



TOWN OF TILLSONBURG

2014 BUSINESS PLAN

Director of

Finance

2014 Business Objectives

Item	Dept	Owner	Budget Value	Projected Value	Target Date	Actual Date
Development Charges By-Law Update – Joint Project with County	Finance	Director of Finance	\$7,000, funded by DC Reserves		Q1-Q2 2014	
Centralize Purchasing	Finance	Director of Finance			Q1 2014 – 6 month pilot	
Customer Satisfaction Surveys	Customer Service	Customer Service Manager			Q1-Q4 2014	
Northstar CIS – Upgrade to version 6.4	Customer Service	Customer Service Manager	\$65,000 – THI Budget		Q3 2014	
Northstar Reports Training	Customer Service	Customer Service Manager	\$7,500 – THI Budget		Q3 2014	
Animal license software implementation	Customer Service	Customer Service Manager	\$5,000		Q2 2014	
Investigate removing Class software from CSC	Customer Service	Customer Service Manager			Q4 2014	
Investigate Town wide performance metrics	Finance	Director of Finance			Q4 2014	

2014 Business Objectives

Item	Dept	Owner	Budget Value	Projected Value	Target Date	Actual Date
IT Strategic Plan Implementation	Finance	Director	Unknown		Q4 2014	
IT Hardware and Software Acquisitions	Finance	Director	\$280,000		Q4 2014	
Insurance RFP	Finance	Director			Q3 2014	
Auditor RFP	Finance	Director			Q1 2014	

Risks

- Changing government legislation increases the Customer Service Billing workload
- Lack of IT funding could affect internal and external stakeholders

Opportunities

- With Harris Northstar upgrade, automation is available and processes can be streamlined
- With Harris reports training, more staff able to better utilize the software
- Potential elimination of Class software at CSC may save license fees

Future Departmental Directions: 3 year outlook

2015

- ACR upgrade, \$6,000
- ACR mobile, \$18,000
- File storage solution, \$35,000
- Upgrade Great Plains
- Replace Class in CSC
- Continue IT Strategy implementation

2016

- Budget software,\$50,000

Human Resources

Allocation/Deployment Plan

	2011	2012	2013	2014	2015
Total FTE Requirements	20.75	20.75	19.50	18.25	18.25
Change from previous year	0	0	(1.25)	(1.25)	0

Town of Tillsonburg		110 - Finance		
2014 Financial Plan				
		2013		2014
		Budget	Projection	Budget
Operating Plan - Cost Code Summary				
Revenues				
Special Levy, Local Improvements, PILS				
3000	Taxes - Residential	-	8,317,718	-
3005	Taxes - Multi-Residential	-	950,351	-
3010	Taxes - Commercial	-	2,017,699	-
3012	Taxes - Commercial Vacant Unit	-	13,720	-
3014	Taxes - Commercial Vacant Land	-	25,598	-
3020	Taxes - Shopping Centre	-	-	-
3022	Taxes - Shopping Centre Vacant Unit	-	-	-
3030	Taxes - Industrial	-	618,155	-
3032	Taxes - Industrial Vacant Unit	-	10,114	-
3034	Taxes - Industrial Vacant Land	-	11,047	-
3040	Taxes - Pipelines	-	41,075	-
3050	Taxes - Farmland	-	7,448	-
3055	Taxes - Farmland Dev. Phase 1	-	3,486	-
3060	Taxes - Large Industrial	-	414,812	-
3062	Taxes - Large Industrial Vacant Unit	-	2,400	-
3070	Taxes - Supplementaries	110,000	75,300	110,000
3075	Taxes - Bill 79 Capped Levy	-	-	-
3080	Taxes - Capped Rebates/Claw Backs	-	0	-
3085	Taxes - W/O's	(350,000)	(138,650)	(286,000)
3090	Taxes - PIL's	94,000	84,000	84,000
3095	Local Improvements - Residential			
3096	Local Improvements - Commercial			
3100	Tax Adjustments	-	(0)	-
3105	Taxes - Penalty & Interest	168,000	154,350	170,000
Government Grants & Subsidies				
3200	Grants & Subsidies - Federal	454,664	454,464	443,047
3205	Grants & Subsidies - Provincial	210,100	214,123	189,100
3210	Grants & Subsidies-Other	-	-	-
User Charges				
3300	Miscellaneous Revenue	8,000	10,094	8,400
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			
3400	Permit Fees	18,960	4,690	-
3410	Licence Fees			
3420	Certificates	19,150	16,890	16,000
3430	Inspections			
3500	Rentals	-	-	-
3505	Merchandise			
3510	Concession Sales			
3515	Vending Machines			
3600	Interest	12,000	51,324	48,000
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	-	532	-
3810	Sale of Assets	-	-	-
3820	Debenture Proceeds			
Contribution from Reserves				
3900	Contribution from Reserves	(307,702)	12,503	(238,184)
3905	Contribution from DC Reserves	20,000	20,000	7,000
		457,172	13,393,241	551,363

Town of Tillsonburg		110 - Finance		
2014 Financial Plan				
		2013		2014
		Budget	Projection	Budget
Operating Plan - Cost Code Summary				
Expenditures				
Labour				
5001	Full-time Regular	1,138,500	1,056,439	1,108,622
5002	Full-Time Overtime	12,120	8,294	9,000
5003	Part-Time Regular	18,000	21,489	23,494
5004	Part-Time Overtime			
Purchases				
5105	Equipment Rental	4,800	4,723	4,800
5110	Fuel & Oil			
5115	Discounts Taken			
5200	Materials/Inventory			
5300	Supplies	10,700	6,686	7,600
5305	Program Supplies			
5310	Equipment Supplies & Repairs	5,500	7,122	5,500
5315	Books & Publications	1,300	481	400
5320	Building Repairs & Maintenance	1,000	642	1,000
5325	Heat, Light & Water	16,000	11,984	12,000
5330	Insurance	45,889	47,813	52,412
5331	Insurance Claims	-	-	10,000
5335	Telephone, Fax & Modem	10,700	9,415	8,800
5400	Miscellaneous Expense	44,172	184,186	45,500
5405	Meeting Expenses	2,355	4,277	4,400
5410	Advertising & Promotions	2,500	1,986	2,650
5415	Training & Workshops	13,940	12,768	17,300
5420	Special Events	-	18,823	-
5425	Special Projects	68,500	90,020	9,200
5430	Membership Expenses	14,150	12,339	13,000
5600	Rent Expense	107,604	112,236	125,000
5605	Interest And Finance Charges	28,000	18,977	18,000
5850	Bad Debt Expense			
5800	Tax External Payments	-	12,391,878	-
Contracted Services				
5500	Consultants, Legal & Audit	131,100	132,742	114,000
5505	Subcontractors Expense	174,990	192,551	123,800
5510	Equipment Maintenance Contracts	118,000	118,441	319,200
Contributions to Reserves				
5950	Contributions to Reserves	460,664	460,464	449,639
5955	Contributions to DC Reserves	-	532	-
		2,430,484	14,927,306	2,485,317
		1,973,312	1,534,065	1,933,954
Interfunctional Adjustments				
5100	Fleet Allocation	-	-	-
5650	Facilities Allocation	-	-	-
5700	Corp Admin Allocation	(239,149)	(279,346)	(282,963)
5705	Comm. Services Allocation			
5710	Operations Allocation			
		(239,149)	(279,346)	(282,963)
		1,734,163	1,254,719	1,650,991
Debt Principal and Interest				
5900	Debt Interest	16,880	13,015	16,229
5905	Debt Principal	111,062	112,201	111,121
3950	Prior year (surplus) deficit	(382,702)	(57,497)	(238,184)
Total Net Levy		1,479,403	1,322,439	1,540,157

Town of Tillsonburg
2014 Financial Plan
5 year Capital Plan

			Capital Costs	
			<u>Expenditures</u>	<u>Contribution to Reserves</u>
		<u>Description</u>		
1		File Storage solution	-	
2		Laserfiche	28,000	
3		Computer replacements	80,000	
4		Server Replacements	150,000	
5		Miscellaneous Computer - Implementation Items Strategic Plan	50,000	
		IT computer replacement-cfwd	88,546	
2014			396,546	-

1		File Storage solution	35,000	
2		ACR upgrade/mobile	24,000	
3		Laserfiche	20,000	
4		Computer and Server Replacements	120,000	
5				
2015			199,000	-

1		Budget Software	50,000	
2		Computer and Server Replacements	60,000	
3			-	
4				
5				
2016			110,000	-

1		Computer and Server Replacements	60,000	
2				
3				
4				
5				
2017			60,000	-

1		Computer and Server Replacements - 4 year refresh	120,000	
2				
3				
4				
5				
2018			120,000	-

Town of Tillsonburg		120 - Customer Service Centre		
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	1,700	-	1,700
3205	Grants & Subsidies - Provincial	-	-	-
3210	Grants & Subsidies-Other			
Other Revenues				
3300	Miscellaneous Revenue	1,800	1,808	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	40,500	37,401	36,000
3420	Certificates	800	740	600
3430	Inspections			
3500	Rentals	226,856	226,860	226,860
3505	Merchandise	750	865	750
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	-	-	-
		272,406	267,675	267,710

Town of Tillsonburg		120 - Customer Service Centre		
2014 Financial Plan				
		2013		2014
		Budget	Projection	Budget
<i>Operating Plan - Cost Code Summary</i>				
Expenditures				
Labour				
5001	Full-time Regular	645,592	625,871	579,950
5002	Full-Time Overtime	1,200	9,293	5,600
5003	Part-Time Regular	11,000	9,093	10,000
5004	Part-Time Overtime	-	-	-
Purchases				
5105	Equipment Rental	7,600	3,333	4,900
5110	Fuel & Oil			
5115	Discounts Taken			
5200	Materials/Inventory	-	-	-
5300	Supplies	47,200	18,353	32,200
5305	Program Supplies			
5310	Equipment Supplies & Repairs	16,800	8,465	12,000
5315	Books & Publications	350	396	400
5320	Building Repairs & Maintenance	2,800	2,264	3,000
5325	Heat, Light & Water	38,000	36,007	38,000
5330	Insurance	2,772	3,223	3,542
5331	Insurance Claims			
5335	Telephone, Fax & Modem	2,000	858	1,000
5400	Miscellaneous Expense	200	340	300
5405	Meeting Expenses	-	-	-
5410	Advertising & Promotions	1,400	204	1,400
5415	Training & Workshops	6,000	1,541	8,000
5420	Special Events			
5425	Special Projects	-	-	-
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	40,766	24,000
5510	Equipment Maintenance Contracts	-	-	-
Contributions to Reserves				
5950	Contributions to Reserves	-	-	2,974
5955	Contributions to DC Reserves			
		802,914	760,005	727,266
		530,508	492,331	459,556
Interfunctional Adjustments				
5100	Fleet Allocation	-	385	-
5650	Facilities Allocation	-	-	-
5700	Corp Admin Allocation	(612,462)	(600,392)	(577,322)
5705	Comm. Services Allocation			
5710	Operations Allocation			
		(612,462)	(600,007)	(577,322)
		(81,954)	(107,676)	(117,766)
Debt Principal and Interest				
5900	Debt Interest	5,687	3,395	3,751
5905	Debt Principal	9,204	6,981	8,166
3950	Prior year (surplus) deficit	-	-	-
Total Net Levy		(67,063)	(97,300)	(105,850)

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		Roof Replacement/repair spalling brick	120,000	-
2				
3				
4				
5				
2014			120,000	-

1			-	
2			-	
3				
4				
5				
2015			-	-

1				
2				
3				
4				
5				
2016			-	-

1				
2				
3				
4				
5				
2017			-	-

1				
2				
3				
4				
5				
2018			-	-

Town of Tillsonburg			160 - Police	
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	130,000	132,797	130,000
3210	Grants & Subsidies-Other	-	-	-
Other Revenues				
3300	Miscellaneous Revenue	23,600	19,234	19,000
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			
3430	Inspections			
3500	Rentals	265,180	265,179	265,180
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	-	1,784	-
3810	Sale of Assets			
3820	Debenture Proceeds	-	-	-
Contribution from Reserves				
3900	Contribution from Reserves	-	-	264,689
3905	Contribution from DC Reserves	-	-	-
		418,780	418,995	678,869

Town of Tillsonburg			160 - Police	
2014 Financial Plan				
			2013	2014
		Budget	Projection	Budget
Operating Plan - Cost Code Summary				
Expenditures				
Labour				
5001	Full-time Regular	86,200	86,588	86,900
5002	Full-Time Overtime			
5003	Part-Time Regular	-	520	-
5004	Part-Time Overtime	-	-	-
Purchases				
5105	Equipment Rental			
5110	Fuel & Oil			
5115	Discounts Taken			
5200	Materials/Inventory			
5300	Supplies	3,000	314	1,000
5305	Program Supplies			
5310	Equipment Supplies & Repairs	8,000	3,534	4,400
5315	Books & Publications	-	-	-
5320	Building Repairs & Maintenance	4,800	4,816	4,800
5325	Heat, Light & Water	32,000	32,072	33,000
5330	Insurance	2,385	2,292	2,519
5331	Insurance Claims			
5335	Telephone, Fax & Modem	2,400	3,050	2,400
5400	Miscellaneous Expense	1,600	1,616	1,600
5405	Meeting Expenses	1,200	-	250
5410	Advertising & Promotions			
5415	Training & Workshops	4,100	5,344	5,600
5420	Special Events			
5425	Special Projects	5,000	4,107	5,000
5430	Membership Expenses	1,050	1,046	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	3,357,144	3,214,138	3,621,449
5510	Equipment Maintenance Contracts	1,000	-	-
Contributions to Reserves				
5950	Contributions to Reserves	-	154,101	108,999
5955	Contributions to DC Reserves	-	1,784	-
		3,509,879	3,515,321	3,878,967
		3,091,099	3,096,327	3,200,098
Interfunctional Adjustments				
5100	Fleet Allocation			
5650	Facilities Allocation			
5700	Corp Admin Allocation	-	-	-
5705	Comm. Services Allocation			
5710	Operations Allocation			
		-	-	-
		3,091,099	3,096,327	3,200,098
Debt Principal and Interest				
5900	Debt Interest	35,838	35,838	-
5905	Debt Principal	73,161	73,161	-
3950	Prior year (surplus) deficit	-	-	-
Total Net Levy		3,200,098	3,205,326	3,200,098

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		Replace flooring - completion of work started in 2013	25,000	
2				
3				
4				
5				
2014			25,000	-

1		Roof Replacement	170,000	
2		Hvac and Boiler Replacement (with energy efficient equipment)	60,000	
3				
4				
5				
2015			230,000	-

1				
2				
3				
4				
5				
2016			-	-

1				
2				
3				
4				
5				
2017			-	-

1				
2				
3				
4				
5				
2018			-	-