



**TOWN OF TILLSONBURG**

**PARKS AND RECREATION SERVICES  
2013 BUSINESS PLAN**

**DIRECTOR OF  
PARKS & RECREATION SERVICES**

# 2013 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"> <li>Marketing Strategy (1-14) (def. from 2012)</li> <li>Long Term Staffing Review (2-4)</li> <li>Non-resident user strategy (3-1, 3-2)</li> <li>Internal performance measures (1-7)</li> <li>Best practices implementation (1-3, 1-4)</li> <li>TCC concept design process (3-7, 6-15)</li> <li>Memorial Park concept design process (6-15)</li> <li>Ball Diamond relocation study (3-18, 3-19)</li> </ul>	PRS-all	Director	\$30,000		Q1 – Q4	
As part of the Marketing Strategy , create Tourism packages to be distributed to our User Groups (2-16) and use social media (1-17). To be developed in partnership with the Development and Communication Services Department.	PRS-all with DCS-Comm.	Programs Manager	\$5,000		Q1 - Q2	
Assist Lake Lisgar Revitalization Committee with implementation of Phase 3 & 4 (2-5, 2-12, 6-14)	PRS- all	Facilities Manager, Programs Manager	\$46,250		Q2 – Q3	
Undertake a revitalization plan for the Tillsonburg Cemetery and Pioneer Cemetery (6-16) 2013 focus: Pioneer Cemetery	PRS-all	Director	\$15,000		Q2 – Q3	
Pursue cost sharing approach to operating and capital expenses for our Parks and Recreation system with adjacent municipalities. (3-2)	Council with PRS-all	Council , CAO & Director			Q3 – Q4	

# 2013 Business Objectives - Continued

Item (Strategic Plan Reference #)	Division	Owner	Budget Value	Actual Value	Target Date	Actual Date
Work with Oxford Creative Connections to develop and implement the Main Street Oxford banner exhibit, a travelling exhibit available for display at the Museum and throughout the County. (4-6)	PRS-Museum	Museum Curator			Q1 – Q2	
Utilize CLASS for all Museum program registration and booked event tickets (1-4)	PRS-Museum	Museum Curator			Q1 – Q4	
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)	PRS-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 museum's 40 <sup>th</sup> Anniversary (4-6)	PRS-Museum	Museum Curator	\$1,000		Q2 – Q4	
Assist TACAC to develop a 2014 photo calendar of historic buildings in Tillsonburg as a source of revenue generation for the TACAC. (2-12)	PRS-Museum	Museum Curator	(\$2,000)		Q2 – Q4	

# 2013 Business Objectives - Continued

Item (Strategic Plan Reference #)	Division	Owner	Budget Value	Actual Value	Target Date	Actual Date
Replace ice resurfacer (1-4)	PRS-Facilities	Facilities Manager	\$85,000		Q1 (place order)	
Implement electronic parks and facility inspection tracking to meet industry trends and best practices in risk management and monitoring. (1-4)	PRS-Facilities	Facilities Manager	\$2,500		Q1	
Track energy management costs and consumption by facility, recommending low or no cost energy management projects (1-4, 3-4)	PRS-Facilities	Facilities Manager	(\$10,000)		Q1 – Q4	
Install two beach volleyball courts in the Memorial Park area near the Pavilion to increase recreational opportunities and potential revenue from an organized league. (5-1, 5-5, 6-10)	PRS-Parks	Facilities Manager	\$3,000		Q2	
Demolish horse barn at Memorial Fairgrounds (6-15)	PRS-Facilities	Facilities Manager	\$20,000		Q2 – Q3	
Monitor contracts for year three of grass cutting & horticulture for Municipal parks (1-4). Issue RFP for 2014-2016 in summer 2013.	PRS-Parks	Facilities Manager	\$100,000		Q2 – Q3	
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)	PRS-Parks	Facilities Manager			Q2 – Q4	



# 2013 Business Objectives - Continued

Item (Strategic Plan Reference #)	Division	Owner	Budget Value	Actual Value	Target Date	Actual Date
Update Health Club equipment to be more competitive in busy marketplace (3-10)	PRS-Programs	Programs Manager	\$10,000		Q1	
Grow advertising sales for Recreation & Leisure Guide & Rink Boards (3-1)	PRS-Programs	Program Manager	(\$13,000)		Q1, Q3	
Develop Volunteer Database (2-2) and begin development of policies and procedures to incorporate into a Volunteer Management Strategy (2-1)	PRS-Programs	Programs Manager			Q1 – Q4	
Expand existing retail operations at the TCC and Museum to include Tillsonburg and Annandale merchandise., and specialty items (1-10)	PRS-Programs and PRS-Museum	Programs Manager, Museum Curator	(\$5,000)		Q1 – Q4	
Implement summer beach volleyball league (5-1, 5-5)	PRS-Programs	Programs Manager	(\$3,000)		Q2 – Q3	

# Risks

1. Deferral of investing in facility renewal Town-wide is stretching lifecycles of existing infrastructure beyond typical lifecycle limits.
2. Rising utility costs increase operational costs
3. Changing volunteer base – aging, capacity and intent is decreasing
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. Access to trained, qualified, part-time staff

# Opportunities

1. Continued implementation of Master Plan
2. ACR utilization provides clarity and direction to all, optimal customer service
3. 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.

# Future Departmental Directions: 3 year outlook

## **2014**

- Implement approved directives from Master plan
- Implement Ball Diamond relocation plan
- 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 100<sup>th</sup> Anniversary of WW1

# Future Departmental Directions: 3 year outlook

## **2015**

- Undertake a Physical Activity Strategy that aims to increase physical activity levels throughout Tillsonburg for a range of ages, interests and abilities
- Formalize a Code of Conduct that governs the staff and volunteer approach to work
- Continue to explore broad ways in which to fund the development and operation of parks and facilities, through use of a variety of funding mechanisms and community involvement
- Update a Parkland Design Standards Manual that provides the development industry with technical guidance on the parks amenities.

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

## **2016**

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

# Performance Measures

## Efficiency Measure - \$ Cost - Parks and Recreation Services

Department net operating cost as a percentage of total net municipal operating costs.

	2009 Actual	2010 Actual	2011 Actual	2012 Budget	2013 Budget
Cemetery	0.8%	0.2%	0.6%	0.6%	0.7%
Facilities	21.8%	23.0%	20.4%	20.1%	18.4%
Museum	1.3%	1.3%	1.2%	1.5%	1.5%
Parks	3.4%	4.5%	3.9%	3.5%	3.4%
Programs	1.2%	1.5%	0.7%	0.8%	0.9%
<b>PRS Total</b>	<b>28.5%</b>	<b>30.5%</b>	<b>26.9%</b>	<b>26.5%</b>	<b>24.8%</b>

# Performance Measures

## Effectiveness/Customer Service – Parks & Recreation

### Facilities

- Record usage of bookable hours versus actual hours booked.
  - *Measurement:* CLASS software report.
  - *Purpose:* To identify utilization and trends in usage.
  - *Goal:* 50%
- Respond to all ACR cases within 24 hours.
  - *Measurement:* ACR software report will be completed quarterly.
  - *Purpose:* To ensure and improve timely response.
  - *Goal:* 80%



# Performance Measures

## Effectiveness/Customer Service – Parks & Recreation

### Programs

- Record usage of program registration versus available registration spaces.
  - *Measurement:* to be completed each session through CLASS software and reported quarterly where possible.
  - *Purpose:* To identify utilization and trends in usage and to provide future program direction.
  - *Goal:* 70% of registration capacity
- Customer satisfaction survey.
  - *Measurement:* 10 surveys (with points assigned to each of 5 questions) will be completed monthly by staff either by phone or in person and totaled quarterly.
  - *Purpose:* To ensure staff and facilities are meeting the needs of our customers and to assist with future programming trends and staff training.
  - *Goal:* 80% overall satisfaction in each category
- Continue to provide attendance comparisons.
  - *Measurement:* Through CLASS and staff, collect total attendance for all programs and memberships. Compared quarterly.
  - *Purpose:* To continue our statistical comparisons that assist us in gauging the success of our programming. These statistics also show facility usage.
  - *Goal:* 5% increase yearly

# Performance Measures

## Effectiveness/Customer Service – Parks & Recreation

### Customer Service

- Customer satisfaction survey.
  - *Measurement:* 10 surveys (with points assigned to each of 5 questions) will be completed monthly by staff either by phone or in person and totaled quarterly.
  - *Purpose:* To ensure staff are meeting the customer service goals of our patrons.
  - *Goal:* 80% overall satisfaction in each category
- Measure the volume of calls per month.
  - *Measurement:* Nortel call management systems software report quarterly.  
*Purpose:* To compare usage and efficiency of staff operating the phone system.
  - *Goal:* 85%
- Membership retention survey.
  - *Measurement:* At time of membership renewal, staff will conduct a retention survey. Results will be compiled quarterly. In addition a CLASS report will be completed to acquire numbers of those members not returning.
  - *Purpose:* To identify why members are returning and to identify any weak areas of service.
  - *Goal:* 80%

# Performance Measures

## Effectiveness/Customer Service – Museum

### Exhibits/Special Events/Programs

- Continue to provide attendance comparisons
  - *Measurement:* Through CLASS and staff, collect total attendance for all visits, programs and special events. Compared quarterly and annually
  - *Purpose:* To continue our statistical comparisons that assist in gauging the success of advertising initiatives, the planned calendar of exhibits , offered programs and special events
  - *Goal:* annual visitation equivalent to 55% of town population
- Customer Satisfaction Survey
  - *Measurement:* minimum of 10 comment cards to be completed by museum patrons per exhibit, event or program to elicit feedback. Comment cards to include a ranking system for overall enjoyment of exhibit, event or program.
  - *Purpose:* to ensure that exhibits, special events and programs are meeting the wants and needs of museum patrons
  - *Goal:* overall ranking of 75% satisfaction

# Performance Measures

## **Effectiveness/Customer Service – Museum**

### **Visitor Experience**

- Customer Satisfaction Survey
- *Measurement:* 20 surveys to be completed monthly by museum patrons. Survey to include a ranking system for all areas of the “visitor experience” from the exhibits to building cleanliness, staff knowledge and overall enjoyment/impression.
- *Purpose:* to ensure that staff and the facility are meeting the wants and needs of museum patrons
- *Goal:* overall ranking of 75% satisfaction

### **Facility**

- Set-up facility bookings within CLASS system for program room rentals
  - *Measurement:* CLASS and POS
  - *Purpose:* To identify utilization and trends in usage
  - *Goal:* 100% of room rentals booked within CLASS system

# Human Resources

## Allocation/Deployment Plan

	2010	2011	2012	2013
<b>FT Position Requirements</b>				
Director	1	1	1	1
Programs Staff	13	12	12	12
Parks, Facilities & Cemetery	14	13	13	13
Museum	2	2	2	2
Total FTE Requirements-Full time	30	28	28	28

# Human Resources

## Allocation/Deployment Plan

	2010	2011	2012	2013
<b>Part time Requirements:</b>				
Cemetery Part Time FTE	0.4	0.4	0.4	0.4
Cemetery Head Count	2	2	2	2
Museum Part Time FTE	0.88	0.88	0.88	0.88
Museum Head Count	3	3	3	3
Parks & Facilities Part Time FTE	14.79	7.74	6.49	5.75
Parks & Facilities Head Count	29	13	13	13
Programs Part Time FTE	14.42	10.9	10.9	10.9
Programs Head Count	63	47	47	47
<b>Total Part-time FTE</b>	<b>30.71</b>	<b>20.14</b>	<b>18.89</b>	<b>18.15</b>
<b>Total Part- time Head Count</b>	<b>97</b>	<b>65</b>	<b>65</b>	<b>65</b>

Town of Tillsonburg		450 - Recreation - Parks		
2013 Financial Plan				
		2012		2013
		Budget	Projection	Budget
Operating Plan - Cost Code Summary				
Revenues				
Special Levy, Local Improvements, PILS				
3000	Taxes - Residential			
3005	Taxes - Multi-Residential			
3010	Taxes - Commercial			
3012	Taxes - Commercial Vacant Unit			
3014	Taxes - Commercial Vacant Land			
3020	Taxes - Shopping Centre			
3022	Taxes - Shopping Centre Vacant Unit			
3030	Taxes - Industrial			
3032	Taxes - Industrial Vacant Unit			
3034	Taxes - Industrial Vacant Land			
3040	Taxes - Pipelines			
3050	Taxes - Farmland			
3055	Taxes - Farmland Dev. Phase 1			
3060	Taxes - Large Industrial			
3062	Taxes - Large Industrial Vacant Unit			
3070	Taxes - Supplementaries			
3075	Taxes - Bill 79 Capped Levy			
3080	Taxes - Capped Rebates/Claw Backs			
3085	Taxes - W/O's			
3090	Taxes - PIL's			
3095	Local Improvements - Residential			
3096	Local Improvements - Commercial			
3100	Tax Adjustments			
3105	Taxes - Penalty & Interest			
Government Grants & Subsidies				
3200	Grants & Subsidies - Federal	-	-	-
3205	Grants & Subsidies - Provincial			
3210	Grants & Subsidies-Other	-	2,000	-
User Charges				
3300	Miscellaneous Revenue	3,000	4,030	4,500
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	-	-	-
3905	Contribution from DC Reserves			
		3,000	6,030	4,500

Town of Tillsonburg		450 - Recreation - Parks		
2013 Financial Plan				
		2012		2013
		Budget	Projection	Budget
<i>Operating Plan - Cost Code Summary</i>				
<b>Expenditures</b>				
Labour				
5001	Full-time Regular	81,000	55,466	95,225
5002	Full-Time Overtime	-	1,326	-
5003	Part-Time Regular	9,568	-	-
5004	Part-Time Overtime	-	-	-
5060	Retroactive Pay Expense			
5070	CPP Expense	-	-	-
5071	EI Expense	-	-	-
5072	WSIB Expense	-	-	-
5073	EHT Expense	-	-	-
5074	OMERS Expense	-	-	-
5075	Vacation Expense	-	-	-
5076	Sick Expense	-	-	-
5077	Life Insurance Expense	-	-	-
5078	Health Care Expense	-	-	-
5079	Personal Day Expense	-	-	-
5080	Overhead Offset	-	-	-
5081	Health Club (Taxable)	-	-	-
5085	Telephone Allowance			
Purchases				
5105	Equipment Rental	-	-	-
5110	Fuel & Oil	-	-	-
5115	Discounts Taken			
5200	Materials/Inventory	-	-	-
5300	Supplies	33,000	28,649	28,000
5305	Program Supplies	8,300	8,155	8,520
5310	Equipment Supplies & Repairs	7,500	6,837	10,000
5315	Books & Publications			
5320	Building Repairs & Maintenance	2,500	3,366	2,500
5325	Heat, Light & Water	27,500	32,312	28,750
5330	Insurance	6,470	6,869	7,212
5331	Insurance Claims			
5335	Telephone, Fax & Modem	675	600	-
5400	Miscellaneous Expense	-	715	-
5405	Meeting Expenses			
5410	Advertising & Promotions	-	220	-
5415	Training & Workshops	700	350	700
5420	Special Events			
5425	Special Projects			
5430	Membership Expenses	460	460	460
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	109,500	112,197	104,500
5510	Equipment Maintenance Contracts			
Contributions to Reserves				
5950	Contributions to Reserves			
5955	Contributions to DC Reserves			
		287,173	257,523	285,867
		284,173	251,493	281,367
Interfunctional Adjustments				
5100	Fleet Allocation	35,491	43,824	35,491
5650	Facilities Allocation			
5700	Corp Admin Allocation			
5705	Comm. Services Allocation			
5710	Operations Allocation			
		35,491	43,824	35,491
		319,664	295,317	316,858
Debt Principal and Interest				
5900	Debt Interest	47,848	47,848	45,650
5905	Debt Principal	40,124	40,124	40,207
3950	Prior year (surplus) deficit		-	-
<b>Total Net Levy</b>		<b>407,636</b>	<b>383,288</b>	<b>402,716</b>





Town of Tillsonburg  
 2013 Financial Plan  
 5 year Capital Plan

			<u>Capital Costs</u>	
<u>Description</u>			<u>Expenditures</u>	<u>Reserves</u>
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	-

Town of Tillsonburg		460 - Recreation - Programs		
2013 Financial Plan				
		2012		2013
		Budget	Projection	Budget
Operating Plan - Cost Code Summary				
Revenues				
Special Levy, Local Improvements, PILS				
3000	Taxes - Residential			
3005	Taxes - Multi-Residential			
3010	Taxes - Commercial			
3012	Taxes - Commercial Vacant Unit			
3014	Taxes - Commercial Vacant Land			
3020	Taxes - Shopping Centre			
3022	Taxes - Shopping Centre Vacant Unit			
3030	Taxes - Industrial			
3032	Taxes - Industrial Vacant Unit			
3034	Taxes - Industrial Vacant Land			
3040	Taxes - Pipelines			
3050	Taxes - Farmland			
3055	Taxes - Farmland Dev. Phase 1			
3060	Taxes - Large Industrial			
3062	Taxes - Large Industrial Vacant Unit			
3070	Taxes - Supplementaries			
3075	Taxes - Bill 79 Capped Levy			
3080	Taxes - Capped Rebates/Claw Backs			
3085	Taxes - W/O's			
3090	Taxes - PIL's			
3095	Local Improvements - Residential			
3096	Local Improvements - Commercial			
3100	Tax Adjustments			
3105	Taxes - Penalty & Interest			
Government Grants & Subsidies				
3200	Grants & Subsidies - Federal	4,000	5,386	3,500
3205	Grants & Subsidies - Provincial	11,700	45,804	42,708
3210	Grants & Subsidies-Other			
User Charges				
3300	Miscellaneous Revenue	5,000	9,794	4,900
3301	Residential Usage			
3302	General Usage			
3305	Admissions	134,750	120,733	132,200
3310	Fares & Fees	25,000	28,414	25,000
3315	Memberships	179,750	174,177	180,300
3320	Seasonal Revenues	85,000	90,828	85,000
3325	Sports Fields Fees	19,000	22,174	21,000
3330	Youth Program Fees	186,500	168,942	194,500
3335	Adult Program Fees	54,000	43,395	47,000
3340	Summer Programs	90,500	79,091	70,000
3345	Participate Programs			
3350	Minor Hockey	186,800	179,336	186,000
3355	Figure Skating	73,500	69,526	70,000
3360	Programs	34,500	34,584	34,500
3365	Landscaping			
3400	Permit Fees			
3410	Licence Fees			
3420	Certificates			
3430	Inspections			
3500	Rentals	163,200	170,282	158,200
3505	Merchandise	10,000	12,177	15,000
3510	Concession Sales	42,000	36,080	42,000
3515	Vending Machines	29,000	26,657	29,000
3600	Interest			
3601	Late Payment Charges			
3700	Special	13,000	11,414	12,000
3701	Capital Surchrg - Residential			
3702	Capital Surchrg - General			
3705	Donations	10,000	12,000	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			
		1,357,200	1,340,795	1,362,808

Town of Tillsonburg		460 - Recreation - Programs		
2013 Financial Plan				
		2012		2013
		Budget	Projection	Budget
<i>Operating Plan - Cost Code Summary</i>				
<b>Expenditures</b>				
Labour				
5001	Full-time Regular	948,500	912,883	938,600
5002	Full-Time Overtime	-	2,100	-
5003	Part-Time Regular	312,822	280,950	300,895
5004	Part-Time Overtime	-	15	-
5060	Retroactive Pay Expense			
5070	CPP Expense	-	-	-
5071	EI Expense	-	-	-
5072	WSIB Expense	-	-	-
5073	EHT Expense	-	-	-
5074	OMERS Expense	-	-	-
5075	Vacation Expense	-	-	-
5076	Sick Expense	-	-	-
5077	Life Insurance Expense	-	-	-
5078	Health Care Expense	-	-	-
5079	Personal Day Expense	-	-	-
5080	Overhead Offset	-	-	-
5081	Health Club (Taxable)	-	-	-
5085	Telephone Allowance			
Purchases				
5105	Equipment Rental	2,904	2,628	2,904
5110	Fuel & Oil	-	-	-
5115	Discounts Taken			
5200	Materials/Inventory	38,800	44,054	41,300
5300	Supplies	11,348	8,246	9,848
5305	Program Supplies	41,500	37,958	41,000
5310	Equipment Supplies & Repairs	5,800	5,662	5,800
5315	Books & Publications	400	-	-
5320	Building Repairs & Maintenance			
5325	Heat, Light & Water	-	275	-
5330	Insurance	42,556	39,876	42,153
5331	Insurance Claims			
5335	Telephone, Fax & Modem	11,539	11,865	12,528
5400	Miscellaneous Expense	600	31,000	31,000
5405	Meeting Expenses	-	-	-
5410	Advertising & Promotions	28,800	26,983	26,950
5415	Training & Workshops	4,450	4,458	9,150
5420	Special Events	-	500	2,500
5425	Special Projects	3,000	3,000	3,000
5430	Membership Expenses	-	1,700	4,400
5600	Rent Expense			
5605	Interest And Finance Charges	-	-	-
5850	Bad Debt Expense			
5800	Tax External Payments			
Contracted Services				
5500	Consultants, Legal & Audit	-	526	-
5505	Subcontractors Expense	-	-	-
5510	Equipment Maintenance Contracts			
Contributions to Reserves				
5950	Contributions to Reserves	-	-	-
5955	Contributions to DC Reserves			
		1,453,019	1,414,682	1,472,028
		95,819	73,887	109,220
Interfunctional Adjustments				
5100	Fleet Allocation	-	-	-
5650	Facilities Allocation			
5700	Corp Admin Allocation			
5705	Comm. Services Allocation			
5710	Operations Allocation			
		-	-	-
		95,819	73,887	109,220
Debt Principal and Interest				
5900	Debt Interest	-	299	-
5905	Debt Principal	-	586	-
3950	Prior year (surplus) deficit	-	-	-
<b>Total Net Levy</b>		<b>95,819</b>	<b>74,772</b>	<b>109,220</b>

Town of Tillsonburg  
2013 Financial Plan  
5 year Capital Plan

			<u>Capital Costs</u>	
<u>Description</u>			<u>Expenditures</u>	<u>Reserves</u>
1		Recreation Master Plan initiatives (from business plan)	35,000	
2			-	
3				
4				
5				
2013			35,000	-

1		Recreation Master Plan implementation	100,000	
2				
3				
4				
5				
2014			100,000	-

1		Recreation Master Plan implementation	100,000	
2				
3				
4				
5				
2015			100,000	-

1				
2				
3				
4				
5				
2016			-	-

1				
2				
3				
4				
5				
2017			-	-

Town of Tillsonburg		465 - Recreation - Facilities		
2013 Financial Plan				
		2012		2013
		Budget	Projection	Budget
Operating Plan - Cost Code Summary				
Revenues				
Special Levy, Local Improvements, PILS				
3000	Taxes - Residential			
3005	Taxes - Multi-Residential			
3010	Taxes - Commercial			
3012	Taxes - Commercial Vacant Unit			
3014	Taxes - Commercial Vacant Land			
3020	Taxes - Shopping Centre			
3022	Taxes - Shopping Centre Vacant Unit			
3030	Taxes - Industrial			
3032	Taxes - Industrial Vacant Unit			
3034	Taxes - Industrial Vacant Land			
3040	Taxes - Pipelines			
3050	Taxes - Farmland			
3055	Taxes - Farmland Dev. Phase 1			
3060	Taxes - Large Industrial			
3062	Taxes - Large Industrial Vacant Unit			
3070	Taxes - Supplementaries			
3075	Taxes - Bill 79 Capped Levy			
3080	Taxes - Capped Rebates/Claw Backs			
3085	Taxes - W/O's			
3090	Taxes - PIL's			
3095	Local Improvements - Residential			
3096	Local Improvements - Commercial			
3100	Tax Adjustments			
3105	Taxes - Penalty & Interest			
Government Grants & Subsidies				
3200	Grants & Subsidies - Federal			
3205	Grants & Subsidies - Provincial			
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	22,500	20,279	10,600
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	-	36,341	-
3810	Sale of Assets			
3820	Debenture Proceeds			
Contribution from Reserves				
3900	Contribution from Reserves	-	-	-
3905	Contribution from DC Reserves			
		22,500	56,620	10,600

Town of Tillsonburg		465 - Recreation - Facilities		
2013 Financial Plan				
		2012		2013
		Budget	Projection	Budget
<i>Operating Plan - Cost Code Summary</i>				
<b>Expenditures</b>				
Labour				
5001	Full-time Regular	629,200	645,102	749,025
5002	Full-Time Overtime	13,600	28,550	15,200
5003	Part-Time Regular	161,056	131,961	146,000
5004	Part-Time Overtime	-	589	-
5060	Retroactive Pay Expense			
5070	CPP Expense	-	-	-
5071	EI Expense	-	-	-
5072	WSIB Expense	-	-	-
5073	EHT Expense	-	-	-
5074	OMERS Expense	-	-	-
5075	Vacation Expense	-	-	-
5076	Sick Expense	-	-	-
5077	Life Insurance Expense	-	-	-
5078	Health Care Expense	-	-	-
5079	Personal Day Expense	-	-	-
5080	Overhead Offset	-	-	-
5081	Health Club (Taxable)	-	0	-
5085	Telephone Allowance			
Purchases				
5105	Equipment Rental	12,500	12,415	12,500
5110	Fuel & Oil	-	-	-
5115	Discounts Taken			
5200	Materials/Inventory			
5300	Supplies	97,436	100,833	94,270
5305	Program Supplies			
5310	Equipment Supplies & Repairs	61,666	61,937	59,040
5315	Books & Publications	-	-	-
5320	Building Repairs & Maintenance	71,952	64,469	67,631
5325	Heat, Light & Water	464,515	463,006	438,950
5330	Insurance	36,447	34,632	36,364
5331	Insurance Claims	-	-	-
5335	Telephone, Fax & Modem	1,800	1,839	1,800
5400	Miscellaneous Expense	6,540	6,322	6,040
5405	Meeting Expenses			
5410	Advertising & Promotions			
5415	Training & Workshops	2,386	2,061	2,400
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	34,653	34,097	30,600
5510	Equipment Maintenance Contracts	3,772	3,509	3,750
Contributions to Reserves				
5950	Contributions to Reserves	6,800	6,800	-
5955	Contributions to DC Reserves	-	36,341	-
		1,604,323	1,634,464	1,663,570
		1,581,823	1,577,844	1,652,970
Interfunctional Adjustments				
5100	Fleet Allocation	11,700	19,093	17,620
5650	Facilities Allocation			
5700	Corp Admin Allocation			
5705	Comm. Services Allocation			
5710	Operations Allocation			
		11,700	19,093	17,620
		1,593,523	1,596,937	1,670,590
Debt Principal and Interest				
5900	Debt Interest	221,173	221,345	197,042
5905	Debt Principal	428,573	428,573	356,317
3950	Prior year (surplus) deficit	-	-	-
<b>Total Net Levy</b>		<b>2,243,269</b>	<b>2,246,856</b>	<b>2,223,949</b>

*Town of Tillsonburg*  
**2013 Financial Plan**  
*5 year Capital Plan*

			<u>Capital Costs</u>	
<u>Description</u>			<u>Expenditures</u>	<u>Reserves</u>
1				
2		Ice Edger	-	
3		Health Club Equipment (weights, racks, etc.)	10,000	
4		Auditorium Roof	-	20,000
5		Accessible Washroom	50,000	
6				
7				
<b>2013</b>			<b>60,000</b>	<b>20,000</b>

		Auditorium Roof	42,000	
2		Rowing Club Roof (concrete roof new coating)	7,000	
		Refrigeration Room Compressor #3 replacement	40,000	
		Audio Visual Equipment for Den and Auditorium	5,000	
		Waterpark maintenance	-	
		Energy Management	50,000	
		Seniors Roof	65,000	
		Ice Edger	5,000	
<b>2014</b>			<b>214,000</b>	<b>-</b>

		Waterpark slide stairs replaced	35,000	
		Health Club Equipment Replacement	10,000	
		Indoor Pool Maintenance/repairs	55,000	
		Energy Management	50,000	
<b>2015</b>			<b>150,000</b>	<b>-</b>



Town of Tillsonburg  
2013 Financial Plan  
5 year Capital Plan

Description

Capital Costs

Expenditures      Reserves

1				
2		Replace Waterpark roof	50,000	
3		Arena hot water heaters	40,000	
4		Energy management	50,000	
5				
6				
7				
8				
9				
10				
11				
12				
13				
14				
<b>2016</b>			<b>140,000</b>	<b>-</b>

1				
2		Replace Health Club Equipment	10,000	
3		Waterpark Pump replacement	12,000	
4		Indoor Pool Shutdown	50,000	
5		Energy management	50,000	
6				
<b>2017</b>			<b>122,000</b>	<b>-</b>

Town of Tillsonburg		460/465-7703 - Special Events Centre		
2013 Financial Plan				
		2012		2013
		Budget	Projection	Budget
Operating Plan - Cost Code Summary				
Revenues				
Special Levy, Local Improvements, PILS				
3000	Taxes - Residential			
3005	Taxes - Multi-Residential			
3010	Taxes - Commercial			
3012	Taxes - Commercial Vacant Unit			
3014	Taxes - Commercial Vacant Land			
3020	Taxes - Shopping Centre			
3022	Taxes - Shopping Centre Vacant Unit			
3030	Taxes - Industrial			
3032	Taxes - Industrial Vacant Unit			
3034	Taxes - Industrial Vacant Land			
3040	Taxes - Pipelines			
3050	Taxes - Farmland			
3055	Taxes - Farmland Dev. Phase 1			
3060	Taxes - Large Industrial			
3062	Taxes - Large Industrial Vacant Unit			
3070	Taxes - Supplementaries			
3075	Taxes - Bill 79 Capped Levy			
3080	Taxes - Capped Rebates/Claw Backs			
3085	Taxes - W/O's			
3090	Taxes - PIL's			
3095	Local Improvements - Residential			
3096	Local Improvements - Commercial			
3100	Tax Adjustments			
3105	Taxes - Penalty & Interest			
Government Grants & Subsidies				
3200	Grants & Subsidies - Federal			
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	55,000	33,519	-
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			
		55,000	33,519	-

Town of Tillsonburg		460/465-7703 - Special Events Centre		
2013 Financial Plan				
		2012		2013
		Budget	Projection	Budget
<i>Operating Plan - Cost Code Summary</i>				
<b>Expenditures</b>				
Labour				
5001	Full-time Regular	-	-	-
5002	Full-Time Overtime	-	-	-
5003	Part-Time Regular	26,358	2,043	-
5004	Part-Time Overtime	-	-	-
5060	Retroactive Pay Expense			
5070	CPP Expense			
5071	EI Expense			
5072	WSIB Expense			
5073	EHT Expense			
5074	OMERS Expense			
5075	Vacation Expense			
5076	Sick Expense			
5077	Life Insurance Expense			
5078	Health Care Expense			
5079	Personal Day Expense			
5080	Overhead Offset			
5081	Health Club (Taxable)			
5085	Telephone Allowance			
Purchases				
5105	Equipment Rental			
5110	Fuel & Oil	-	-	-
5115	Discounts Taken			
5200	Materials/Inventory			
5300	Supplies	4,500	6,838	-
5305	Program Supplies			
5310	Equipment Supplies & Repairs	5,765	5,888	-
5315	Books & Publications			
5320	Building Repairs & Maintenance	4,200	3,541	-
5325	Heat, Light & Water	58,700	44,758	-
5330	Insurance	5,906	5,626	-
5331	Insurance Claims	-	-	-
5335	Telephone, Fax & Modem	1,860	1,024	-
5400	Miscellaneous Expense	300	-	-
5405	Meeting Expenses	-	-	-
5410	Advertising & Promotions	1,200	509	-
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	2,002	-
5510	Equipment Maintenance Contracts			
Contributions to Reserves				
5950	Contributions to Reserves	-	-	-
5955	Contributions to DC Reserves			
		111,589	72,229	-
		56,589	38,710	-
Interfunctional Adjustments				
5100	Fleet Allocation	3,000	2,250	-
5650	Facilities Allocation	-	-	-
5700	Corp Admin Allocation			
5705	Comm. Services Allocation			
5710	Operations Allocation			
		3,000	2,250	-
		59,589	40,960	-
Debt Principal and Interest				
5900	Debt Interest	14,430	13,945	-
5905	Debt Principal	91,148	90,261	-
3950	Prior year (surplus) deficit	-	-	-
<b>Total Net Levy</b>		<b>165,167</b>	<b>145,166</b>	<b>-</b>

Town of Tillsonburg		467 - Elliott Fairbairn Centre		
2013 Financial Plan				
		2012		2013
		Budget	Projection	Budget
Operating Plan - Cost Code Summary				
Revenues				
Special Levy, Local Improvements, PILS				
3000	Taxes - Residential			
3005	Taxes - Multi-Residential			
3010	Taxes - Commercial			
3012	Taxes - Commercial Vacant Unit			
3014	Taxes - Commercial Vacant Land			
3020	Taxes - Shopping Centre			
3022	Taxes - Shopping Centre Vacant Unit			
3030	Taxes - Industrial			
3032	Taxes - Industrial Vacant Unit			
3034	Taxes - Industrial Vacant Land			
3040	Taxes - Pipelines			
3050	Taxes - Farmland			
3055	Taxes - Farmland Dev. Phase 1			
3060	Taxes - Large Industrial			
3062	Taxes - Large Industrial Vacant Unit			
3070	Taxes - Supplementaries			
3075	Taxes - Bill 79 Capped Levy			
3080	Taxes - Capped Rebates/Claw Backs			
3085	Taxes - W/O's			
3090	Taxes - PIL's			
3095	Local Improvements - Residential			
3096	Local Improvements - Commercial			
3100	Tax Adjustments			
3105	Taxes - Penalty & Interest			
Government Grants & Subsidies				
3200	Grants & Subsidies - Federal			
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	74,983	74,491	74,980
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	Debtenture Proceeds			
Contribution from Reserves				
3900	Contribution from Reserves	-	-	-
3905	Contribution from DC Reserves	-	-	-
		74,983	74,491	74,980

Town of Tillsonburg		467 - Elliott Fairbairn Centre		
2013 Financial Plan				
		2012		2013
		Budget	Projection	Budget
<i>Operating Plan - Cost Code Summary</i>				
<b>Expenditures</b>				
Labour				
5001	Full-time Regular	-	-	-
5002	Full-Time Overtime	-	-	-
5003	Part-Time Regular	800	200	800
5004	Part-Time Overtime	-	-	-
5060	Retroactive Pay Expense			
5070	CPP Expense	-	-	-
5071	EI Expense	-	-	-
5072	WSIB Expense	-	-	-
5073	EHT Expense	-	-	-
5074	OMERS Expense	-	-	-
5075	Vacation Expense	-	-	-
5076	Sick Expense	-	-	-
5077	Life Insurance Expense	-	-	-
5078	Health Care Expense	-	-	-
5079	Personal Day Expense	-	-	-
5080	Overhead Offset	-	-	-
5081	Health Club (Taxable)			
5085	Telephone Allowance			
Purchases				
5105	Equipment Rental			
5110	Fuel & Oil			
5115	Discounts Taken			
5200	Materials/Inventory			
5300	Supplies	800	400	800
5305	Program Supplies			
5310	Equipment Supplies & Repairs	-	-	-
5315	Books & Publications			
5320	Building Repairs & Maintenance	-	-	-
5325	Heat, Light & Water	-	-	-
5330	Insurance	2,239	2,134	2,241
5331	Insurance Claims			
5335	Telephone, Fax & Modem	660	533	600
5400	Miscellaneous Expense	1,268	200	400
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	900	2,547	2,800
5510	Equipment Maintenance Contracts			
Contributions to Reserves				
5950	Contributions to Reserves	-	-	-
5955	Contributions to DC Reserves	-	-	-
		6,667	6,013	7,641
		(68,316)	(68,478)	(67,339)
Interfunctional Adjustments				
5100	Fleet Allocation			
5650	Facilities Allocation			
5700	Corp Admin Allocation			
5705	Comm. Services Allocation			
5710	Operations Allocation			
		-	-	-
		(68,316)	(68,478)	(67,339)
Debt Principal and Interest				
5900	Debt Interest	16,157	16,157	15,340
5905	Debt Principal	15,464	15,464	15,464
3950	Prior year (surplus) deficit	-	-	-
<b>Total Net Levy</b>		<b>(36,694)</b>	<b>(36,856)</b>	<b>(36,534)</b>

<b>Town of Tillsonburg</b>			<b>470 - Library</b>	
<b>2013 Financial Plan</b>				
			<b>2012</b>	<b>2013</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	3,000	-	-
3205	Grants & Subsidies - Provincial	23,685	23,685	-
3210	Grants & Subsidies-Other	-	18,319	-
Other Revenues				
3300	Miscellaneous Revenue	12,000	18,177	-
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	3,750	3,058	-
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	2,000	2,036	-
3505	Merchandise	400	-	-
3510	Concession Sales			
3515	Vending Machines			
3600	Interest	1,000	2,088	-
3601	Late Payment Charges			
3700	Special			
3701	Capital Surcharge - Residential			
3702	Capital Surcharge - General			
3705	Donations	6,000	6,891	-
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	-	18,823	-
3810	Sale of Assets			
3820	Debtenture Proceeds			
Contribution from Reserves				
3900	Contribution from Reserves	-	-	-
3905	Contribution from DC Reserves	20,000	20,000	-
		71,835	113,076	-

<b>Town of Tillsonburg</b>			<b>470 - Library</b>	
<b>2013 Financial Plan</b>				
			<b>2012</b>	<b>2013</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	133,700	152,753	-
5002	Full-Time Overtime	-	1,377	-
5003	Part-Time Regular	120,654	105,969	-
5004	Part-Time Overtime	-	-	-
5060	Retroactive Pay Expense			
5070	CPP Expense	-	-	-
5071	EI Expense	-	-	-
5072	WSIB Expense	-	-	-
5073	EHT Expense	-	-	-
5074	OMERS Expense	-	-	-
5075	Vacation Expense	-	-	-
5076	Sick Expense	-	-	-
5077	Life Insurance Expense	-	-	-
5078	Health Care Expense	-	-	-
5079	Personal Day Expense	-	-	-
5080	Overhead Offset	-	-	-
5081	Health Club (Taxable)	-	-	-
5085	Telephone Allowance			
Purchases				
5105	Equipment Rental			
5110	Fuel & Oil			
5115	Discounts Taken			
5200	Materials/Inventory			
5300	Supplies	6,400	2,320	-
5305	Program Supplies	-	3,158	-
5310	Equipment Supplies & Repairs	5,200	2,910	-
5315	Books & Publications	60,000	26,228	-
5320	Building Repairs & Maintenance	4,000	1,587	-
5325	Heat, Light & Water	16,000	15,061	100
5330	Insurance	1,966	1,850	1,943
5331	Insurance Claims			
5335	Telephone, Fax & Modem	2,600	2,133	325
5400	Miscellaneous Expense	(47,496)	99	3,500
5405	Meeting Expenses	600	150	-
5410	Advertising & Promotions	3,000	862	-
5415	Training & Workshops	1,600	1,230	-
5420	Special Events	3,000	352	-
5425	Special Projects	-	16,156	-
5430	Membership Expenses	1,500	1,415	-
5600	Rent Expense			
5605	Interest And Finance Charges			
5850	Bad Debt Expense			
5800	Tax External Payments			
Contracted Services				
5500	Consultants, Legal & Audit	-	267	-
5505	Subcontractors Expense	14,421	13,644	2,500
5510	Equipment Maintenance Contracts	12,500	12,824	-
Contributions to Reserves				
5950	Contributions to Reserves	-	-	-
5955	Contributions to DC Reserves	-	18,823	-
		339,645	381,170	8,368
		267,810	268,095	8,368
Interfunctional Adjustments				
5100	Fleet Allocation			
5650	Facilities Allocation	-	-	-
5700	Corp Admin Allocation			
5705	Comm. Services Allocation			
5710	Operations Allocation			
		-	-	-
		267,810	268,095	8,368
Debt Principal and Interest				
5900	Debt Interest	4,600	4,316	-
5905	Debt Principal	12,500	12,500	-
3950	Prior year (surplus) deficit	-	-	-
<b>Total Net Levy</b>		<b>284,910</b>	<b>284,910</b>	<b>8,368</b>

Town of Tillsonburg		475 - Museum		
2013 Financial Plan				
		2012		2013
		Budget	Projection	Budget
Operating Plan - Cost Code Summary				
Revenues				
Special Levy, Local Improvements, PILS				
3000	Taxes - Residential			
3005	Taxes - Multi-Residential			
3010	Taxes - Commercial			
3012	Taxes - Commercial Vacant Unit			
3014	Taxes - Commercial Vacant Land			
3020	Taxes - Shopping Centre			
3022	Taxes - Shopping Centre Vacant Unit			
3030	Taxes - Industrial			
3032	Taxes - Industrial Vacant Unit			
3034	Taxes - Industrial Vacant Land			
3040	Taxes - Pipelines			
3050	Taxes - Farmland			
3055	Taxes - Farmland Dev. Phase 1			
3060	Taxes - Large Industrial			
3062	Taxes - Large Industrial Vacant Unit			
3070	Taxes - Supplementaries			
3075	Taxes - Bill 79 Capped Levy			
3080	Taxes - Capped Rebates/Claw Backs			
3085	Taxes - W/O's			
3090	Taxes - PIL's			
3095	Local Improvements - Residential			
3096	Local Improvements - Commercial			
3100	Tax Adjustments			
3105	Taxes - Penalty & Interest			
Government Grants & Subsidies				
3200	Grants & Subsidies - Federal	7,805	3,365	3,365
3205	Grants & Subsidies - Provincial	17,899	17,899	17,899
3210	Grants & Subsidies-Other	2,500	1,500	3,500
Other Revenues				
3300	Miscellaneous Revenue	-	-	2,000
3301	Residential Usage			
3302	General Usage			
3305	Admissions	6,700	6,426	7,150
3310	Fares & Fees			
3315	Memberships	-	-	-
3320	Seasonal Revenues			
3325	Sports Fields Fees			
3330	Youth Program Fees			
3335	Adult Program Fees			
3340	Summer Programs	5,950	4,882	6,000
3345	Participate Programs			
3350	Minor Hockey			
3355	Figure Skating			
3360	Programs	2,350	2,401	5,500
3365	Landscaping			
3400	Permit Fees			
3410	Licence Fees			
3420	Certificates			
3430	Inspections			
3500	Rentals	800	750	1,200
3505	Merchandise	500	400	1,000
3510	Concession Sales	1,900	1,965	2,000
3515	Vending Machines			
3600	Interest	-	-	-
3601	Late Payment Charges			
3700	Special	25,600	25,535	37,770
3701	Capital Surcharge - Residential			
3702	Capital Surcharge - General			
3705	Donations	2,000	2,977	3,000
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			
		74,004	68,101	90,384



Town of Tillsonburg		475 - Museum		
2013 Financial Plan				
		2012		2013
		Budget	Projection	Budget
<i>Operating Plan - Cost Code Summary</i>				
<b>Expenditures</b>				
Labour				
5001	Full-time Regular	152,100	155,692	156,800
5002	Full-Time Overtime	-	442	-
5003	Part-Time Regular	21,000	19,348	21,000
5004	Part-Time Overtime	-	-	-
5060	Retroactive Pay Expense	-	-	-
5070	CPP Expense	-	-	-
5071	EI Expense	-	-	-
5072	WSIB Expense	-	-	-
5073	EHT Expense	-	-	-
5074	OMERS Expense	-	-	-
5075	Vacation Expense	-	-	-
5076	Sick Expense	-	-	-
5077	Life Insurance Expense	-	-	-
5078	Health Care Expense	-	-	-
5079	Personal Day Expense	-	-	-
5080	Overhead Offset	-	-	-
5081	Health Club (Taxable)	-	-	-
5085	Telephone Allowance	-	-	-
Purchases				
5105	Equipment Rental	-	870	1,000
5110	Fuel & Oil	-	-	-
5115	Discounts Taken	-	-	-
5200	Materials/Inventory	-	-	-
5300	Supplies	2,750	2,500	3,450
5305	Program Supplies	1,100	1,050	1,100
5310	Equipment Supplies & Repairs	1,800	2,278	2,000
5315	Books & Publications	100	50	100
5320	Building Repairs & Maintenance	9,744	10,281	12,300
5325	Heat, Light & Water	20,000	10,149	16,000
5330	Insurance	4,665	4,527	4,753
5331	Insurance Claims	-	-	-
5335	Telephone, Fax & Modem	3,200	3,757	3,200
5400	Miscellaneous Expense	100	352	800
5405	Meeting Expenses	200	146	100
5410	Advertising & Promotions	12,000	9,418	12,000
5415	Training & Workshops	500	265	1,550
5420	Special Events	15,000	15,632	22,000
5425	Special Projects	-	0	2,000
5430	Membership Expenses	300	300	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	7,624	7,564	5,922
5510	Equipment Maintenance Contracts	-	-	-
Contributions to Reserves				
5950	Contributions to Reserves	-	-	-
5955	Contributions to DC Reserves	-	-	-
		252,183	244,620	266,375
		178,179	176,519	175,991
Interfunctional Adjustments				
5100	Fleet Allocation	-	-	-
5650	Facilities Allocation	-	-	-
5700	Corp Admin Allocation	-	-	-
5705	Comm. Services Allocation	-	-	-
5710	Operations Allocation	-	-	-
		-	-	-
		178,179	176,519	175,991
Debt Principal and Interest				
5900	Debt Interest	-	-	-
5905	Debt Principal	-	-	-
3950	Prior year (surplus) deficit	-	-	-
<b>Total Net Lev</b>		178,179	176,519	175,991

**Town of Tillsonburg**  
**2013 Financial Plan**  
**5 year Capital Plan**

5 year Capital Plan			Capital Costs	
Description			Expenditures	Reserves
1		Replacement A/C Boilers (energy efficient equipment) \$45k in 2015. moved to 2016	-	-
2		painting of stairwells/bathrooms	-	
3			-	
4				
5				
2013			-	-

1		Replacement A/C Boilers (energy efficient equipment) \$45k in 2016- phase 1	-	15,000
2		Up grade of Museum kitchen - scheduled upgrade. Moved to 2016	-	
3				
4				
5				
<b>2014</b>			<b>-</b>	<b>15,000</b>

1		Replacement A/C Boilers (energy efficient equipment) \$45k in 2016- phase 2	-	15,000
2				
3				
4				
5				
<b>2015</b>			<b>-</b>	<b>15,000</b>

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

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

**Cell:** C6  
**Comment:** Darrell Eddington:  
phase moved to 2014

**Cell:** C7  
**Comment:** CSarafinchin:  
this project can not be funded from the trust fund.

Jan 25 2013

**Cell:** D8  
**Comment:** Darrell Eddington:  
fabric on walls . moved to operating

**Cell:** C14  
**Comment:** Darrell Eddington:  
introduced in 2013

**Cell:** C22  
**Comment:** Darrell Eddington:  
introduced in 2013

**Cell:** C30  
**Comment:** Darrell Eddington:  
introduced in 2013

<b>Town of Tillsonburg</b>		<b>300 - Cemetery</b>		
<b>2013 Financial Plan</b>				
		<b>2012</b>		<b>2013</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 I			
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	130,000	130,354	134,000
3301	Residential Usage			
3302	General Usage			
3305	Admissions			
3310	Fares & Fees			
3315	Memberships			
3320	Seasonal Revenues	13,000	8,533	8,500
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	17,420	17,000	13,900
3601	Late Payment Charges			
3700	Special			
3701	Capital Surchrg - Residential			
3702	Capital Surchrg - General			
3705	Donations	500	500	500
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			
		160,920	156,387	156,900

Town of Tillsonburg 2013 Financial Plan		300 - Cemetery		
		2012		2013
		Budget	Projection	Budget
<i>Operating Plan - Cost Code Summary</i>				
<b>Expenditures</b>				
Labour				
5001	Full-time Regular	60,800	61,091	64,900
5002	Full-Time Overtime	1,000	1,014	450
5003	Part-Time Regular	33,000	30,147	34,000
5004	Part-Time Overtime	-	-	-
5060	Retroactive Pay Expense	-	-	-
5070	CPP Expense	-	-	-
5071	EI Expense	-	-	-
5072	WSIB Expense	-	-	-
5073	EHT Expense	-	-	-
5074	OMERS Expense	-	-	-
5075	Vacation Expense	-	-	-
5076	Sick Expense	-	-	-
5077	Life Insurance Expense	-	-	-
5078	Health Care Expense	-	-	-
5079	Personal Day Expense	-	-	-
5080	Overhead Offset	-	-	-
5081	Health Club (Taxable)	-	-	-
5085	Telephone Allowance	-	-	-
Purchases				
5105	Equipment Rental	-	289	-
5110	Fuel & Oil	-	-	-
5115	Discounts Taken	-	-	-
5200	Materials/Inventory	-	-	-
5300	Supplies	12,515	8,536	8,500
5305	Program Supplies	-	-	-
5310	Equipment Supplies & Repairs	4,350	1,940	3,000
5315	Books & Publications	-	-	-
5320	Building Repairs & Maintenance	1,500	300	600
5325	Heat, Light & Water	4,800	4,099	4,050
5330	Insurance	1,136	1,079	1,133
5331	Insurance Claims	-	-	-
5335	Telephone, Fax & Modem	5,400	4,863	5,400
5400	Miscellaneous Expense	900	234	400
5405	Meeting Expenses	-	-	-
5410	Advertising & Promotions	-	581	-
5415	Training & Workshops	1,150	1,018	600
5420	Special Events	-	-	-
5425	Special Projects	-	-	-
5430	Membership Expenses	-	-	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	22,500	13,480	15,200
5510	Equipment Maintenance Contracts	-	-	-
Contributions to Reserves				
5950	Contributions to Reserves	-	-	-
5955	Contributions to DC Reserves	-	-	-
		149,051	128,670	138,483
		(11,869)	(27,717)	(18,417)
Interfunctional Adjustments				
5100	Fleet Allocation	80,376	80,376	97,922
5650	Facilities Allocation	-	-	-
5700	Corp Admin Allocation	-	-	-
5705	Comm. Services Allocation	-	-	-
5710	Operations Allocation	-	-	-
		80,376	80,376	97,922
		68,507	52,659	79,505
Debt Principal and Interest				
5900	Debt Interest	-	-	-
5905	Debt Principal	-	-	-
3950	Prior year (surplus) deficit	-	-	-
<b>Total Net Lev</b>		<b>68,507</b>	<b>52,659</b>	<b>79,505</b>

Town of Tillsonburg  
2013 Financial Plan  
5 year Capital Plan

			<u>Capital Costs</u>	
<u>Description</u>			<u>Expenditures</u>	<u>Reserves</u>
1	501	Columbarium unit	20,000	
2		Electrical connection to new water service - if not completed in 2012	9,000	
3		Pioneer Cemetery Revitalization	15,000	
4				
5				
2013			44,000	-

1				
2				
3				
4				
5				
2014			-	-

1				
2			-	
3		Columbarium unit	20,000	
4				
5				
2015			20,000	-

1				
2				
3				
4				
5				
2016			-	-

1				
2		Survey GPR Lands for Additional Plot Capacity	7,500	
3		Columbarium unit	20,000	
4				
5				
2017			27,500	-

**Cell:** D6  
**Comment:** CSarafinchin:  
Cfwd from 2012