-	-
5315	Books & Publications	400	20	400
5320	Building Repairs & Maintenance			
5325	Heat, Light & Water	1,300	1,418	1,300
5330	Insurance			
5331	Insurance Claims			
5335	Telephone, Fax & Modem	1,000	1,158	1,000
5400	Miscellaneous Expense	2,000	581	1,000
5405	Meeting Expenses	1,600	699	2,000
5410	Advertising & Promotions	2,000	431	2,000
5415	Training & Workshops	4,000	2,869	4,000
5420	Special Events	22,500	29,312	25,000
5425	Special Projects	59,500	63,123	34,369
5430	Membership Expenses	1,700	766	800
5600	Rent Expense			
5605	Interest And Finance Charges			
5850	Bad Debt Expense			
5800	Tax External Payments			
Contracted Services				
5500	Consultants, Legal & Audit	50,000	20,600	20,000
5505	Subcontractors Expense	-	-	-
5510	Equipment Maintenance Contracts	-	-	-
Contributions to Reserves				
5950	Contributions to Reserves	-	-	-
5955	Contributions to DC Reserves			
		424,300	381,712	310,669
		177,063	168,542	100,819
Interfunctional Adjustments				
5100	Fleet Allocation			
5650	Facilities Allocation			
5700	Corp Admin Allocation	(9,318)	(9,320)	-
5705	Comm. Services Allocation			
5710	Operations Allocation			
		(9,318)	(9,320)	-
		167,745	159,222	100,819
Debt Principal and Interest				
5900	Debt Interest	61,921	63,001	61,857
5905	Debt Principal	82,920	81,870	106,557
3950	Prior year (surplus) deficit	-	-	-
<b>Total Net Levy</b>		<b>312,586</b>	<b>304,093</b>	<b>269,233</b>

**Town of Tillsonburg**  
**2014 Financial Plan**  
**5 year Capital Plan**

			<u>Capital Costs</u>	
			<u>Expenditures</u>	<u>Contribution to Reserves</u>
		<u>Description</u>		
1				
2				
3				
4				
5				
6				
7				
8				
9				
<b>2014</b>			-	-

1				
2				
3		Urban Design Recommendation - Green space surrounding the Clock Tower	-	
4				
<b>2015</b>			-	-

1				
2				
3		Urban Design Recommendation - Town Centre Mall	-	
4				
5				
<b>2016</b>			-	-

1		Urban Design Recommendations - Civic Sculpture	-	
2				
3				
4				
5				
<b>2017</b>			-	-

1				
2				
3				
4				
5				
<b>2018</b>			-	-

<b>Town of Tillsonburg</b>		<b>505 - Econ Devlpmt</b>		
<b>2014 Financial Plan</b>				
		<b>2013</b>		<b>2014</b>
		<b>Budget</b>	<b>Projection</b>	<b>Budget</b>
<b>Operating Plan - Cost Code Summary</b>				
<b>Revenues</b>				
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			
3210	Grants & Subsidies-Other	-	-	-
User Charges				
3300	Miscellaneous Revenue	-	-	-
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	24,954	25,067	24,955
3505	Merchandise			
3510	Concession Sales			
3515	Vending Machines			
3600	Interest			
3601	Late Payment Charges			
3700	Special			
3701	Capital Surchrg - Residential			
3702	Capital Surchrg - General			
3705	Donations	-	-	-
3800	Sewer Revenue-Surcharge			
3801	Reg 170 Surchrg - Residential			
3802	Reg 170 Surchrg - General			
3815	Extraordinary Revenue			
3999	Revenue Clearing Account			
Specified Revenues				
3805	Development Charges			
3810	Sale of Assets			
3820	Debenture Proceeds			
Contribution from Reserves				
3900	Contribution from Reserves	30,359	30,359	26,172
3905	Contribution from DC Reserves			
		55,313	55,426	51,127

<b>Town of Tillsonburg</b>		<b>505 - Econ Devlpmt</b>		
<b>2014 Financial Plan</b>				
		<b>2013</b>		<b>2014</b>
		<b>Budget</b>	<b>Projection</b>	<b>Budget</b>
<b>Operating Plan - Cost Code Summary</b>				
<b>Expenditures</b>				
Labour				
5001	Full-time Regular	105,800	108,756	179,400
5002	Full-Time Overtime	-	42	-
5003	Part-Time Regular	-	8,582	-
5004	Part-Time Overtime			
Purchases				
5105	Equipment Rental			
5110	Fuel & Oil			
5115	Discounts Taken			
5200	Materials/Inventory			
5300	Supplies	100	222	200
5305	Program Supplies			
5310	Equipment Supplies & Repairs			
5315	Books & Publications	400	111	200
5320	Building Repairs & Maintenance			
5325	Heat, Light & Water			
5330	Insurance	1,400	844	927
5331	Insurance Claims			
5335	Telephone, Fax & Modem	2,000	1,698	1,550
5400	Miscellaneous Expense	37,500	37,534	3,000
5405	Meeting Expenses	10,000	13,243	12,000
5410	Advertising & Promotions	27,000	17,961	23,749
5415	Training & Workshops	1,500	1,161	2,789
5420	Special Events	5,000	3,809	-
5425	Special Projects	2,000	463	7,080
5430	Membership Expenses	21,250	1,395	2,422
5600	Rent Expense			
5605	Interest And Finance Charges			
5850	Bad Debt Expense			
5800	Tax External Payments			
Contracted Services				
5500	Consultants, Legal & Audit	5,450	7,279	5,000
5505	Subcontractors Expense	-	5,399	2,400
5510	Equipment Maintenance Contracts			
Contributions to Reserves				
5950	Contributions to Reserves	-	11,017	24,188
5955	Contributions to DC Reserves			
		219,400	219,514	264,905
		164,087	164,088	213,779
Interfunctional Adjustments				
5100	Fleet Allocation			
5650	Facilities Allocation			
5700	Corp Admin Allocation			
5705	Comm. Services Allocation			
5710	Operations Allocation			
		-	-	-
		164,087	164,088	213,779
Debt Principal and Interest				
5900	Debt Interest	30,359	30,359	26,172
5905	Debt Principal	-	(1)	-
3950	Prior year (surplus) deficit	-	-	-
<b>Total Net Levy</b>		<b>194,446</b>	<b>194,447</b>	<b>239,951</b>

**Town of Tillsonburg**  
**2014 Financial Plan**  
**5 year Capital Plan**

			<u>Capital Costs</u>	
			<u>Expenditures</u>	<u>Contribution to Reserves</u>
		<u>Description</u>		
1	811	Design/Build Indust Park - CFWD	75,366	
2	803	Project Satellite - CFWD	395,000	
3	771	Gateway Signage	-	
4				
5				
<b>2014</b>			<b>470,366</b>	<b>-</b>

1		Hwy 3 Business Park Construction	1,420,000	
2		Hwy 3 Business park Construction (Supervision)	80,000	
3		Hwy 3 Business Park - Hwy 3 Widening	460,000	
4				
5				
<b>2015</b>			<b>1,960,000</b>	<b>-</b>

1				
2				
3				
4				
5				
<b>2016</b>			<b>-</b>	<b>-</b>

1				
2				
3				
4				
5				
<b>2017</b>			<b>-</b>	<b>-</b>

1				
2				
3				
4				
5				
<b>2018</b>			<b>-</b>	<b>-</b>

Town of Tillsonburg		100 - Council		
2014 Financial Plan				
		2013		2014
		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			
3210	Grants & Subsidies-Other			
Other Revenues				
3300	Miscellaneous Revenue	-	-	-
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			
3505	Merchandise			
3510	Concession Sales			
3515	Vending Machines			
3600	Interest			
3601	Late Payment Charges			
3700	Special	-	-	-
3701	Capital Surchrg - Residential			
3702	Capital Surchrg - General			
3705	Donations	-	-	-
3800	Sewer Revenue-Surcharge			
3801	Reg 170 Surchrg - Residential			
3802	Reg 170 Surchrg - General			
3815	Extraordinary Revenue			
3999	Revenue Clearing Account			
Specified Revenues				
3805	Development Charges			
3810	Sale of Assets			
3820	Debenture Proceeds			
Contribution From Reserves				
3900	Contribution From Reserves	20,000	20,000	30,000
3905	Contribution From DC Reserves			
		20,000	20,000	30,000

<b>Town of Tillsonburg</b>			<b>100 - Council</b>	
<b>2014 Financial Plan</b>				
		<b>2013</b>		<b>2014</b>
		<b>Budget</b>	<b>Projection</b>	<b>Budget</b>
<b>Operating Plan - Cost Code Summary</b>				
<b>Expenditures</b>				
Labour				
5001	Full-time Regular	137,900	133,601	137,300
5002	Full-Time Overtime			
5003	Part-Time Regular			
5004	Part-Time Overtime			
Purchases				
5105	Equipment Rental			
5110	Fuel & Oil			
5115	Discounts Taken			
5200	Materials/Inventory			
5300	Supplies	8,775	7,750	12,700
5305	Program Supplies			
5310	Equipment Supplies & Repairs	-	-	-
5315	Books & Publications	775	91	100
5320	Building Repairs & Maintenance			
5325	Heat, Light & Water			
5330	Insurance			
5331	Insurance Claims			
5335	Telephone, Fax & Modem	950	2,360	2,400
5400	Miscellaneous Expense	6,500	4,946	56,900
5405	Meeting Expenses	600	2,319	2,000
5410	Advertising & Promotions	900	1,359	8,000
5415	Training & Workshops	14,000	11,982	14,000
5420	Special Events	13,000	13,738	5,650
5425	Special Projects	30,000	30,202	45,000
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	4,500	(708)	-
5505	Subcontractors Expense	-	-	6,300
5510	Equipment Maintenance Contracts			
Contributions to Reserves				
5950	Contributions to Reserves	-	-	100,000
5955	Contributions to DC Reserves			
		217,900	207,639	390,350
		197,900	187,639	360,350
Interfunctional Adjustments				
5100	Fleet Allocation			
5650	Facilities Allocation			
5700	Corp Admin Allocation	-	-	-
5705	Comm. Services Allocation			
5710	Operations Allocation	-	-	-
		-	-	-
		197,900	187,639	360,350
Debt Principal and Interest				
5900	Debt Interest			
5905	Debt Principal			
3950	Prior year (surplus) deficit	-	-	-
<b>Total Net Levy</b>		197,900	187,639	360,350



**Town of Tillsonburg**  
**2014 Financial Plan**

**5 year Capital Plan**

			<u>Capital Costs</u>	
			<u>Expenditures</u>	<u>Contribution to Reserves</u>
		<u>Description</u>		
			-	
1		Placeholder for future capital		5,000
2				
3				
4				
5				
<b>2014</b>			-	5,000

			-	
1				
2				
3				
4				
5				
<b>2015</b>			-	-

			-	
1				
2				
3				
4				
5				
<b>2016</b>			-	-

			-	
1				
2				
3				
4				
5				
<b>2017</b>			-	-

			-	
1				
2				
3				
4				
5				
<b>2018</b>			-	-

Town of Tillsonburg		180 - Protection		
2014 Financial Plan				
		2013		2014
		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	-	-	-
3210	Grants & Subsidies-Other			
User Charges				
3300	Miscellaneous Revenue	24,700	21,695	23,650
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	47,600	53,800	44,250
3420	Certificates			
3430	Inspections			
3500	Rentals			
3505	Merchandise			
3510	Concession Sales			
3515	Vending Machines			
3600	Interest			
3601	Late Payment Charges			
3700	Special			
3701	Capital Surchrg - Residential			
3702	Capital Surchrg - General			
3705	Donations			
3800	Sewer Revenue-Surcharge			
3801	Reg 170 Surchrg - Residential			
3802	Reg 170 Surchrg - General			
3815	Extraordinary Revenue			
3999	Revenue Clearing Account			
Specified Revenues				
3805	Development Charges			
3810	Sale of Assets			
3820	Debenture Proceeds			
Contribution from Reserves				
3900	Contribution from Reserves	-	-	-
3905	Contribution from DC Reserves	-	-	-
		72,300	75,495	67,900

Town of Tillsonburg		180 - Protection		
2014 Financial Plan				
		2013		2014
		Budget	Projection	Budget
<i>Operating Plan - Cost Code Summary</i>				
<b>Expenditures</b>				
Labour				
5001	Full-time Regular	141,000	141,371	144,000
5002	Full-Time Overtime	-	2,038	-
5003	Part-Time Regular	62,500	64,135	64,000
5004	Part-Time Overtime	-	-	-
Purchases				
5105	Equipment Rental	-	844	600
5110	Fuel & Oil			
5115	Discounts Taken			
5200	Materials/Inventory			
5300	Supplies	5,000	5,059	5,130
5305	Program Supplies			
5310	Equipment Supplies & Repairs	-	443	-
5315	Books & Publications			
5320	Building Repairs & Maintenance			
5325	Heat, Light & Water			
5330	Insurance			
5331	Insurance Claims			
5335	Telephone, Fax & Modem	400	222	400
5400	Miscellaneous Expense	2,200	2,261	2,300
5405	Meeting Expenses			
5410	Advertising & Promotions	1,200	2,257	1,600
5415	Training & Workshops	2,700	3,803	3,750
5420	Special Events			
5425	Special Projects	-	-	-
5430	Membership Expenses	450	425	350
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	37,000	19,982	30,000
5510	Equipment Maintenance Contracts	-	-	-
Contributions to Reserves				
5950	Contributions to Reserves	-	-	-
5955	Contributions to DC Reserves	-	-	-
		252,450	242,840	252,130
		180,150	167,345	184,230
Interfunctional Adjustments				
5100	Fleet Allocation	6,861	6,861	6,861
5650	Facilities Allocation			
5700	Corp Admin Allocation	-	-	12,620
5705	Comm. Services Allocation			
5710	Operations Allocation			
		6,861	6,861	19,481
		187,011	174,206	203,711
Debt Principal and Interest				
5900	Debt Interest	-	-	-
5905	Debt Principal	-	-	-
3950	Prior year (surplus) deficit	-	-	-
<b>Total Net Levy</b>		187,011	174,206	203,711

*Town of Tillsonburg*  
*2014 Financial Plan*  
*5 year Capital Plan*

			<u>Capital Costs</u>	
<u>Description</u>			<u>Expenditures</u>	<u>Contribution to Reserves</u>
1		AUTOMATIC HANDHELD TICKET ISSUER	-	
2		TICKET TRACER - INTEGRATION WITH PAYMENT MANAGER - CLASS	-	
3				
4				
5				
<b>2014</b>			-	-

1		AUTOMATIC HANDHELD TICKET ISSUER	7,000	
2		TICKET TRACER - INTEGRATION WITH PAYMENT MANAGER - CLASS	26,000	
3				
4				
5				
<b>2015</b>			33,000	-

1				
2				
3				
4				
5				
<b>2016</b>			-	-

1				
2				
3				
4				
5				
<b>2017</b>			-	-

1				
2				
3				
4				
5				
<b>2018</b>			-	-

<b>Town of Tillsonburg</b>			<b>190 - Building</b>	
<b>2014 Financial Plan</b>				
		<b>2013</b>		<b>2014</b>
		<b>Budget</b>	<b>Projection</b>	<b>Budget</b>
<b>Operating Plan - Cost Code Summary</b>				
<b>Revenues</b>				
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			
3210	Grants & Subsidies-Other	-	-	-
Other Revenues				
3300	Miscellaneous Revenue	-	1,000	-
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	210,000	193,033	210,000
3410	Licence Fees			
3420	Certificates	6,000	2,850	6,000
3430	Inspections	-	-	-
3500	Rentals			
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			
3810	Sale of Assets			
3820	Debt Proceeds			
Contribution from Reserves				
3900	Contribution from Reserves	-	-	-
3905	Contribution from DC Reserves			
		216,000	196,883	216,000

Town of Tillsonburg		190 - Building		
2014 Financial Plan				
		2013		2014
		Budget	Projection	Budget
<i>Operating Plan - Cost Code Summary</i>				
<b>Expenditures</b>				
Labour				
5001	Full-time Regular	246,400	241,140	249,900
5002	Full-Time Overtime	-	-	-
5003	Part-Time Regular	5,000	3,557	15,000
5004	Part-Time Overtime			
Purchases				
5105	Equipment Rental			
5110	Fuel & Oil			
5115	Discounts Taken			
5200	Materials/Inventory			
5300	Supplies	3,000	2,938	3,000
5305	Program Supplies			
5310	Equipment Supplies & Repairs	800	1,763	2,000
5315	Books & Publications	1,000	1,550	1,250
5320	Building Repairs & Maintenance			
5325	Heat, Light & Water			
5330	Insurance	-	-	-
5331	Insurance Claims			
5335	Telephone, Fax & Modem	2,000	1,885	2,000
5400	Miscellaneous Expense	4,750	4,750	4,750
5405	Meeting Expenses	250	250	400
5410	Advertising & Promotions	2,000	1,824	1,800
5415	Training & Workshops	6,000	6,179	6,000
5420	Special Events	500	-	-
5425	Special Projects	-	-	-
5430	Membership Expenses	1,450	1,352	1,550
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	-	464	-
5510	Equipment Maintenance Contracts			
Contributions to Reserves				
5950	Contributions to Reserves	-	-	-
5955	Contributions to DC Reserves			
		273,150	267,651	287,650
		57,150	70,768	71,650
Interfunctional Adjustments				
5100	Fleet Allocation	13,861	13,861	13,861
5650	Facilities Allocation			
5700	Corp Admin Allocation	36,372	36,372	9,107
5705	Comm. Services Allocation			
5710	Operations Allocation			
		50,233	50,233	22,968
		107,383	121,001	94,618
Debt Principal and Interest				
5900	Debt Interest	-	-	-
5905	Debt Principal			
3950	Prior year (surplus) deficit	-	-	-
<b>Total Net Levy</b>		107,383	121,001	94,618

Town of Tillsonburg  
2014 Financial Plan

5 year Capital Plan

			<u>Capital Costs</u>	
			<u>Expenditures</u>	<u>Contribution to Reserves</u>
		<u>Description</u>		
7				
2014			-	-

1				
2				
3				
4				
5				
6				
7				
2015			-	-

1				
2				
3				
4				
5				
6				
7				
2016			-	-

1				
2				
3				
4				
5				
6				
7				
2017			-	-

1				
2				
3				
4				
5				
6				
7				
2018			-	-

<b>Town of Tillsonburg</b>			<b>240 - Airport</b>	
<b>2014 Financial Plan</b>				
		<b>2013</b>		<b>2014</b>
		<b>Budget</b>	<b>Projection</b>	<b>Budget</b>
<b>Operating Plan - Cost Code Summary</b>				
<b>Revenues</b>				
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			
3210	Grants & Subsidies-Other	5,000	5,000	7,000
User Charges				
3300	Miscellaneous Revenue	-	400	-
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	-	15,400	-
3400	Permit Fees			
3410	Licence Fees			
3420	Certificates			
3430	Inspections			
3500	Rentals	173,074	177,943	178,606
3505	Merchandise	216,000	216,958	231,028
3510	Concession Sales	600	(609)	-
3515	Vending Machines			
3600	Interest			
3601	Late Payment Charges			
3700	Special	-	89	-
3701	Capital Surchrg - Residential			
3702	Capital Surchrg - General			
3705	Donations	-	2,000	-
3800	Sewer Revenue-Surcharge			
3801	Reg 170 Surchrg - Residential			
3802	Reg 170 Surchrg - General			
3815	Extraordinary Revenue			
3999	Revenue Clearing Account			
Specified Revenues				
3805	Development Charges			
3810	Sale of Assets			
3820	Debenture Proceeds	-	-	-
Contribution from Reserves				
3900	Contribution from Reserves	-	-	-
3905	Contribution from DC Reserves			
		394,674	417,181	416,634



Town of Tillsonburg		240 - Airport		
2014 Financial Plan				
		2013		2014
		Budget	Projection	Budget
Operating Plan - Cost Code Summary				
Expenditures				
Labour				
5001	Full-time Regular	140,200	145,206	144,600
5002	Full-Time Overtime	-	978	-
5003	Part-Time Regular	24,701	24,221	26,973
5004	Part-Time Overtime	1,701	1,063	1,701
Purchases				
5105	Equipment Rental			
5110	Fuel & Oil	3,100	1,240	2,088
5115	Discounts Taken			
5200	Materials/Inventory	177,800	180,353	190,848
5300	Supplies	1,400	3,624	2,200
5305	Program Supplies			
5310	Equipment Supplies & Repairs	6,348	9,653	7,000
5315	Books & Publications	-	258	150
5320	Building Repairs & Maintenance	1,500	7,014	1,500
5325	Heat, Light & Water	8,004	8,944	9,048
5330	Insurance	6,006	5,934	6,522
5331	Insurance Claims			
5335	Telephone, Fax & Modem	3,072	2,871	3,072
5400	Miscellaneous Expense	5,400	7,243	7,300
5405	Meeting Expenses	2,300	1,822	3,200
5410	Advertising & Promotions	3,500	4,750	5,000
5415	Training & Workshops	600	1,425	1,950
5420	Special Events	5,000	68	8,000
5425	Special Projects	19,800	7,590	1,000
5430	Membership Expenses	1,356	1,246	1,246
5600	Rent Expense			
5605	Interest And Finance Charges			
5850	Bad Debt Expense			
5800	Tax External Payments			
Contracted Services				
5500	Consultants, Legal & Audit	14,000	24,663	11,000
5505	Subcontractors Expense	22,000	30,572	31,000
5510	Equipment Maintenance Contracts			
Contributions to Reserves				
5950	Contributions to Reserves	-	-	1,335
5955	Contributions to DC Reserves			
		447,787	470,736	466,733
		53,113	53,556	50,099
Interfunctional Adjustments				
5100	Fleet Allocation	3,000	3,000	3,000
5650	Facilities Allocation	-	364	-
5700	Corp Admin Allocation			
5705	Comm. Services Allocation			
5710	Operations Allocation			
		3,000	3,364	3,000
		56,113	56,919	53,099
Debt Principal and Interest				
5900	Debt Interest	11,135	11,468	9,800
5905	Debt Principal	33,030	33,030	33,030
3950	Prior year (surplus) deficit	-	-	-
<b>Total Net Levy</b>		<b>100,278</b>	<b>101,417</b>	<b>95,928</b>

**Town of Tillsonburg**  
**2014 Financial Plan**  
**5 year Capital Plan**

			<b>Capital Costs</b>	
			<b>Expenditures</b>	<b>Contribution to Reserves</b>
		<b>Description</b>		
1		Taxiway Rehabilitation (East Side, Option 1)	44,000	
2		Airport sign LED and Gateway signs	0	
1				
<b>2014</b>			<b>44,000</b>	<b>-</b>

1		Event Ramp - Drainage outlet to Pearce Drain	22,000	
2		Event Ramp - Excavation, grading & base to fine gravel	33,320	
3		Event Ramp - Drainage	53,000	
<b>2015</b>			<b>108,320</b>	<b>-</b>

1		Taxiway "F" Extension	300,000	
2		Event Ramp	222,000	
3		Taxiway "D" Extension	150,000	
4		Tie-down zone	218,750	
5		Private Access road	150,000	
6		Private Access road (barriers)	20,000	
<b>2016</b>			<b>1,060,750</b>	<b>-</b>

1		New industrial Rd - 50% completion	225,000	
2				
3				
4				
<b>2017</b>			<b>225,000</b>	<b>-</b>

1		Taxiway "B"	75,000	
2		Paving of 2,600' cross runway	250,000	
3		Taxiway "C" extension	75,000	
4		Parking Expansion	62,500	
<b>2018</b>			<b>462,500</b>	<b>-</b>