

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

<u>2015</u>

- •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

<u>2016</u>

- •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 Tillsoni	burg	500 - Development & Communication Services		
2014 Financial	Plan			
		Budget	13 Projection	2014 Budget
		Duaget	rrojection	Duagei
	Operating Plan - Cost Code	Summary		
Revenues				
Special Levy, Local				
3000	Taxes - Residential			
3005	Taxes - Multi-Residential			
3010 3012	Taxes - Commercial Taxes - Commercial Vacant Unit			
3012	Taxes - Commercial Vacant Unit Taxes - Commercial Vancant 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 3062	Taxes - Large Industrial Taxes - Large Industrial Vacant Unit			
3062	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 &				
3200	Grants & Subsidies - Federal			
3205	Grants & Subsidies - Provincial	-	-	-
3210 User Charges	Grants & Subsidies-Other	-	-	-
3300	Miscellaneous Revenue	117,237	109,610	109,850
3301	Residential Usage	117,237	109,010	109,830
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 3355	Minor Hockey 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 3601	Interest Late Payment Charges			
3700	Late Payment Charges Special			
3701	Capital Surchrge - Residential			
3702	Capital Surchige - Residential Capital Surchige - General			
3705	Donations General			
3800	Sewer Revenue-Surcharge			
3801	Reg 170 Surchrge - Residential			
3802	Reg 170 Surchrge - General			
3815	Extraordinary Revenue			
3999	Revenue Clearing Account			
Specified Revenues				
3805	Development Charges			
3810	Sale of Assets			
3820 Contribution from P	Debenture Proceeds			
Contribution from R 3900	Contribution from Reserves	50,000	15,000	20,000
3905	Contribution from DC Reserves	50,000	15,000	20,000
2,02		247,237	213,170	209,850

Town of Tillsonbi	ırg		- Development unication Serv	
2014 Financial Pl	lan			
		201	13	2014
		Budget	Projection	Budget
	Orangi a Nasa Car Cai			Ü
Expenditures	Operating Plan - Cost Cod	e Summary		
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 Reser-	ves			
5950	Contributions to Reserves	-	-	-
5955	Contributions to DC Reserves			
		424,300	381,712	310,669
		177,063	168,542	100,819
Interfunctional Adjustr				
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 Inte	rest			
5900	Debt Interest	61,921	63,001	61,85
5905	Debt Principal	82,920	81,870	106,557
3950	Prior year (surplus) deficit	-	-	-
Total Net Levy		312,586	304.093	269,233

5 year Capital Plan Capital Costs		tal Costs
		Contribution to
<u>Description</u>	<u>Expenditures</u>	<u>Reserves</u>
1		
2		
3		
4		
5		
6		
7		
8		
9		
2014		
2014		-
1 2		
3 Urban Design Recommendation - Green space surrounding the Clock Tower		
4 Orban Design Recommendation - Green space surrounding the Clock Tower	-	
2015		
2013		=
2		
3 Urban Design Recommendation - Town Centre Mall	_	
4		
5		
2016		-
1 Urban Design Recommendations - Civic Sculpture	-	
2		
3		
4		
5		
2017	_	-
1		
2		
3		
4		
5		
2018	-	-

2014 Financial P	lan			con Devlpmi	
2014 I inanciai I	un	2013		2014	
		Budget	Projection	Budget	
	Operating Plan - Cost Code	Summary			
levenues	operating Tun - cost code				
pecial Levy, Local Ir					
3000	Taxes - Residential				
3005 3010	Taxes - Multi-Residential Taxes - Commercial				
3010	Taxes - Commercial Vacant Unit				
3014	Taxes - Commercial Vancant Land				
3020	Taxes - Shopping Centre				
3022	Taxes - Shopping Centre Vacant Unit				
3030	Taxes - Industrial				
3032 3034	Taxes - Industrial Vacant Unit 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 3075	Taxes - Supplementaries Taxes - Bill 79 Capped Levy				
30/3	Taxes - Capped Rebates/Claw Backs				
3085	Taxes - W/O's				
3090	Taxes - PIL's				
3095	Local Improvements - Residential			-	
3096	Local Improvements - Commercial				
3100 3105	Tax Adjustments				
3105 Government Grants &	Taxes - Penalty & Interest				
3200	Grants & Subsidies - Federal	_	_	_	
3205	Grants & Subsidies - Provincial				
3210	Grants & Subsidies-Other	-	-	-	
Jser Charges					
3300	Miscellaneous Revenue	-	-	-	
3301 3302	Residential Usage General Usage				
3305	Admissions				
3310	Fares & Fees				
3315	Memberships				
3320	Seasonal Revenues				
3325 3330	Sports Fields Fees Youth Program Fees				
3335	Adult Program Fees				
3340	Summer Programs				
3345	Participate Programs				
3350	Minor Hockey				
3355	Figure Skating				
3360	Programs				
3365 3400	Landscaping Permit Fees				
3410	Licence Fees				
3420	Certificates				
3430	Inspections			-	
3500	Rentals	24,954	25,067	24,95	
3505	Merchandise				
3510	Concession Sales				
3515 3600	Vending Machines Interest				
3601	Late Payment Charges				
3700	Special				
3701	Capital Surchrge - Residential				
3702	Capital Surchrge - General				
3705	Donations Supplying Supplying	-	-		
3800 3801	Sewer Revenue-Surcharge Reg 170 Surcharge - Residential				
3802	Reg 170 Surchrge - Residential Reg 170 Surchrge - General				
3815	Extraordinary Revenue			-	
3999	Revenue Clearing Account				
specified Revenues					
3805	Development Charges				
3810	Sale of Assets				
3820 Contribution from Re	Debenture Proceeds				
3900	Contribution from Reserves	30,359	30,359	26,17	
3905	Contribution from DC Reserves	30,337	20,227		
	10000100	55,313	55,426	51,12	

Town of Tillson			505 - Eco	n Devlpmt
2014 Financial	Plan			
		20		2014
		Budget	Projection	Budget
	Operating Plan - Cost Coa	le Summary		
Expenditures				
Labour		40.5.000	400 = 4	1=0.100
5001	Full-time Regular	105,800	108,756	179,400
5002	Full-Time Overtime	=	42	-
5003 5004	Part-Time Regular	-	8,582	=
Purchases	Part-Time Overtime			
	Environment Dental			
5105 5110	Equipment Rental Fuel & Oil			
5115	Discounts Taken			
5200	Materials/Inventory			
5300	Supplies	100	222	200
5305	Program Supplies	100	222	200
5310	Equipment Supplies & Repairs			
5315	Books & Publications	400	111	200
5320	Building Repairs & Maintenance	400	111	200
5325	Heat, Light & Water			
5330	Insurance	1,400	844	92
5331	Insurance Claims	1,400	044	92
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	2,707
5425	Special Projects	2,000	463	7,080
5430	Membership Expenses	21,250	1,395	2,422
5600	Rent Expense	21,230	1,575	2,122
5605	Interest And Finance Charges			
5850	Bad Debt Expense			
5800	Tax External Payments			
Contracted Services	Tux External Fuyinents			
5500	Consultants, Legal & Audit	5,450	7,279	5,000
5505	Subcontractors Expense	-	5,399	2,400
5510	Equipment Maintenance Contracts		5,555	2,10
Contributions to Res				
5950	Contributions to Reserves	_	11,017	24,188
5955	Contributions to DC Reserves		11,017	21,100
		219,400	219,514	264,905
		164,087	164,088	213,779
Interfunctional Adjus	stments	201,000	,	
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 In	nterest	.,,		,,,,,
5900	Debt Interest	30,359	30,359	26,172
5905	Debt Principal	-	(1)	-
3950	Prior year (surplus) deficit	-	- 1	-
Total Net Levy		194,446	194,447	239,951

2014	Financial Plan		
5 year	· Capital Plan	Capit	al Costs
			Contribution to
	Description	Expenditures	Reserves
1 81	Design/Build Indust Park - CFWD	75,366	
	Project Satellite - CFWD	395,000	
3 77	1 Gateway Signage	-	
4			
5			
	2014	470,366	-
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			
	2015	1,960,000	-
1			
2			
3			
4			
5			
	2016	-	-
1			
2			
3			
4			
5			
	2017		-
1			
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4			
5			
	2018		-

	lan			
		2013	ı	2014
			Projection	Budget
	Operating Plan - Cost Code	Summary		
enues	PW C			
	nprovements, PILS			
3000 3005	Taxes - Residential Taxes - Multi-Residential			
3010	Taxes - Mutti-Residential Taxes - Commercial			
3012	Taxes - Commercial Vacant Unit			
3014	Taxes - Commercial Vacant Unit Taxes - Commercial Vancant 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 3096	Local Improvements - Residential			
3100	Local Improvements - Commercial Tax Adjustments			
3105	Taxes - Penalty & Interest			
vernment Grants &				
3200	Grants & Subsidies - Federal			
3205	Grants & Subsidies - Provincial			
3210	Grants & Subsidies-Other			
er Revenues	Simile to Substitute Simile			
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 Cortificates			
3420 3430	Inspections			
3500	Rentals			
3505	Merchandise			
3510	Concession Sales			
3515	Vending Machines			
3600	Interest			
3601	Late Payment Charges			
3700	Special Special	-	-	-
3701	Capital Surchrge - Residential			
3702	Capital Surchrge - General			
3705	Donations		-	
3800	Sewer Revenue-Surcharge			
3801	Reg 170 Surchrge - Residential			
3802	Reg 170 Surchrge - General			
3815	Extraordinary Revenue			
3999	Revenue Clearing Account			
cified Revenues				
3805	Development Charges			
3810	Sale of Assets			
3820	Debenture Proceeds			_
ntribution From R				
3900	Contribution From Reserves	20,000	20,000	30,0
3905	Contribution From DC Reserves			

Town of Tillsonb	0		100	- Council
2014 Financial P	lan			
		2013		2014
		Budget	Projection	Budget
	0 4 70 0 40 4	0		
	Operating Plan - Cost Cod	e Summary		
Expenditures				
Labour 5001	Full time Decides	137,900	133,601	137,300
5002	Full-time Regular Full-Time Overtime	137,900	133,601	137,300
5002	Part-Time Regular			
5003	Part-Time Overtime			
Purchases	1 art-1 line Overtime			
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 Reser				100.000
5950	Contributions to Reserves	-	-	100,000
5955	Contributions to DC Reserves	217.000	207.620	200.250
		217,900 197,900	207,639 187,639	390,350 360,350
Interfunctional Adjusts	monto	197,900	187,039	300,330
5100	Fleet Allocation			
5650	Facilities Allocation			
5700	Corp Admin Allocation	-	-	_
5705	Comm. Services Allocation	-	-	-
5710	Operations Allocation	_	_	-
5/10	Operations / mocation	_	-	
		197,900	187,639	360,350
Debt Principal and Inte	proet	197,900	107,039	200,330
5900	Debt Interest			
5905	Debt Principal			
3950	Prior year (surplus) deficit	_	_	
Total Net Levy	The Jean (surplus) deficit	197,900	187,639	360,350

	Capital Plan	Сар	oital Costs
			Contribution to
-	<u>Description</u>	<u>Expenditures</u>	Reserves
1		-	5,000
1 2	Placeholder for future capital		5,000
3			
4			
5			
	2014	-	5,000
		-	
1			
2			
3 4			
5			
3	2015	_	_
	-		
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3 4			
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J	2016	-	-
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3 4			
5			
3	2017		-
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1			
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4			
5	4040		
	2018	-	-

Town of Tillsonbi 1014 Financial Pl			100-	Protection
014 Financiai Pi	an	2012		2014
		Budget 3	Projection	2014 Budget
		Duaget	Tojection	Duuget
	Operating Plan - Cost Code	Summary		
evenues				
ecial Levy, Local Im				
3000	Taxes - Residential			
3005	Taxes - Multi-Residential			
3010	Taxes - Commercial			
3012 3014	Taxes - Commercial Vacant Unit Taxes - Commercial Vancant Land			
3020	Taxes - Commercial Vancant Land Taxes - Shopping Centre			
3020	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 3095	Taxes - PIL's			
3095 3096	Local Improvements - Residential Local Improvements - Commercial		-	
3100	Tax Adjustments			
3105	Taxes - Penalty & Interest			
overnment Grants & 1	,			
3200	Grants & Subsidies - Federal	_	-	-
3205	Grants & Subsidies - Provincial	_	-	-
3210	Grants & Subsidies-Other			
ser Charges				
3300	Miscellaneous Revenue	24,700	21,695	23,65
3301	Residential Usage			
3302	General Usage			
3305	Admissions			
3310	Fares & Fees			
3315	Memberships			
3320	Seasonal Revenues			
3325 3330	Sports Fields Fees Youth Program Fees			
3335	Adult Program Fees 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	44,2
3420	Certificates			
3430	Inspections			
3500	Rentals			
3505	Merchandise			
3510	Concession Sales			
3515	Vending Machines			
3600	Interest			
3601 3700	Late Payment Charges			
3700	Special Capital Surchrge - Residential			
3702	Capital Surchrge - Residential Capital Surchrge - General			
3702	Donations			
3800	Sewer Revenue-Surcharge			
3801	Reg 170 Surchrge - Residential			
3802	Reg 170 Surchige Residential Reg 170 Surchige - General			
3815	Extraordinary Revenue			
3999	Revenue Clearing Account			
ecified Revenues				
3805	Development Charges			
3810	Sale of Assets			
3820	Debenture Proceeds			
D	erves			
ontribution from Res				
3900 3905	Contribution from Reserves Contribution from DC Reserves	-	-	-

Town of Tillsoni 2014 Financial			180 -	Protection
2014 Financial I	rian	20	12	2014
		Budget	Projection	Budget
		Duager	Trojection	Dauget
	Operating Plan - Cost Cod	e Summary		
Expenditures				
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 Rese	erves			
5950	Contributions to Reserves	-	-	•
5955	Contributions to DC Reserves	-	-	-
		252,450	242,840	252,130
		180,150	167,345	184,230
nterfunctional Adjus				
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 In	terest			
5900	Debt Interest	-	-	-
5905	Debt Principal	-	-	-
3950	Prior year (surplus) deficit	-	-	-
				203,711

	Financial Plan		
5 year Capital Plan		Capital Costs	
			Contribution to
	Description	Expenditures	Reserves
1	AUTOMATIC HANDHELD TICKET ISSUER	-	
2	TICKET TRACER - INTEGRATION WITH PAYMENT MANAGER - CLASS	-	
3			
4			
5			
	2014		-
		-	
1	AUTOMATIC HANDHELD TICKET ISSUER	7,000	
2	TICKET TRACER - INTEGRATION WITH PAYMENT MANAGER - CLASS	26,000	
3			
4			
5			
	2015	33,000	_
1			
2			
3			
4			
5			
	2016	_	_
1			
1			
3			
4			
5			
3	2017		
	2017		-
1			
2			
3			
4			
5	4040		
	2018	_	-

Town of Tillson 2014 Financial	-		170	- Building
014 Financiai	Fiun	2013		2014
			Projection	Budget
	Operating Plan - Cost Code	Summary		
evenues	Improvements, PILS			
3000	Taxes - Residential			
3005	Taxes - Multi-Residential			
3010	Taxes - Commercial			
3012	Taxes - Commercial Vacant Unit			
3014 3020	Taxes - Commercial Vancant Land Taxes - Shopping Centre			
3020	Taxes - Shopping Centre Taxes - Shopping Centre Vacant Unit			
3030	Taxes - Industrial			
3032	Taxes - Industrial Vacant Unit			
3034	Taxes - Industrial Vacant Land			
3040 3050	Taxes - Pipelines			
3055	Taxes - Farmland 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 3085	Taxes - Capped Rebates/Claw Backs Taxes - W/O's			
3085	Taxes - PIL's			
3095	Local Improvements - Residential			
3096	Local Improvements - Commercial			
3100	Tax Adjustments			
3105	Taxes - Penalty & Interest			
vernment Grants &	Grants & Subsidies - Federal			
3205	Grants & Subsidies - Provincial			
3210	Grants & Subsidies-Other	-	-	
her Revenues				
3300	Miscellaneous Revenue	-	1,000	-
3301 3302	Residential Usage General Usage			
3305	Admissions			
3310	Fares & Fees			
3315	Memberships			
3320	Seasonal Revenues			
3325 3330	Sports Fields Fees Youth Program Fees			
3335	Adult Program Fees			
3340	Summer Programs			
3345	Participate Programs			
3350	Minor Hockey			
3355	Figure Skating			
3360 3365	Programs Landscaping			
3400	Permit Fees	210,000	193,033	210,0
3410	Licence Fees	,	,	
3420	Certificates	6,000	2,850	6,0
3430	Inspections	-	-	-
3500	Rentals Marchandisa			
3505 3510	Merchandise Concession Sales			
3515	Vending Machines			
3600	Interest			
3601	Late Payment Charges			
3700	Special Capital Surchron Pacidential			
3701 3702	Capital Surchrge - Residential Capital Surchrge - General			
3702	Donations			
3800	Sewer Revenue-Surcharge			
3801	Reg 170 Surchrge - Residential			
3802	Reg 170 Surchrge - General			
3815 3999	Extraordinary Revenue Revenue Clearing Account			
ecified Revenues	Revenue Clearing Account			
3805	Development Charges			
3810	Sale of Assets			
3820	Debenture Proceeds			·
ontribution from R				
3900 3905	Contribution from Reserves Contribution from DC Reserves	-	-	-
2702	COMMIDATION DO RESERVES	216,000	196,883	216,0

Town of Tillson			190	- Building
2014 Financial	Plan			****
		Budget		2014 Budget
		Buaget	Projection	Buagei
	Operating Plan - Cost Cod	e Summary		
Expenditures				
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	1,100	1,002	1,000
5605	Interest And Finance Charges			
5850	Bad Debt Expense			
5800	Tax External Payments			
Contracted Services	Tux External Layments			
5500	Consultants, Legal & Audit	_	_	
5505	Subcontractors Expense	_	464	-
5510	Equipment Maintenance Contracts			
Contributions to Res				
5950	Contributions to Reserves	-	-	-
5955	Contributions to DC Reserves	-	-	_
3733	Contributions to Be Reserves	273,150	267,651	287,650
		57,150	70,768	71,650
nterfunctional Adjus	etments	37,130	70,700	71,030
5100	Fleet Allocation	13,861	13,861	13,861
5650	Facilities Allocation	13,801	13,801	13,801
5700	Corp Admin Allocation	36,372	36,372	9,107
5705	Corp Admin Allocation Comm. Services Allocation	30,372	30,372	9,107
5710	Operations Allocation			
5/10	Operations Affocation	50,233	50.222	22.044
			50,233	22,968
Dalle Bulgaria 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1		107,383	121,001	94,618
Debt Principal and In				
5900	Debt Interest	-	-	-
5905	Debt Principal			
3950	Prior year (surplus) deficit	-	-	
Total Net Levy		107,383	121,001	94,618

	r Capital Plan		Capital Costs		
			Contribution to		
	Description	Expenditures	<u>Reserves</u>		
7					
	2014	-	-		
					
1					
2					
3					
4					
5					
6					
7					
· -	2015	<u> </u>			
	2013	-	-		
1					
2					
3					
4					
5					
6					
7	2016				
	2016		-		
1					
2					
2 3					
2 3 4					
2 3 4 5					
1					
2 3 4 5					
2 3 4 5 5 6 6 6 6 6 6 6 6 6 6 6 6 6 6 6 6 6	2017				
2 3 4 5 6	2017				
2 3 4 5 5 6 6 6 6 6 6 6 6 6 6 6 6 6 6 6 6 6	2017				
2 3 4 5 5 6 6 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7	2017		-		
2	2017		-		
2	2017				
2	2017		-		
2	2017		_		
2	2017		_		
2	2017		_		
2	2017				

014 Financial	burg Plan			- Airpor
014 I inunciui	i iiii	2013		2014
			Projection	Budget
	Operating Plan - Cost Code	Summary		
evenues	mprovements, PILS			
3000	Taxes - Residential			
3005	Taxes - Multi-Residential			
3010	Taxes - Commercial			
3012	Taxes - Commercial Vacant Unit			
3014 3020	Taxes - Commercial Vancant Land Taxes - Shopping Centre			
3022	Taxes - Shopping Centre Vacant Unit			
3030	Taxes - Industrial			
3032	Taxes - Industrial Vacant Unit			
3034	Taxes - Industrial Vacant Land			
3040 3050	Taxes - Pipelines 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 3085	Taxes - Capped Rebates/Claw Backs Taxes - W/O's			
3085	Taxes - PIL's			
3095	Local Improvements - Residential			
3096	Local Improvements - Commercial			
3100	Tax Adjustments			
3105	Taxes - Penalty & Interest			
overnment Grants & 3200	Grants & Subsidies - Federal			
3205	Grants & Subsidies - Provincial Grants & Subsidies - Provincial			
3210	Grants & Subsidies-Other	5,000	5,000	7,00
ser Charges				
3300	Miscellaneous Revenue	-	400	-
3301 3302	Residential Usage General Usage			
3305	Admissions			
3310	Fares & Fees			
3315	Memberships			
3320	Seasonal Revenues			
3325 3330	Sports Fields Fees			
3335	Youth Program Fees Adult Program Fees			
3340	Summer Programs			
3345	Participate Programs			
3350	Minor Hockey			
3355	Figure Skating			
3360 3365	Programs Landscaping		15,400	
3400	Permit Fees	-	13,400	-
3410	Licence Fees			
3420	Certificates			
3430	Inspections			
3500	Rentals Marchandisa	173,074	177,943	178,60
3505 3510	Merchandise Concession Sales	216,000	216,958 (609)	231,0
3515	Vending Machines	000	(007)	
3600	Interest			
3601	Late Payment Charges			
3700	Special	-	89	-
3701 3702	Capital Surchrge - Residential Capital Surchrge - General			
3705	Donations	_	2,000	-
3800	Sewer Revenue-Surcharge		-,000	
3801	Reg 170 Surchrge - Residential			
3802	Reg 170 Surchrge - General			
3815	Extraordinary Revenue			
3999	Revenue Clearing Account			
ecified Revenues 3805	Development Charges			
3810	Sale of Assets			
3820	Debenture Proceeds	-	-	
ontribution from R				
3900	Contribution from Reserves	-	-	-
3905	Contribution from DC Reserves	394,674	417,181	416,6

Town of Tillson			24	0 - Airport
2014 Financial	Plan			
		20		2014
		Budget	Projection	Budget
	Operating Plan - Cost Co.	la Summary		
Expenditures	Operating Frant - Cost Cost	ie Summary		
Labour				
5001	Full-time Regular	140,200	145,206	144,60
5002	Full-Time Overtime	,	978	
5003	Part-Time Regular	24,701	24,221	26,97
5004	Part-Time Overtime	1,701	1,063	1,70
urchases				
5105	Equipment Rental			
5110	Fuel & Oil	3,100	1,240	2,08
5115	Discounts Taken			
5200	Materials/Inventory	177,800	180,353	190,84
5300	Supplies	1,400	3,624	2,20
5305	Program Supplies		, and the second	
5310	Equipment Supplies & Repairs	6,348	9,653	7,00
5315	Books & Publications	-	258	15
5320	Building Repairs & Maintenance	1,500	7,014	1,50
5325	Heat, Light & Water	8,004	8,944	9,04
5330	Insurance	6,006	5,934	6,52
5331	Insurance Cl;aims			
5335	Telephone, Fax & Modem	3,072	2,871	3,07
5400	Miscellaneous Expense	5,400	7,243	7,30
5405	Meeting Expenses	2,300	1,822	3,20
5410	Advertising & Promotions	3,500	4,750	5,00
5415	Training & Workshops	600	1,425	1,95
5420	Special Events	5,000	68	8,00
5425	Special Projects	19,800	7,590	1,00
5430	Membership Expenses	1,356	1,246	1,24
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	11,00
5505	Subcontractors Expense	22,000	30,572	31,00
5510	Equipment Maintenance Contracts			
Contributions to Res	erves			
5950	Contributions to Reserves	-	-	1,33
5955	Contributions to DC Reserves			
		447,787	470,736	466,73
		53,113	53,556	50,09
nterfunctional Adju	stments			
5100	Fleet Allocation	3,000	3,000	3,00
5650	Facilities Allocation	-	364	-
5700	Corp Admin Allocation			
5705	Comm. Services Allocation			
5710	Operations Allocation			
		3,000	3,364	3,00
		56,113	56,919	53,09
Debt Principal and In				
5900	Debt Interest	11,135	11,468	9,80
5905	Debt Principal	33,030	33,030	33,03
3950	Prior year (surplus) deficit	-	-	-
Total Net Levy		100,278	101,417	95,92

	Capital Plan	Capital Costs	
			Contribution to
	Description	<u>Expenditures</u>	<u>Reserves</u>
1	Taxiway Rehabilitation (East Side, Option 1)	44,000	
2	Airport sign LED and Gateway signs	0	
1			
1	2014	44,000	
1	Event Ramp - Drainage outlet to Pearce Drain	22,000	
3	Event Ramp - Excavation, grading & base to fine gravel	33,320	
3	Event Ramp - Drainage	53,000	
	2015	108,320	-
1	Taxiway "F" Extension	300,000	
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	
	2016	1 0/0 770	
	2010	1,060,750	
1	New industrial Rd - 50% completion	225,000	
2	incw mausurar Ku - 50/0 completion	223,000	
_			
3			
3 4			