



TOWN OF TILLSONBURG

**PARKS AND RECREATION SERVICES
2014 BUSINESS PLAN**

**DIRECTOR OF
PARKS & RECREATION SERVICES**

2014 Business Objectives

Item (Strategic Plan Reference #)	Division	Owner	Budget Value	Actual Value	Target Date	Actual Date
Strategic Master Plan implementation: <ul style="list-style-type: none"> Program inventory and gap analysis (1-2) Memorial Park concept design process (6-15) Annandale Ball Diamond upgrades (3-18, 3-19) Health Club Business Plan (3-10) 	PRS	PRS Leadership Team	\$55,000		Q1-Q4	
Continue implementation of Marketing Strategy , especially with social media (1-14, 1-17) and with tournament teams and hosts (1-16)	Programs	Programs Manager	\$0		Q1-Q4	
Create a strategy to increase usage of all areas of the TCC, especially meeting room and hall space.	Programs	Programs Manager			Q2	
Revisit & strengthen partnership agreements (2-9) and joint use agreements (2-10)	Programs	Director of Parks & Recreation Services			Q1-Q2	
Update Tillsonburg Trails Master Plan	PRS	Programs Manager			Q2-Q3	
Implement Safe Cycling Committee and develop a Cycling Master Plan.		Programs Manager			Q1-Q4	
Take lead role in overseeing special event process for the Town.	Programs	Programs Manager			Q1	

2014 Business Objectives - Continued

Item (Strategic Plan Reference #)	Division	Owner	Budget Value	Actual Value	Target Date	Actual Date
Update Subdivision Manual and Parkland Design Standards Manual that provides the development industry with technical guidance on the parks amenities (6-9).	PRS	Director of Parks & Recreation Services			Q4	
Partner with Trans Canada Trail to initiate using the CASO rail line to connect Tillsonburg trails to Elgin and Oxford County (6-4, 6-5)	Parks	Parks & Facilities Manager	\$0		Q2-Q4	
Undertake a revitalization plan for the Tillsonburg Cemetery and Pioneer Cemetery (6-16) 2014 focus: Scattering gardens & landscape plan	Cemetery	Parks & Facilities Manager	\$42,500		Q1-Q3	
Continue Lake Lisgar revitalization projects (6-14)	PRS	Parks & Facilities Manager	\$112,500		Q2-Q3	
Demolish grandstand at Memorial Fairgrounds (6-15)	Facilities	Parks & Facilities Manager	\$60,000		Q2	
Complete Town-wide Asset Management (Facilities) and Energy Management Plans	Facilities	Parks & Facilities Manager			Q2	

2014 Business Objectives - Continued

Item (Strategic Plan Reference #)	Division	Owner	Budget Value	Actual Value	Target Date	Actual Date
Work with Oxford County museums and other partners to organize a County wide 5 year initiative to commemorate the 100th Anniversary of WW1 through hosting 100 events throughout the County between 2014 and 2018. (4-6)	Museum	Museum Curator			Q1-Q4	
Work with community to prepare 190 th anniversary celebrations of the founding of Tillsonburg in 2015.	Museum	Museum Curator			Q1-Q4	
Increase awareness, attendance and potentially revenue by hosting a series of special evening gatherings on the lawn and a series of special events and exhibits to celebrate the 25 th Anniversary of the museum's move to Annandale NHS (4-6)	Museum	Museum Curator			Q2-Q3	
Lead the consortium of groups implementing the Cultural Improvement Alliance project. (2-12, 4-7)	PRS	Director of Parks & Recreation Services			Q2-Q4	
Initiate discussions with the Oxford County Library System about a strategic relationship with the Tillsonburg Branch.	PRS	Director of Parks & Recreation Services			Q2	

Risks

1. Deferral of investing in facility renewal, ie Water Park, Indoor Pool, Fire Hall, is stretching lifecycles of existing infrastructure beyond typical lifecycle limits.
2. Rising utility costs increase operational costs
3. Changing volunteer base – capacity and intent is looking for different types of volunteer opportunities
4. Strong competition from private recreational services offered in Town
5. Loss of revenue due to fewer extracurricular sports and trips at schools
6. Aging work force requiring succession planning and modifications to work processes.
7. Pool of trained, qualified candidates for part-time staff positions is shrinking

Opportunities

1. Continued implementation of Strategic Master Plan and subordinate plans
2. Expanding health club services for mature and older adults and therapy uses
4. Expand marketing regionally and provincially for Lake Lisgar Waterpark and Museum/Culture operations & events.
5. Partner with adjacent municipalities on achieving a more sustainable regional parks and recreation system
6. Support economic development by being an attractive destination for investment and relocation.
7. Programming opportunities to replace lost extra-curricular activities at school.
8. A strategic partnership with the Oxford County Library Tillsonburg Branch can enhance the cultural landscape in Tillsonburg.

Future Departmental Directions: 3 year outlook

2015

- Update Recreation & Parks Strategic Master plan
- Work with user groups to improve Ball facilities
- CASO rail connection to St. Thomas & Oxford County Trails
- Seek all opportunities with regard to funding to help support and offset the cost of aging facilities.
- Create opportunities for multi-use, multi-generational and multi-seasonal experiences to meet the diverse needs of the community.
- Implement County-wide commemoration of the 100th Anniversary of WW1

Future Departmental Directions: 3 year outlook

2016

- Undertake a Physical Activity Strategy that aims to increase physical activity levels throughout Tillsonburg for a range of ages, interests and abilities
- Undertake Cultural Master Plan & Cultural Mapping with the Cultural Improvement Alliance
- Continue to explore ways in which to fund the development and operation of parks and facilities, through use of a variety of funding mechanisms and community involvement

Future Departmental Directions: 3 year outlook

2017

- Prepare an update to the Master Plan- Five year review
- Modernize existing Indoor pool Facility to bring up to a standard that is reflective of aquatic demands. Provisions for Family Change rooms
- Continue to work with volunteers and organizations to promote community based delivery of arts and cultural services.

Human Resources

Allocation/Deployment Plan

	2010	2011	2012	2013	2014
FT Position Requirements					
Total FTE Requirements-Full time	32	32	30	28	28

Human Resources

Allocation/Deployment Plan

	2010	2011	2012	2013	2014
Part time Requirements:					
Total Part-time FTE	30.71	20.14	18.89	18.15	18.81
Total Part- time Head Count	97	65	65	65	67

Town of Tillsonburg		Recreation - Parks, Programs, Facilities Consolidated		
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	3,500	-	-
3205	Grants & Subsidies - Provincial	42,708	42,704	42,700
3210	Grants & Subsidies-Other	-	-	15,000
User Charges				
3300	Miscellaneous Revenue	9,400	8,186	4,750
3301	Residential Usage	-	-	-
3302	General Usage	-	-	-
3305	Admissions	132,200	109,305	124,300
3310	Fares & Fees	25,000	23,932	25,000
3315	Memberships	180,300	166,079	165,800
3320	Seasonal Revenues	85,000	78,019	85,000
3325	Sports Fields Fees	21,000	24,147	22,800
3330	Youth Program Fees	179,500	184,273	214,000
3335	Adult Program Fees	47,000	37,986	52,000
3340	Summer Programs	90,000	80,917	85,000
3345	Participate Programs	-	-	-
3350	Minor Hockey	186,000	188,066	187,000
3355	Figure Skating	70,000	60,876	60,000
3360	Programs	34,500	34,780	34,500
3365	Landscaping	-	-	-
3400	Permit Fees	-	-	-
3410	Licence Fees	-	-	-
3420	Certificates	-	-	-
3430	Inspections	-	-	-
3500	Rentals	168,800	145,853	151,400
3505	Merchandise	10,000	14,494	15,000
3510	Concession Sales	42,000	32,107	35,000
3515	Vending Machines	29,000	32,162	30,000
3600	Interest	-	-	-
3601	Late Payment Charges	-	-	-
3700	Special	12,000	15,007	25,000
3701	Capital Surchrg - Residential	-	-	-
3702	Capital Surchrg - General	-	-	-
3705	Donations	10,000	10,500	23,000
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	-	31,236	-
3810	Sale of Assets	-	-	-
3820	Debenture Proceeds	-	-	-
Contribution from Reserves				
3900	Contribution from Reserves	-	-	-
3905	Contribution from DC Reserves	-	-	-
		1,377,908	1,320,626	1,397,250

Town of Tillsonburg		Recreation - Parks, Programs, Facilities Consolidated		
2014 Financial Plan				
		2013		2014
		Budget	Projection	Budget
Operating Plan - Cost Code Summary				
Expenditures				
Labour				
5001	Full-time Regular	1,764,930	1,697,146	1,807,900
5002	Full-Time Overtime	15,200	27,718	15,200
5003	Part-Time Regular	446,895	441,933	469,445
5004	Part-Time Overtime	-	242	-
Purchases				
5105	Equipment Rental	15,404	9,525	4,900
5110	Fuel & Oil	-	-	-
5115	Discounts Taken	-	-	-
5200	Materials/Inventory	41,300	39,633	41,700
5300	Supplies	132,118	129,207	129,120
5305	Program Supplies	42,020	48,699	49,900
5310	Equipment Supplies & Repairs	74,840	81,054	75,000
5315	Books & Publications	-	357	-
5320	Building Repairs & Maintenance	70,131	71,303	69,500
5325	Heat, Light & Water	467,700	476,352	486,150
5330	Insurance	85,729	87,577	96,247
5331	Insurance Claims	-	-	-
5335	Telephone, Fax & Modem	14,328	14,467	14,828
5400	Miscellaneous Expense	44,540	37,528	46,640
5405	Meeting Expenses	-	146	-
5410	Advertising & Promotions	26,950	26,001	28,000
5415	Training & Workshops	12,250	10,812	12,100
5420	Special Events	2,500	2,500	9,300
5425	Special Projects	3,000	2,117	13,000
5430	Membership Expenses	4,860	3,357	3,900
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	135,100	151,690	150,776
5510	Equipment Maintenance Contracts	3,750	3,545	3,680
Contributions to Reserves				
5950	Contributions to Reserves	-	-	146,786
5955	Contributions to DC Reserves	-	31,236	-
		3,403,545	3,394,144	3,674,072
		2,025,637	2,073,518	2,276,822
Interfunctional Adjustments				
5100	Fleet Allocation	53,111	50,738	53,111
5650	Facilities Allocation	-	-	-
5700	Corp Admin Allocation	-	-	-
5705	Comm. Services Allocation	-	-	-
5710	Operations Allocation	-	-	-
		53,111	50,738	53,111
		2,078,748	2,124,256	2,329,933
Debt Principal and Interest				
5900	Debt Interest	242,692	242,692	175,664
5905	Debt Principal	396,524	396,524	319,439
3950	Prior year (surplus) deficit			
Total Net Levy		2,717,964	2,763,472	2,825,035

Town of Tillsonburg		450 - Recreation - Parks		
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	4,500	3,000	-
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	-	-	-
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	-	-	13,000
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			
		4,500	3,000	13,000

Town of Tillsonburg		450 - Recreation - Parks		
2014 Financial Plan				
		2013		2014
		Budget	Projection	Budget
Operating Plan - Cost Code Summary				
Expenditures				
Labour				
5001	Full-time Regular	95,225	84,418	88,300
5002	Full-Time Overtime	-	5,815	3,000
5003	Part-Time Regular	-	-	16,000
5004	Part-Time Overtime	-	-	-
Purchases				
5105	Equipment Rental	-	-	-
5110	Fuel & Oil	-	-	-
5115	Discounts Taken	-	-	-
5200	Materials/Inventory	-	-	-
5300	Supplies	28,000	25,512	28,000
5305	Program Supplies	8,520	9,598	8,400
5310	Equipment Supplies & Repairs	10,000	9,805	10,000
5315	Books & Publications	-	-	-
5320	Building Repairs & Maintenance	2,500	966	2,100
5325	Heat, Light & Water	28,750	30,300	31,750
5330	Insurance	7,212	6,663	7,323
5331	Insurance Claims	-	-	-
5335	Telephone, Fax & Modem	-	-	-
5400	Miscellaneous Expense	-	12	10,000
5405	Meeting Expenses	-	-	-
5410	Advertising & Promotions	-	90	-
5415	Training & Workshops	700	22	700
5420	Special Events	-	-	-
5425	Special Projects	-	-	-
5430	Membership Expenses	460	375	400
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	104,500	111,950	120,176
5510	Equipment Maintenance Contracts	-	-	-
Contributions to Reserves				
5950	Contributions to Reserves	-	-	1,898
5955	Contributions to DC Reserves	-	-	-
		285,867	285,527	328,048
		281,367	282,527	315,048
Interfunctional Adjustments				
5100	Fleet Allocation	35,491	33,118	35,491
5650	Facilities Allocation	-	-	-
5700	Corp Admin Allocation	-	-	-
5705	Comm. Services Allocation	-	-	-
5710	Operations Allocation	-	-	-
		35,491	33,118	35,491
		316,858	315,645	350,539
Debt Principal and Interest				
5900	Debt Interest	45,650	45,650	43,665
5905	Debt Principal	40,207	40,207	40,294
3950	Prior year (surplus) deficit	-	-	-
Total Net Levy		402,716	401,503	434,497

Town of Tillsonburg
2014 Financial Plan
5 year Capital Plan

			Capital Costs	
			<u>Expenditures</u>	<u>Contribution to Reserves</u>
1		<u>Description</u>		
2		Coronation trail loop - first stage	20,000	
4		Grandstand demolition & area rehabilitation	60,000	
5		Portable bleachers and staging	-	27,000
6		Annandale Diamond Parking Area (Trees, posts and netting)	30,000	
7		Lake Lisgar revitalization (Carry forward from 2013)	112,500	
2014			222,500	27,000

1		Trail Development	50,000	
2		Coronation trail loop - final stage	7,000	
3		Playground Equipment replacement and upgrades	30,000	
4		Playground Equipment for new park area - Oak park near Victoria Wood	35,000	
5		Portable bleachers and staging	50,000	
2015			172,000	-

1		Trail development as part of the trails master plan	50,000	
2		Playground Equipment	30,000	
3				
4				
5				
2016			80,000	-

1		Trail development as part of the trails master plan	50,000	
2		Playground Equipment	30,000	
3				
4				
5				
2017			80,000	-

1		Trail development as part of the trails master plan	50,000	
2		Playground Equipment	30,000	
3				
4				
5				
2018			80,000	-

Town of Tillsonburg		460 - Recreation - Programs		
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	3,500	-	-
3205	Grants & Subsidies - Provincial	42,708	42,704	42,700
3210	Grants & Subsidies-Other	-	-	15,000
User Charges				
3300	Miscellaneous Revenue	4,900	5,186	4,750
3301	Residential Usage			
3302	General Usage			
3305	Admissions	132,200	109,305	124,300
3310	Fares & Fees	25,000	23,932	25,000
3315	Memberships	180,300	166,079	165,800
3320	Seasonal Revenues	85,000	78,019	85,000
3325	Sports Fields Fees	21,000	24,147	22,800
3330	Youth Program Fees	179,500	184,273	214,000
3335	Adult Program Fees	47,000	37,986	52,000
3340	Summer Programs	90,000	80,917	85,000
3345	Participate Programs			
3350	Minor Hockey	186,000	188,066	187,000
3355	Figure Skating	70,000	60,876	60,000
3360	Programs	34,500	34,780	34,500
3365	Landscaping			
3400	Permit Fees			
3410	Licence Fees			
3420	Certificates			
3430	Inspections			
3500	Rentals	158,200	135,261	145,700
3505	Merchandise	10,000	14,494	15,000
3510	Concession Sales	42,000	32,107	35,000
3515	Vending Machines	29,000	32,162	30,000
3600	Interest			
3601	Late Payment Charges			
3700	Special	12,000	15,007	25,000
3701	Capital Surchrg - Residential			
3702	Capital Surchrg - General			
3705	Donations	10,000	7,500	10,000
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			
		1,362,808	1,272,799	1,378,550

Town of Tillsonburg		460 - Recreation - Programs		
2014 Financial Plan				
		2013		2014
		Budget	Projection	Budget
<i>Operating Plan - Cost Code Summary</i>				
Expenditures				
Labour				
5001	Full-time Regular	931,432	924,086	1,021,000
5002	Full-Time Overtime	-	173	-
5003	Part-Time Regular	300,895	286,151	285,445
5004	Part-Time Overtime	-	33	-
Purchases				
5105	Equipment Rental	2,904	2,919	2,900
5110	Fuel & Oil	-	-	-
5115	Discounts Taken	-	-	-
5200	Materials/Inventory	41,300	39,633	41,700
5300	Supplies	9,848	9,843	9,300
5305	Program Supplies	33,500	39,101	41,500
5310	Equipment Supplies & Repairs	5,800	10,475	5,800
5315	Books & Publications	-	338	-
5320	Building Repairs & Maintenance	-	-	-
5325	Heat, Light & Water	-	180	-
5330	Insurance	42,153	47,139	51,805
5331	Insurance Claims	-	-	-
5335	Telephone, Fax & Modem	12,528	12,705	13,028
5400	Miscellaneous Expense	38,500	31,070	31,000
5405	Meeting Expenses	-	146	-
5410	Advertising & Promotions	26,950	25,911	28,000
5415	Training & Workshops	9,150	7,917	8,600
5420	Special Events	2,500	2,500	9,300
5425	Special Projects	3,000	2,117	13,000
5430	Membership Expenses	4,400	2,982	3,500
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	-	-	-
5510	Equipment Maintenance Contracts	-	-	-
Contributions to Reserves				
5950	Contributions to Reserves	-	-	-
5955	Contributions to DC Reserves	-	-	-
		1,464,860	1,445,418	1,565,878
		102,052	172,619	187,328
Interfunctional Adjustments				
5100	Fleet Allocation	-	-	-
5650	Facilities Allocation	-	-	-
5700	Corp Admin Allocation	-	-	-
5705	Comm. Services Allocation	-	-	-
5710	Operations Allocation	-	-	-
		-	-	-
		102,052	172,619	187,328
Debt Principal and Interest				
5900	Debt Interest	-	-	-
5905	Debt Principal	-	-	-
3950	Prior year (surplus) deficit	-	-	-
Total Net Levy		102,052	172,619	187,328

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		Recreation Master Plan implementation (Carry Forward)	35,000	
2		Recreation Master Plan implementation (Trails, Cycling master plans)	20,000	
3				-
4				
5				
2014			55,000	-

1		Recreation Master Plan implementation (Parks master plan)	50,000	
2				
3				
4				
5				
2015			50,000	-

1				
2				
3				
4				
5				
2016			-	-

1				
2				
3				
4				
5				
2017			-	-

1				
2				
3				
4				
5				
2018			-	-

Town of Tillsonburg		465 - Recreation - Facilities		
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	-	-	-
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	10,600	10,591	5,700
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	-	3,000	-
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	-	31,236	-
3810	Sale of Assets			
3820	Debenture Proceeds			
Contribution from Reserves				
3900	Contribution from Reserves	-	-	-
3905	Contribution from DC Reserves			
		10,600	44,827	5,700

Town of Tillsonburg		465 - Recreation - Facilities		
2014 Financial Plan				
		2013		2014
		Budget	Projection	Budget
<i>Operating Plan - Cost Code Summary</i>				
Expenditures				
Labour				
5001	Full-time Regular	738,273	688,642	698,600
5002	Full-Time Overtime	15,200	21,730	12,200
5003	Part-Time Regular	146,000	155,783	168,000
5004	Part-Time Overtime	-	209	-
Purchases				
5105	Equipment Rental	12,500	6,607	2,000
5110	Fuel & Oil	-	-	-
5115	Discounts Taken			
5200	Materials/Inventory			
5300	Supplies	94,270	93,851	91,820
5305	Program Supplies			
5310	Equipment Supplies & Repairs	59,040	60,773	59,200
5315	Books & Publications	-	20	-
5320	Building Repairs & Maintenance	67,631	70,337	67,400
5325	Heat, Light & Water	438,950	445,872	454,400
5330	Insurance	36,364	33,775	37,118
5331	Insurance Claims	-	-	-
5335	Telephone, Fax & Modem	1,800	1,762	1,800
5400	Miscellaneous Expense	6,040	6,446	5,640
5405	Meeting Expenses			
5410	Advertising & Promotions			
5415	Training & Workshops	2,400	2,873	2,800
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	30,600	39,740	30,600
5510	Equipment Maintenance Contracts	3,750	3,545	3,680
Contributions to Reserves				
5950	Contributions to Reserves	-	-	144,888
5955	Contributions to DC Reserves	-	31,236	-
		1,652,818	1,663,199	1,780,146
		1,642,218	1,618,372	1,774,446
Interfunctional Adjustments				
5100	Fleet Allocation	17,620	17,620	17,620
5650	Facilities Allocation			
5700	Corp Admin Allocation			
5705	Comm. Services Allocation			
5710	Operations Allocation			
		17,620	17,620	17,620
		1,659,838	1,635,992	1,792,066
Debt Principal and Interest				
5900	Debt Interest	197,042	197,042	131,999
5905	Debt Principal	356,317	356,317	279,144
3950	Prior year (surplus) deficit	-	-	-
Total Net Levy		2,213,197	2,189,351	2,203,210

Town of Tillsonburg
2014 Financial Plan
5 year Capital Plan

			Capital Costs	
			<u>Expenditures</u>	<u>Contribution to Reserves</u>
		<u>Description</u>		
		Replace Waterpark roof	50,000	
		Arena hot water heaters	40,000	
		Energy Management Plan compliance	50,000	
		plate & frame chiller conversion - contribution to reserve for 2017		50,000
		5-yr Resurfacer replacement 2018		20,000
		Health Club	10,000	
2016			150,000	70,000

1		Health Club	10,000	
2		Waterpark Pump replacement	12,000	
3		Indoor Pool Shutdown	50,000	
4		Energy Management Plan compliance	50,000	
5		plate & frame chiller conversion	50,000	
6		5-yr Resurfacer replacement 2018		20,000
7				
8				
9				
10				
11				
12				
13				
14				
2017			172,000	-

1		Replace Health Club Equipment	10,000	
2		Waterpark heater replacement	25,000	
3		Energy management	50,000	
4		Resurfacer replacement 2018	100,000	
5				
6				
2018			185,000	-

Town of Tillsonburg		300 - Cemetery		
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	134,000	131,689	140,680
3301	Residential Usage			
3302	General Usage			
3305	Admissions			
3310	Fares & Fees			
3315	Memberships			
3320	Seasonal Revenues	8,500	10,288	11,800
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	13,900	13,900	13,900
3601	Late Payment Charges			
3700	Special			
3701	Capital Surcharge - Residential			
3702	Capital Surcharge - General			
3705	Donations	500	-	-
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	Debenture Proceeds			
Contribution from Reserves				
3900	Contribution from Reserves	-	-	-
3905	Contribution from DC Reserves			
		156,900	155,877	166,380

Town of Tillsonburg		300 - Cemetery		
2014 Financial Plan				
		2013		2014
		Budget	Projection	Budget
<i>Operating Plan - Cost Code Summary</i>				
Expenditures				
Labour				
5001	Full-time Regular	64,900	64,654	65,400
5002	Full-Time Overtime	450	4,188	4,850
5003	Part-Time Regular	34,000	34,704	36,100
5004	Part-Time Overtime	-	54	-
Purchases				
5105	Equipment Rental	-	146	-
5110	Fuel & Oil	-	-	-
5115	Discounts Taken			
5200	Materials/Inventory			
5300	Supplies	8,500	10,994	8,150
5305	Program Supplies			
5310	Equipment Supplies & Repairs	3,000	1,174	2,550
5315	Books & Publications	-	72	7,000
5320	Building Repairs & Maintenance	600	200	600
5325	Heat, Light & Water	4,050	3,954	4,252
5330	Insurance	1,133	1,125	1,237
5331	Insurance Claims			
5335	Telephone, Fax & Modem	5,400	2,590	3,600
5400	Miscellaneous Expense	400	200	300
5405	Meeting Expenses			
5410	Advertising & Promotions	-	-	-
5415	Training & Workshops	600	22	600
5420	Special Events			
5425	Special Projects			
5430	Membership Expenses	250	250	250
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	15,200	15,107	15,000
5510	Equipment Maintenance Contracts			
Contributions to Reserves				
5950	Contributions to Reserves	-	-	1,750
5955	Contributions to DC Reserves			
		138,483	139,433	151,639
		(18,417)	(16,443)	(14,741)
Interfunctional Adjustments				
5100	Fleet Allocation	97,922	97,922	97,922
5650	Facilities Allocation	-	-	-
5700	Corp Admin Allocation			
5705	Comm. Services Allocation			
5710	Operations Allocation			
		97,922	97,922	97,922
		79,505	81,479	83,181
Debt Principal and Interest				
5900	Debt Interest			
5905	Debt Principal			
3950	Prior year (surplus) deficit	-	-	-
Total Net Levy		79,505	81,479	83,181

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		Columbarium unit	7,000	
###		Landscaping plan for columbaria garden & scattering grounds plus survey mapping	27,500	
6	500	Pioneer Cemetery rehabilitation (Carry forward from 2013)	15,000	
7		Grave shoring equipment (H&S)	8,000	
2014			57,500	-

1		Cremations garden installation	20,000	
2				
3				
4				
5				
2015			20,000	-

1		Columbarium unit	20,000	
2			-	
3				
4				
5				
2016			20,000	-

1				
2				
3				
4				
5				
2017			-	-

1				
2		Survey GPR Lands for Additional Plot Capacity	7,500	
3		Columbarium unit	20,000	
4				
5				
2018			27,500	-

Town of Tillsonburg		475 - Museum		
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	3,365	3,365	3,365
3205	Grants & Subsidies - Provincial	17,899	17,899	17,899
3210	Grants & Subsidies-Other	3,500	1,000	1,500
Other Revenues				
3300	Miscellaneous Revenue	2,000	1,202	1,500
3301	Residential Usage			
3302	General Usage			
3305	Admissions	7,150	6,544	7,000
3310	Fares & Fees			
3315	Memberships	-	-	-
3320	Seasonal Revenues			
3325	Sports Fields Fees			
3330	Youth Program Fees			
3335	Adult Program Fees			
3340	Summer Programs	6,000	6,057	6,000
3345	Participate Programs			
3350	Minor Hockey			
3355	Figure Skating			
3360	Programs	5,500	2,843	2,800
3365	Landscaping			
3400	Permit Fees			
3410	Licence Fees			
3420	Certificates			
3430	Inspections			
3500	Rentals	1,200	1,100	1,050
3505	Merchandise	1,000	1,000	1,400
3510	Concession Sales	2,000	2,448	2,400
3515	Vending Machines			
3600	Interest	-	-	-
3601	Late Payment Charges			
3700	Special	37,770	35,281	38,000
3701	Capital Surcharge - Residential			
3702	Capital Surcharge - General			
3705	Donations	3,000	4,568	7,500
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	Debenture Proceeds			
Contribution from Reserves				
3900	Contribution from Reserves	-	-	-
3905	Contribution from DC Reserves			
		90,384	83,306	90,414

Town of Tillsonburg		475 - Museum		
2014 Financial Plan				
		2013		2014
		Budget	Projection	Budget
Operating Plan - Cost Code Summary				
Expenditures				
Labour				
5001	Full-time Regular	156,800	156,807	160,800
5002	Full-Time Overtime	-	17	-
5003	Part-Time Regular	21,000	20,112	21,000
5004	Part-Time Overtime	-	-	-
Purchases				
5105	Equipment Rental	1,000	1,000	1,000
5110	Fuel & Oil			
5115	Discounts Taken			
5200	Materials/Inventory			
5300	Supplies	3,450	2,159	3,200
5305	Program Supplies	1,100	1,085	1,100
5310	Equipment Supplies & Repairs	2,000	2,430	1,000
5315	Books & Publications	100	54	100
5320	Building Repairs & Maintenance	12,300	7,332	12,000
5325	Heat, Light & Water	16,000	19,528	18,000
5330	Insurance	4,753	4,607	5,063
5331	Insurance Claims	-	5,692	-
5335	Telephone, Fax & Modem	3,200	5,920	3,500
5400	Miscellaneous Expense	800	1,369	-
5405	Meeting Expenses	100	6	60
5410	Advertising & Promotions	12,000	7,079	10,800
5415	Training & Workshops	1,550	73	1,500
5420	Special Events	22,000	19,637	22,450
5425	Special Projects	2,000	-	-
5430	Membership Expenses	300	277	300
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	5,922	14,061	11,600
5510	Equipment Maintenance Contracts	-	-	-
Contributions to Reserves				
5950	Contributions to Reserves	-	-	-
5955	Contributions to DC Reserves			
		266,375	269,245	273,473
		175,991	185,939	183,059
Interfunctional Adjustments				
5100	Fleet Allocation			
5650	Facilities Allocation	-	-	-
5700	Corp Admin Allocation			
5705	Comm. Services Allocation			
5710	Operations Allocation			
		-	-	-
		175,991	185,939	183,059
Debt Principal and Interest				
5900	Debt Interest			
5905	Debt Principal			
3950	Prior year (surplus) deficit	-	-	-
Total Net Lev		175,991	185,939	183,059

Town of Tillsonburg

2014 Financial Plan

5 year Capital Plan

Capital Costs

**Contribution to
Reserves**

Description

Expenditures

1		Replacement A/C Boilers (energy efficient equipment) 1/3 to reserves for 2016		15,000
2		Up grade of Museum kitchen - scheduled upgrade. Moved to 2016		
3		Annandale House porch rebuilds	10,000	
4				
5				
2014			10,000	15,000

1		Replacement A/C Boilers (energy efficient equipment) 2/3 to reserves for 2016		15,000
2				
3				
4				
5				
2015			-	15,000

1		Replacement A/C Boilers (energy efficient equipment)	45,000	
2		Up grade of Museum kitchen - scheduled upgrade. Moved from 2014	20,000	
3				
4				
5				
2016			65,000	-

1				
2				
3				
4				
5				
2017			-	-

1				
2				
3				
4				
5				
2018			-	-

Town of Tillsonburg		467 - Elliott Fairbairn 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			
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	74,980	65,881	74,980
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	-	-	-
		74,980	65,881	74,980

Town of Tillsonburg		467 - Elliott Fairbairn Centre		
2014 Financial Plan				
		2013		2014
		Budget	Projection	Budget
<i>Operating Plan - Cost Code Summary</i>				
Expenditures				
Labour				
5001	Full-time Regular	-	-	-
5002	Full-Time Overtime	-	-	-
5003	Part-Time Regular	800	50	200
5004	Part-Time Overtime	-	-	-
Purchases				
5105	Equipment Rental			
5110	Fuel & Oil			
5115	Discounts Taken			
5200	Materials/Inventory			
5300	Supplies	800	200	200
5305	Program Supplies			
5310	Equipment Supplies & Repairs	-	-	-
5315	Books & Publications			
5320	Building Repairs & Maintenance	-	-	-
5325	Heat, Light & Water	-	-	-
5330	Insurance	2,241	2,305	2,533
5331	Insurance Claims			
5335	Telephone, Fax & Modem	600	964	720
5400	Miscellaneous Expense	400	-	5,200
5405	Meeting Expenses			
5410	Advertising & Promotions			
5415	Training & Workshops	-	-	-
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	2,800	6,828	3,600
5510	Equipment Maintenance Contracts			
Contributions to Reserves				
5950	Contributions to Reserves	-	-	815
5955	Contributions to DC Reserves	-	-	-
		7,641	10,347	13,268
		(67,339)	(55,534)	(61,712)
Interfunctional Adjustments				
5100	Fleet Allocation			
5650	Facilities Allocation			
5700	Corp Admin Allocation			
5705	Comm. Services Allocation			
5710	Operations Allocation			
		-	-	-
		(67,339)	(55,534)	(61,712)
Debt Principal and Interest				
5900	Debt Interest	15,340	15,340	14,525
5905	Debt Principal	15,464	15,464	15,464
3950	Prior year (surplus) deficit	-	-	-
Total Net Levy		(36,535)	(24,731)	(31,723)