



TOWN OF TILLSONBURG

2015 BUSINESS PLAN

ECONOMIC DEVELOPMENT & MARKETING

Cephas Panschow, Development Commissioner

2015 Business Objectives

Item	Dept	Owner	Budget Value	Target Date
Hwy 3 Business Park – Final Design	Engineering/ External	Development Commissioner	\$100,000	Q1, Q2, Q3
Hwy 3 Business Park – Hwy 3 Improvements	Engineering	Development Commissioner	\$506,000	TBD
Design/Build Partnership	Economic Dev't	Development Commissioner	\$5,000	Q2
Post Secondary Programming	Economic Dev't	Development Commissioner	N/A	Q1, Q2, Q3
Online Targeted Campaign	Economic Dev't	Development Commissioner	\$12,000	Q2 – Q4
Retail Recruitment	Economic Dev't/BIA	Development Commissioner	\$1,000	Q3
High School Career Fair Support	Economic Dev't/MSC	External	\$1,000	Q2
Corporate Communications Plan	Economic Dev't	Marketing & Partnership Officer	N/A	Q2
Town Youtube Channel	Economic Dev't	Marketing & Partnership Officer	\$1,000	Q1
Discover Tillsonburg	Economic Dev't	Marketing & Partnership Officer	\$16,600	Q1 – Q4
Marketing Strategy (Visitor to Champion)	Economic Dev't	Marketing & Partnership Officer	TBD	Q4

2015 Business Objectives

Item	Dept	Owner	Budget Value	Target Date
New Town Branding	Economic Dev't	Marketing & Partnership Officer	\$10,000	Q2
Airport Website Refresh	Airport	Airport Administrator/ Marketing & Partnership Officer	County	Q1
Airport Master Plan Update	Airport	Airport Administrator	\$3,000	Q1 - Q2
Airport Lands Maintenance (Brush)	Airport	Airport Administrator	\$10,000	Q2
Taxiway D Extension (West)*	Airport	Airport Administrator	\$150,000	Q3
Airport Ramp - Preparation*	Airport	Airport Administrator	\$40,000	Q4
Airport Land Acquisition*	Airport	Airport Administrator/ Development Commissioner	TBD	Q2
Airport Woodlot Clearing*	Airport	Airport Administrator	\$78,000	Q4

*Airport Taxiway, Ramp , Land Acquisition, and Woodlot Clearing contingent upon funding through asset sale

Risks

- Delaying investment in Town owned employment lands again will detract from investment attraction objectives
- Not working to attract post-secondary programming will impact workforce development objectives and future growth
- Not supporting investment in resident attraction will impact growth objectives
- Not supporting sale of Airport assets will limit ability to grow airport into a tourism destination and aviation employment hub
- Not supporting woodlot acquisition and removal will also limit ability to grow airport

Opportunities

- Create an investment ready environment by:
 - Investing in infrastructure to support industrial attraction
 - Preparing industrial building design options to increase interest
 - Creating an investment attraction ambassador program
 - Attracting increased education opportunities matched to local business need
- Attract investment interest by using new online/web marketing tools and strategies
- Community (Based) Strategic Plan
 - Improve communication by implementing Corporate Communications Plan
 - Make Tillsonburg an attractive place to live by launching Youtube channel targeting youth and young professionals
 - Finalizing Marketing Strategy (creating community champions)
 - Redoing branding and website
- Take Airport to next level and support zero net levy requirement goal by selling strategic assets to support infrastructure investments

Future Departmental Directions: 3 year outlook

2016

- New Town Signage
- Launch Economic Development Standalone Website
- Economic Development Strategy Update
- Highway 3 Business Park Construction (Phase 1)
- Airport Primary Metering, Ramp – Phase A, Woodlot clearing and taxiway investments
funded by sale of assets
- Multi-year marketing planning – Cross departmental with all Town business units.

Basically, a coordinated approach to “selling” Town services.

Future Departmental Directions: 3 year outlook

2017

- Highway 3 Business Park Construction & Completion (Phase 2)
- Airport main ramp and private access road funded by sale of assets

Future Departmental Directions: 3 year outlook

2018

- Airport Woodlot Clearing

Human Resources

Allocation/Deployment Plan

	2014	2015	2016
Total FTE Requirements-Full time	5	4	4
Total FTE Requirements-Part time	1.495	1.33 + 0.165	1.33
Contract Staff	0	0	1
Change from previous year	0	-1	0.835

Notes:

2015 Part-time/summer contract is proposed to move to 1 FTE in 2016

Town of Tillsonburg 2015 Financial Plan		500 - Development & Communication Services		
		2014		2015
		Budget	Projection	Budget
<i>Operating Plan - Cost Code Summary</i>				
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	109,850	107,311	25,712
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	-	11,270	-
3410	Licence Fees			
3420	Certificates	-	1,560	-
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 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	5,947	-
3905	Contribution from DC Reserves			
		209,850	206,088	105,712

Town of Tillsonburg 2015 Financial Plan		500 - Development & Communication Services		
		2014		2015
		Budget	Projection	Budget
<i>Operating Plan - Cost Code Summary</i>				
Expenditures				
Labour				
5001	Full-time Regular	216,800	92,792	71,600
5002	Full-Time Overtime	-	-	-
5003	Part-Time Regular	-	7,395	-
5004	Part-Time Overtime			
Purchases				
5105	Equipment Rental			
5110	Fuel & Oil			
5115	Discounts Taken			
5200	Materials/Inventory			
5300	Supplies	2,000	1,280	2,000
5305	Program Supplies			
5310	Equipment Supplies & Repairs	-	-	-
5315	Books & Publications	400	-	-
5320	Building Repairs & Maintenance			
5325	Heat, Light & Water	1,300	1,520	1,500
5330	Insurance			
5331	Insurance Claims			
5335	Telephone, Fax & Modem	1,000	1,009	1,000
5400	Miscellaneous Expense	1,000	1,504	1,200
5405	Meeting Expenses	2,000	199	-
5410	Advertising & Promotions	2,000	-	-
5415	Training & Workshops	4,000	391	-
5420	Special Events	25,000	1,423	15,000
5425	Special Projects	34,369	33,096	41,600
5430	Membership Expenses	800	377	-
5600	Rent Expense			
5605	Interest And Finance Charges			
5850	Bad Debt Expense			
5800	Tax External Payments			
Contracted Services				
5500	Consultants, Legal & Audit	20,000	5,947	-
5505	Subcontractors Expense	-	-	10,000
5510	Equipment Maintenance Contracts	-	-	-
Contributions to Reserves				
5950	Contributions to Reserves	-	-	-
5955	Contributions to DC Reserves			
		310,669	146,930	143,900
		100,819	(59,158)	38,188
Interfunctional Adjustments				
5100	Fleet Allocation			
5650	Facilities Allocation			
5700	Corp Admin Allocation	-	-	-
5705	Comm. Services Allocation			
5710	Operations Allocation			
		-	-	-
		100,819	(59,158)	38,188
Debt Principal and Interest				
5900	Debt Interest	61,857	61,858	54,522
5905	Debt Principal	106,557	106,558	111,161
3950	Prior year (surplus) deficit	-	-	-
Total Net Levy		269,234	109,258	203,872

Town of Tillsonburg
2015 Financial Plan
5 year Capital Plan

			<u>Capital Costs</u>	
<u>Description</u>			<u>Expenditures</u>	<u>Contribution to Reserves</u>
1	803	Project satellite- CFWD	395,000	
2				
3				
4				
5				
6				
7				
8				
9				
2015			395,000	-

1				
2				
3			-	
4				
2016			-	-

1				
2				
3			-	
4				
5				
2017			-	-

1			-	
2				
3				
4				
5				
2018			-	-

1				
2				
3				
4				
5				
2019			-	-

Town of Tillsonburg		505 - Econ Devlpmt		
2015 Financial Plan				
		2014		2015
		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	-	22,294	27,352
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	24,955	21,026	21,026
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	26,172	26,172	42,042
3905	Contribution from DC Reserves			
		51,127	69,492	90,420

Town of Tillsonburg		505 - Econ Devlpmt		
2015 Financial Plan				
		2014		2015
		Budget	Projection	Budget
Operating Plan - Cost Code Summary				
Expenditures				
Labour				
5001	Full-time Regular	179,400	173,966	187,500
5002	Full-Time Overtime	-	836	-
5003	Part-Time Regular	-	-	8,500
5004	Part-Time Overtime			
Purchases				
5105	Equipment Rental			
5110	Fuel & Oil			
5115	Discounts Taken			
5200	Materials/Inventory			
5300	Supplies	200	-	100
5305	Program Supplies			
5310	Equipment Supplies & Repairs			
5315	Books & Publications	200	514	500
5320	Building Repairs & Maintenance			
5325	Heat, Light & Water	-	-	-
5330	Insurance	926	1,404	1,404
5331	Insurance Claims			
5335	Telephone, Fax & Modem	1,550	1,197	1,400
5400	Miscellaneous Expense	3,000	14,235	5,800
5405	Meeting Expenses	10,000	11,906	14,000
5410	Advertising & Promotions	23,749	23,495	19,500
5415	Training & Workshops	2,789	1,242	2,000
5420	Special Events	2,000	5,887	2,000
5425	Special Projects	7,080	7,226	12,000
5430	Membership Expenses	2,422	1,415	22,422
5600	Rent Expense			
5605	Interest And Finance Charges			
5850	Bad Debt Expense			
5800	Tax External Payments			
Contracted Services				
5500	Consultants, Legal & Audit	5,000	5,232	2,000
5505	Subcontractors Expense	2,400	1,685	-
5510	Equipment Maintenance Contracts			
Contributions to Reserves				
5950	Contributions to Reserves	24,188	46,482	27,352
5955	Contributions to DC Reserves			
		264,904	296,721	306,478
		213,778	227,229	216,058
Interfunctional Adjustments				
5100	Fleet Allocation			
5650	Facilities Allocation			
5700	Corp Admin Allocation			
5705	Comm. Services Allocation			
5710	Operations Allocation			
		-	-	-
		213,778	227,229	216,058
Debt Principal and Interest				
5900	Debt Interest	26,172	26,172	22,042
5905	Debt Principal	-	(1)	-
3950	Prior year (surplus) deficit	-	-	-
Total Net Levy		239,950	253,400	238,100

Town of Tillsonburg
2015 Financial Plan
5 year Capital Plan

			<u>Capital Costs</u>	
<u>Description</u>			<u>Expenditures</u>	<u>Contribution to Reserves</u>
1	811	Design/Build Indust Park - CFWD	75,366	
2		Design/Build Indust Park - Detailed Design	100,000	
3		Hwy 3 Business Park - Hwy 3 Widening	506,000	
4				
5				
2015			681,366	-

1		Hwy 3 Business Park Construction - Phase 1	895,000	
2		Hwy 3 Business park Construction (Supervision)	50,000	
3		Hwy 3 Business Park Construction (Tendering/Administration)	55,000	
4				
5				
2016			1,000,000	-

1		Hwy 3 Business Park Construction - Phase 2	525,000	
2		Hwy 3 Business park Construction (Supervision)	25,000	
3		Hwy 3 Business Park Construction (Tendering/Administration)	25,000	
4				
5				
2017			575,000	-

1				
2				
3				
4				
5				
2018			-	-

1				
2				
3				
4				
5				
2019			-	-

Town of Tillsonburg		240 - Airport		
2015 Financial Plan		2014		2015
		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	7,000	5,000	5,000
User Charges				
3300	Miscellaneous Revenue	-	5,273	-
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	-	13,860	-
3400	Permit Fees			
3410	Licence Fees			
3420	Certificates			
3430	Inspections			
3500	Rentals	178,606	176,724	177,064
3505	Merchandise	231,028	272,370	237,250
3510	Concession Sales	-	47	200
3515	Vending Machines			
3600	Interest			
3601	Late Payment Charges			
3700	Special	-	142,430	-
3701	Capital Surchrg - Residential			
3702	Capital Surchrg - General			
3705	Donations	-	-	1,000
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			
		416,634	615,705	420,514

Town of Tillsonburg		240 - Airport		
2015 Financial Plan				
		2014		2015
		Budget	Projection	Budget
<i>Operating Plan - Cost Code Summary</i>				
Expenditures				
Labour				
5001	Full-time Regular	144,600	144,554	146,900
5002	Full-Time Overtime	-	1,614	-
5003	Part-Time Regular	26,973	29,185	27,128
5004	Part-Time Overtime	1,701	-	-
Purchases				
5105	Equipment Rental			
5110	Fuel & Oil	2,088	2,564	2,670
5115	Discounts Taken			
5200	Materials/Inventory	190,848	226,161	191,150
5300	Supplies	2,200	3,505	3,600
5305	Program Supplies			
5310	Equipment Supplies & Repairs	7,000	5,267	2,100
5315	Books & Publications	150	41	50
5320	Building Repairs & Maintenance	1,500	1,817	2,000
5325	Heat, Light & Water	9,048	13,723	14,500
5330	Insurance	6,522	6,280	6,258
5331	Insurance Claims			
5335	Telephone, Fax & Modem	3,072	3,235	3,420
5400	Miscellaneous Expense	7,300	8,946	9,305
5405	Meeting Expenses	3,200	2,321	3,200
5410	Advertising & Promotions	5,000	2,388	1,000
5415	Training & Workshops	1,950	500	1,000
5420	Special Events	8,000	152,703	1,500
5425	Special Projects	1,000	20,017	8,000
5430	Membership Expenses	1,246	1,016	1,391
5600	Rent Expense			
5605	Interest And Finance Charges			
5850	Bad Debt Expense			
5800	Tax External Payments			
Contracted Services				
5500	Consultants, Legal & Audit	11,000	10,254	11,000
5505	Subcontractors Expense	21,000	27,866	26,000
5510	Equipment Maintenance Contracts			
Contributions to Reserves				
5950	Contributions to Reserves	1,335	1,335	6,000
5955	Contributions to DC Reserves			
		456,733	665,292	468,172
		40,099	49,587	47,659
Interfunctional Adjustments				
5100	Fleet Allocation	3,000	3,000	3,098
5650	Facilities Allocation	-	-	-
5700	Corp Admin Allocation			
5705	Comm. Services Allocation			
5710	Operations Allocation			
		3,000	3,000	3,098
		43,099	52,587	50,756
Debt Principal and Interest				
5900	Debt Interest	9,800	9,800	8,487
5905	Debt Principal	33,030	33,030	33,030
3950	Prior year (surplus) deficit	-	-	-
Total Net Levy		85,929	95,416	92,273

Town of Tillsonburg
2015 Financial Plan
5 year Capital Plan

			<u>Capital Costs</u>	
<u>Description</u>			<u>Expenditures</u>	<u>Contribution to Reserves</u>
1		Main Ramp - Drainage & Outlet to Pearce Drain	39,750	
2		Taxiway D Extension (West)	150,000	
	326	Office Customs - CFWD from 2014	5,000	
	327	Taxiway Rehab - CFWD from 2014	44,000	
		Land Acquisition (Woodlot)	212,000	60,250
1		Woodlot Clearing (Town)	78,000	
2015			528,750	60,250

1		Main Ramp - Phase A	222,000	
2		Primary Metering (Hydro)	50,000	
3		Taxiway D Extension (East)	150,000	
		Woodlot Clearing (to 5,000 ft Threshold)	54,000	
				62,000
2016			476,000	62,000

1		Main Ramp- Phase B	217,000	
2		Private Access road	150,000	
3				
4				
5				
6				
2017			367,000	-

1		Woodlot Clearing (Remainder)	169,150	
2				
3				
4				
2018			169,150	-

1		New Industrial Road	450,000	
2				
3				
4				
2019			450,000	-