



**TOWN OF TILLSONBURG**

**2013 BUSINESS PLAN**

**DIRECTOR OF**

**DEVELOPMENT & COMMUNICATIONS**

# 2013 Business Objectives

Item	Dept	Owner	Budget Value	Projected Value	Target Date	Actual Date
Town Marketing -Social media and website - Radio and Print Ads -Trade Show Promotion Partnership -Video and virtualization of the community - Youth Attraction "Project Ruby Slippers - There is no Place Like Home".	Dev.	Director	25,000	25,000	Q4	
Commercial Marketing Prospectus	Economic Dev.	Director	4,000	4,000	Q2	
IT Review and Planning	Dev.	Director	75,000	75,000	Q4	
Urban Design Funds	Dev.	Director	15,000	30,000	Q1	
Workforce Survey	Economic Dev.	Director	2,500	2,500	Q2	

# 2013 Business Objectives-Con't

Item	Dept	Owner	Budget Value	Projected Value	Target Date	Actual Date
Continued Support Turtlefest and Country Christmas Festival	Economic Dev.	Director	6,000	6,000	Q4	
Health and Safety	Department	Director			Q4	
ACR Utilization	Department	Director			Q4	
Records Management and Storage	Clerk's Office	Clerk	25,000	25,000	Q4	
Council sound system	Council	Facilities Manager	\$10,000	\$10,000	Q2	

# Risks

- Proper tracking of development applications and follow-up.
- Continuing push and momentum necessary for marketing and promotions and building industry involvement and feedback.
- Push on promotion on the quality of life in the community is integral.
- Stakeholder engagement is important – low community responses have been found.
- Airport business development is a risk – marketing efforts to be placed to reduce the tax subsidy – and to create a stand-a-lone enterprise.
- Staff departures could result in some objectives not being met – some key positions only have one person undertaking this position with Director having to fill in gaps when possible.

# Opportunities

- Improvement of marketing and communications to community and development industry creates positive outcomes. Some comments received that Town is Pro Business.
- Attract investment, residents and interest in the community by improved marketing and communications and business retention.
- Seek development of underutilized parking lots may add an additional 50,000 square feet of new retail or event space.
- Visual aids and better presentation materials at Council meetings will ensure accountability, accessibility and openness of council meetings.
- Increase the brand recognition of Tillsonburg.
- Attract further investment leading to job creation.
- Create an investment ready environment.
- Innovation in communication methods makes Council appear more transparent.

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

## **2014**

- Improved local planning function.
- Study of South-western Ontario and Northern U.S. Impacts
- Improved Airport Marketing
- Enhanced Communications Program
- Innovation in Social Media
- Residential and Commercial Design/Property Awards.Recognition
- Downtown and Commercial Area Focus
- Update of Development Guidelines
- Process Review of Procedures.
- Continuous staff improvement and training.
- Updated Economic Development Strategy

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

## **2015**

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

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

## **2016**

- Strategic Plan Review.
- Marketing and promotion of servicing restrictions being lifted.
- Community Cultural Promotion.
- Feasibility of Cultural Centre and Performing Arts Facility.
- Completion of Urban Design Project.

# Performance Measures

## Effectiveness/Customer Service

	2009 Actual	2010 Actual	2011 Actual	2012 Actual	2013 Budget
Airport - Fuel Sales – Litres	94,555	100,000	118,455	161,417	127,000
Airport - Fuel Sales – Revenue	\$115,978	\$125,000	\$186,622	\$256,056	\$216,000
Airport – Requests of Hanger Rental	12	12	8	10	10
Airport – Attendance at Sp. Events	4,000	8,000	1,000	9,000	2,000
Airport – Number of Special Events	4	6	8	11	10
Building Department – Building/By-law Inspections	1,298	1,247	1,201	1,258	1,300
<b>Building Department – Permit Turnaround – Days</b>					
- Single Detached	5	5	5	3-5	3-5
- Misc. Res.	2-5	2-5	2-5	2-5	2-5
- Multi-Res.	7-15	7-15	7-15	7-15	7-15
- Commercial	5-10	5-10	5-10	5-10	5-10
- Industrial	7-10	7-10	7-10	5-10	5-10
- Institutional	10-20	10-20	10-20	10-20	10-20

# Performance Measures

## **Development and Building: Improve Response Times and Ensure Safe Environment**

- Response to public complaints. – property standards and response time to address issues.
  - Measurement: ACR tracking.
  - Purpose: To relate decrease in enforcement to actions towards conciliatory results.
  - Goal: Increase staff capacity to manage other business functions efficiently.
- Building permit statistics.
  - Measurement: Internal tracking by numbers.
  - Purpose: Mandated reporting to upper levels of government and tracking of development activity.
  - Goal: For reporting functions.
- Planning Application Submissions by Type. (# of complete applications received vs. deemed not complete)
  - Measurement: Internal tracking by numbers.
  - Purpose: To track development activity and measure of achieving legislated time lines.
  - Goal: For reporting functions.

# Performance Measures

## **Clerk's Office: Ensure Legislation Is Followed – Increase Responsive**

Responding to public inquiries on addressing.

- Measurement: Use of ACR for tracking.
- Purpose: To enhance public response times.
- Goal: To eliminate issues with mailing, emergency service response times.

Response time for Notice requirements.

- Measurement: Internal tracking and legislated requirements.
- Purpose: To showcase development readiness of Department and meeting timelines.
- Goal: To exceed legislated requirements by 10%.

Percentage of planning applications completed within prescribed time frame.

- Measurement: Internal tracking tool.
- Purpose: To showcase development readiness of Department and meeting timelines.
- Goal: To exceed legislated requirements by 10%.

# Performance Measure

## **Economic Development: - Retain and Expand Investment**

- Cumulative number of Economic Development Strategy Recommendations completed.
  - Measurement: Done by Director and Development Commissioner.
  - Purpose: To Continue development and enhancement of the community.
  - Goal: 3 recommendations implemented.
- Cumulative number of Airport Strategy Recommendations completed.
  - Measurement: Development Commissioner and Airport Manager.
  - Purpose: To decrease tax levy support to Airport.
  - Goal: 5 year window or less for no tax levy support to Airport.

# Human Resources

## **Allocation/Deployment Plan**

	2011	2012	2013	2014	2015
Total FTE Requirements-Full time	10	11	13	13	13
Total FTE Requirements-Part time	2	2	2	2	2
Contract Staff	2.5	2.5	0	0	0
Change from previous year	5%	10%	10%	0%	0%

Town of Tillsonburg		500 - Development & Communication Services		
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	102,880	102,237	117,237
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	3,950	9,890	18,960
3410	Licence Fees			
3420	Certificates	2,360	2,425	3,150
3430	Inspections			
3500	Rentals	80,000	80,000	80,000
3505	Merchandise			
3510	Concession Sales			
3515	Vending Machines			
3600	Interest			
3601	Late Payment Charges			
3700	Special			
3701	Capital Surchrg - Residential			
3702	Capital Surchrg - General			
3705	Donations			
3800	Sewer Revenue-Surcharge			
3801	Reg 170 Surchrg - Residential			
3802	Reg 170 Surchrg - General			
3815	Extraordinary Revenue			
3999	Revenue Clearing Account			
Specified Revenues				
3805	Development Charges			
3810	Sale of Assets			
3820	Debenture Proceeds			
Contribution from Reserves				
3900	Contribution from Reserves	15,000	15,000	125,000
3905	Contribution from DC Reserves			
		204,190	209,552	344,347

Town of Tillsonburg 2013 Financial Plan		500 - Development & Communication Services		
		2012		2013
		Budget	Projection	Budget
Operating Plan - Cost Code Summary				
Expenditures				
Labour				
5001	Full-time Regular	335,200	314,221	506,300
5002	Full-Time Overtime	3,308	5,260	2,120
5003	Part-Time Regular	-	2,587	-
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	4,200	5,084	4,300
5305	Program Supplies			
5310	Equipment Supplies & Repairs	4,000	4,000	5,000
5315	Books & Publications	700	442	700
5320	Building Repairs & Maintenance			
5325	Heat, Light & Water	1,000	1,314	1,300
5330	Insurance			
5331	Insurance Claims			
5335	Telephone, Fax & Modem	4,100	4,078	4,700
5400	Miscellaneous Expense	5,900	5,231	5,000
5405	Meeting Expenses	1,355	2,853	1,955
5410	Advertising & Promotions	7,173	7,533	8,500
5415	Training & Workshops	6,400	7,038	13,400
5420	Special Events	-	-	-
5425	Special Projects	86,000	85,565	100,500
5430	Membership Expenses	1,590	1,590	2,350
5600	Rent Expense			
5605	Interest And Finance Charges			
5850	Bad Debt Expense			
5800	Tax External Payments			
Contracted Services				
5500	Consultants, Legal & Audit	1,800	2,393	60,000
5505	Subcontractors Expense	119,500	119,803	147,200
5510	Equipment Maintenance Contracts	114,000	114,300	119,000
Contributions to Reserves				
5950	Contributions to Reserves	-	-	-
5955	Contributions to DC Reserves			
		696,226	683,291	982,325
		492,036	473,739	637,978
Interfunctional Adjustments				
5100	Fleet Allocation			
5650	Facilities Allocation			
5700	Corp Admin Allocation	(3,275)	(3,276)	(9,318)
5705	Comm. Services Allocation			
5710	Operations Allocation			
		(3,275)	(3,276)	(9,318)
		488,761	470,463	628,660
Debt Principal and Interest				
5900	Debt Interest	69,038	69,039	62,896
5905	Debt Principal	84,283	84,283	90,277
3950	Prior year (surplus) deficit	-	-	-
<b>Total Net Levy</b>		<b>642,082</b>	<b>623,785</b>	<b>781,833</b>

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

			<b>Capital Costs</b>	
<b>Description</b>			<b>Expenditures</b>	<b>Reserves</b>
1		Laserfiche	20,000	
2		Server replacements	100,000	
3		File Storage Solution	-	
4	001	Telephone System - CFWD	38,119	
5	020	Computer Replacements - CFWD	88,546	
6	025	Dell Poweredge Serve - CFWD	32,759	
7	802	Rural Broadband -CFWD	1,456,108	
8				
9				
<b>2013</b>			<b>1,735,532</b>	<b>-</b>

1		Laserfiche	20,000	
2		Computer replacements	60,000	
3		File Storage Solution	35,000	
4		Urban Design Recommendation - Green space surrounding the Clock Tower	810,000	
<b>2014</b>			<b>925,000</b>	<b>-</b>

1		Laserfiche	20,000	
2		Computer and Server Replacements	120,000	
3		Urban Design Recommendation - Town Centre Mall	930,000	
4				
5				
<b>2015</b>			<b>1,070,000</b>	<b>-</b>

1		Laserfich	20,000	
2		Computer and Server Replacements	60,000	
3		Urban Design Recommendation - Civic Sculpture	1,700,000	
4				
5				
<b>2016</b>			<b>1,780,000</b>	<b>-</b>

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

<b>Town of Tillsonburg</b>		<b>505 - Econ Devlpmt</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	-	-	-
3205	Grants & Subsidies - Provincial			
3210	Grants & Subsidies-Other	-	710	-
User Charges				
3300	Miscellaneous Revenue	-	574	-
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	28,921	27,455	24,954
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	145,961	145,961	30,359
3905	Contribution from DC Reserves			
		174,882	174,699	55,313

Town of Tillsonburg		505 - Econ Devlpmt		
2013 Financial Plan				
		2012		2013
		Budget	Projection	Budget
<i>Operating Plan - Cost Code Summary</i>				
<b>Expenditures</b>				
Labour				
5001	Full-time Regular	154,500	140,833	105,800
5002	Full-Time Overtime	-	4,946	-
5003	Part-Time Regular	-	-	-
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	400	-	100
5305	Program Supplies	-	-	-
5310	Equipment Supplies & Repairs	-	-	-
5315	Books & Publications	700	402	400
5320	Building Repairs & Maintenance	-	-	-
5325	Heat, Light & Water	-	-	-
5330	Insurance	-	1,323	1,400
5331	Insurance Claims	-	-	-
5335	Telephone, Fax & Modem	2,000	1,824	2,000
5400	Miscellaneous Expense	40,269	40,136	37,500
5405	Meeting Expenses	10,000	10,691	10,000
5410	Advertising & Promotions	27,000	21,777	27,000
5415	Training & Workshops	2,500	1,000	1,500
5420	Special Events	8,000	3,019	7,000
5425	Special Projects	6,000	509	2,000
5430	Membership Expenses	23,197	22,541	21,250
5600	Rent Expense	-	-	-
5605	Interest And Finance Charges	-	-	-
5850	Bad Debt Expense	-	-	-
5800	Tax External Payments	-	-	-
Contracted Services				
5500	Consultants, Legal & Audit	7,000	2,477	5,500
5505	Subcontractors Expense	(300)	-	-
5510	Equipment Maintenance Contracts	-	-	-
Contributions to Reserves				
5950	Contributions to Reserves	-	-	-
5955	Contributions to DC Reserves	-	-	-
		281,266	251,477	221,450
		106,384	76,778	166,137
Interfunctional Adjustments				
5100	Fleet Allocation	-	-	-
5650	Facilities Allocation	-	-	-
5700	Corp Admin Allocation	-	-	-
5705	Comm. Services Allocation	-	-	-
5710	Operations Allocation	-	-	-
		-	-	-
		106,384	76,778	166,137
Debt Principal and Interest				
5900	Debt Interest	34,920	34,920	30,359
5905	Debt Principal	107,123	107,123	-
3950	Prior year (surplus) deficit	-	-	-
<b>Total Net Levy</b>		<b>248,427</b>	<b>218,820</b>	<b>196,496</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	811	Design-Build Indust Park -CFWD	75,366	
2	803	Project Satellite - CFWD	395,000	
3	771	Wayfindage	30,000	
4				
5				
<b>2013</b>			<b>500,366</b>	<b>-</b>

1		Hwy 3 Business Park Construction	1,420,000	
2		Hwy 3 Business park Construction (Supervision)	80,000	
3		Hwy 3 Business Park - Hwy 3 Widening	250,000	
4				
5				
<b>2014</b>			<b>1,750,000</b>	<b>-</b>

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

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

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

<b>Town of Tillsonburg</b>			<b>190 - Building</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			
3205	Grants & Subsidies - Provincial			
3210	Grants & Subsidies-Other	-	-	-
Other Revenues				
3300	Miscellaneous Revenue	1,000	480	-
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	235,000	214,317	210,000
3410	Licence Fees			
3420	Certificates	2,800	3,290	6,000
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			
		238,800	218,087	216,000

<b>Town of Tillsonburg</b>			<b>190 - Building</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	255,500	248,324	246,400
5002	Full-Time Overtime	-	1,296	-
5003	Part-Time Regular	-	-	5,000
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			
5110	Fuel & Oil			
5115	Discounts Taken			
5200	Materials/Inventory			
5300	Supplies	3,000	3,667	3,000
5305	Program Supplies			
5310	Equipment Supplies & Repairs	400	400	800
5315	Books & Publications	900	873	1,000
5320	Building Repairs & Maintenance			
5325	Heat, Light & Water			
5330	Insurance	-	-	-
5331	Insurance Claims			
5335	Telephone, Fax & Modem	2,000	1,997	2,000
5400	Miscellaneous Expense	4,845	4,827	4,750
5405	Meeting Expenses	-	183	250
5410	Advertising & Promotions	2,000	2,273	2,000
5415	Training & Workshops	6,000	6,000	6,000
5420	Special Events	500	500	500
5425	Special Projects	5,500	5,500	-
5430	Membership Expenses	1,400	1,397	1,450
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			
		282,045	277,238	273,150
		43,245	59,151	57,150
Interfunctional Adjustments				
5100	Fleet Allocation	14,000	14,000	13,861
5650	Facilities Allocation			
5700	Corp Admin Allocation	46,379	46,379	36,372
5705	Comm. Services Allocation			
5710	Operations Allocation			
		60,379	60,379	50,233
		103,624	119,530	107,383
Debt Principal and Interest				
5900	Debt Interest	-	-	-
5905	Debt Principal			
3950	Prior year (surplus) deficit	-	-	-
<b>Total Net Levy</b>		<b>103,624</b>	<b>119,530</b>	<b>107,383</b>

Town of Tillsonburg  
2013 Financial Plan

5 year Capital Plan

<u>Description</u>			<u>Capital Costs</u>	
			<u>Expenditures</u>	<u>Reserves</u>
	187	New work station	2,800	
7				
2013			2,800	-

1				
2				
3				
4				
5				
6				
7				
2014			-	-

1				
2				
3				
4				
5				
6				
7				
2015			-	-

1				
2				
3				
4				
5				
6				
7				
2016			-	-

1				
2				
3				
4				
5				
6				
7				
2017			-	-

Town of Tillsonburg		180 - Protection		
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	-	1,887	-
3205	Grants & Subsidies - Provincial	-	-	-
3210	Grants & Subsidies-Other			
User Charges				
3300	Miscellaneous Revenue	20,900	19,270	24,700
3301	Residential Usage			
3302	General Usage			
3305	Admissions			
3310	Fares & Fees			
3315	Memberships			
3320	Seasonal Revenues			
3325	Sports Fields Fees			
3330	Youth Program Fees			
3335	Adult Program Fees			
3340	Summer Programs			
3345	Participate Programs			
3350	Minor Hockey			
3355	Figure Skating			
3360	Programs	-	-	-
3365	Landscaping			
3400	Permit Fees			
3410	Licence Fees	47,600	47,075	47,600
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	-	-	-
		68,500	68,232	72,300

Town of Tillsonburg		180 - Protection		
2013 Financial Plan				
		2012		2013
		Budget	Projection	Budget
Operating Plan - Cost Code Summary				
Expenditures				
Labour				
5001	Full-time Regular	69,200	68,698	141,000
5002	Full-Time Overtime	-	251	-
5003	Part-Time Regular	58,500	57,597	62,500
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	800	558	-
5110	Fuel & Oil			
5115	Discounts Taken			
5200	Materials/Inventory			
5300	Supplies	4,335	4,090	5,000
5305	Program Supplies			
5310	Equipment Supplies & Repairs	-	1,109	-
5315	Books & Publications			
5320	Building Repairs & Maintenance			
5325	Heat, Light & Water			
5330	Insurance			
5331	Insurance Claims			
5335	Telephone, Fax & Modem	260	224	400
5400	Miscellaneous Expense	2,004	2,072	2,200
5405	Meeting Expenses			
5410	Advertising & Promotions	1,100	1,408	1,200
5415	Training & Workshops	2,400	968	2,700
5420	Special Events			
5425	Special Projects	-	-	-
5430	Membership Expenses	220	200	450
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	39,000	22,179	37,000
5510	Equipment Maintenance Contracts	-	-	-
Contributions to Reserves				
5950	Contributions to Reserves	-	-	-
5955	Contributions to DC Reserves	-	-	-
		177,819	159,355	252,450
		109,319	91,123	180,150
Interfunctional Adjustments				
5100	Fleet Allocation	7,000	13,996	6,861
5650	Facilities Allocation			
5700	Corp Admin Allocation	-	-	-
5705	Comm. Services Allocation			
5710	Operations Allocation			
		7,000	13,996	6,861
		116,319	105,119	187,011
Debt Principal and Interest				
5900	Debt Interest	-	-	-
5905	Debt Principal	-	-	-
3950	Prior year (surplus) deficit	-	-	-
<b>Total Net Levy</b>		<b>116,319</b>	<b>105,119</b>	<b>187,011</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			-	
3				
4				
5				
<b>2013</b>			-	-

1		AUTOMATIC HANDHELD TICKET ISSUER	7,000	
2		TICKET TRACER - INTEGRATION WITH PAYMENT MANAGER - CLASS	26,000	
3				
4				
5				
<b>2014</b>			33,000	-

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

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

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

<b>Town of Tillsonburg</b>			<b>240 - Airport</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			
3205	Grants & Subsidies - Provincial			
3210	Grants & Subsidies-Other	5,000	5,000	5,000
User Charges				
3300	Miscellaneous Revenue	-	34,540	-
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	86,358	139,454	173,074
3505	Merchandise	195,000	256,100	216,000
3510	Concession Sales	1,200	916	600
3515	Vending Machines			
3600	Interest			
3601	Late Payment Charges			
3700	Special	1,900	39,046	-
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			
		289,458	475,056	394,674

<b>Town of Tillsonburg</b>			<b>240 - Airport</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	61,200	63,397	140,200
5002	Full-Time Overtime	-	559	-
5003	Part-Time Regular	28,731	35,201	24,701
5004	Part-Time Overtime	1,666	161	1,701
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	1,450	2,564	3,100
5115	Discounts Taken			
5200	Materials/Inventory	162,500	207,101	177,800
5300	Supplies	1,750	1,641	1,400
5305	Program Supplies			
5310	Equipment Supplies & Repairs	5,877	7,677	6,348
5315	Books & Publications	100	-	-
5320	Building Repairs & Maintenance	1,500	1,854	1,500
5325	Heat, Light & Water	9,000	6,729	8,004
5330	Insurance	6,877	5,720	6,006
5331	Insurance Claims			
5335	Telephone, Fax & Modem	2,680	3,137	3,072
5400	Miscellaneous Expense	5,100	8,393	5,400
5405	Meeting Expenses	600	2,260	2,300
5410	Advertising & Promotions	6,100	3,959	3,500
5415	Training & Workshops	750	339	600
5420	Special Events	5,000	49,253	5,000
5425	Special Projects	-	73	19,800
5430	Membership Expenses	1,135	1,290	1,356
5600	Rent Expense			
5605	Interest And Finance Charges			
5850	Bad Debt Expense			
5800	Tax External Payments			
Contracted Services				
5500	Consultants, Legal & Audit	1,000	4,343	14,000
5505	Subcontractors Expense	17,500	9,274	22,000
5510	Equipment Maintenance Contracts			
Contributions to Reserves				
5950	Contributions to Reserves	-	37,000	-
5955	Contributions to DC Reserves			
		320,516	451,922	447,788
		31,059	(23,133)	53,114
Interfunctional Adjustments				
5100	Fleet Allocation	3,000	3,000	3,000
5650	Facilities Allocation	-	-	-
5700	Corp Admin Allocation			
5705	Comm. Services Allocation			
5710	Operations Allocation			
		3,000	3,000	3,000
		34,059	(20,133)	56,114
Debt Principal and Interest				
5900	Debt Interest	12,605	14,502	11,135
5905	Debt Principal	33,030	33,030	33,030
3950	Prior year (surplus) deficit		-	
<b>Total Net Levy</b>		<b>79,694</b>	<b>27,398</b>	<b>100,278</b>

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

			<b>Capital Costs</b>	
<u>Description</u>			<u>Expenditures</u>	<u>Reserves</u>
1		Office Expansion - Customs	5,000	
2				
3				
4				
5				
<b>2013</b>			<b>5,000</b>	<b>-</b>

1		Taxiway "F" Extension	300,000	
2		Event Ramp	222,000	
		Airport sign LED	32,869	
		Event Ramp - Drainage	53,000	
<b>2014</b>			<b>607,869</b>	<b>-</b>

1		Taxiway "D" Extension	150,000	
2		Tie-down zone	218,750	
3		Private Access road	150,000	
4		Private Access road (barriers)	20,000	
<b>2015</b>			<b>538,750</b>	<b>-</b>

1		New industrial Rd - 50% completion	225,000	
2				
3				
4				
<b>2016</b>			<b>225,000</b>	<b>-</b>

1		Taxiway "B"	75,000	
2		Paving of 2,600' cross runway	250,000	
3		Taxiway "C" extension	75,000	
4		Parking Expension	62,500	
<b>2017</b>			<b>462,500</b>	<b>-</b>

Town of Tillsonburg		100 - Council		
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	-	3,327	-
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 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	Debenture Proceeds			
Contribution From Reserves				
3900	Contribution From Reserves	20,000	20,000	20,000
3905	Contribution From DC Reserves			
		20,000	23,327	20,000

Town of Tillsonburg		100 - Council		
2013 Financial Plan				
		2012		2013
		Budget	Projection	Budget
Operating Plan - Cost Code Summary				
Expenditures				
Labour				
5001	Full-time Regular	137,500	138,551	137,900
5002	Full-Time Overtime			
5003	Part-Time Regular			
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	7,731	12,270	8,775
5305	Program Supplies			
5310	Equipment Supplies & Repairs	-	-	-
5315	Books & Publications	250	250	775
5320	Building Repairs & Maintenance			
5325	Heat, Light & Water			
5330	Insurance			
5331	Insurance Claims			
5335	Telephone, Fax & Modem	4,000	4,053	950
5400	Miscellaneous Expense	1,794	4,712	6,500
5405	Meeting Expenses	-	2,113	600
5410	Advertising & Promotions	2,000	2,227	900
5415	Training & Workshops	11,000	11,612	14,000
5420	Special Events	14,000	13,944	13,000
5425	Special Projects	25,000	25,000	25,000
5430	Membership Expenses			
5600	Rent Expense			
5605	Interest And Finance Charges			
5850	Bad Debt Expense			
5800	Tax External Payments			
Contracted Services				
5500	Consultants, Legal & Audit	5,000	869	4,500
5505	Subcontractors Expense	-	-	-
5510	Equipment Maintenance Contracts			
Contributions to Reserves				
5950	Contributions to Reserves	-	-	5,000
5955	Contributions to DC Reserves			
		208,275	215,601	217,900
		188,275	192,275	197,900
Interfunctional Adjustments				
5100	Fleet Allocation			
5650	Facilities Allocation			
5700	Corp Admin Allocation	-	-	-
5705	Comm. Services Allocation			
5710	Operations Allocation	-	-	-
		-	-	-
		188,275	192,275	197,900
Debt Principal and Interest				
5900	Debt Interest			
5905	Debt Principal			
3950	Prior year (surplus) deficit	-	-	-
Total Net Levy		188,275	192,275	197,900

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

			<i>Capital Costs</i>	
<u>Description</u>			<u>Expenditures</u>	<u>Reserves</u>
			-	
1		Council Chambers sound system	10,000	
2				
3				
4				
5				
<b>2013</b>			<b>10,000</b>	<b>-</b>

			-	
1				
2				
3				
4				
5				
<b>2014</b>			<b>-</b>	<b>-</b>

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

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

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