



Town of Tillsonburg 2020 Business Plan

Operations Services

January 27, 2020



2020 Business Objectives

Item	Owner	Project Value	Target Date
Implementation of Inter-Community Transit Service	Director of Operations	-	Q2
Renegotiations of West Town Line Boundary Road Agreement	Director of Operations	-	Q2
Renegotiations of Solid Waste and Recycling Collection Agreement with Oxford County	Director of Operations	-	Q3
Renegotiations of Urban Road Maintenance Agreement with Oxford County	Director of Operations	-	Q4
Renegotiations of Water Distribution and Wastewater Collection Agreement with Oxford County	Director of Operations	-	Q2
Develop a Sanitary Inflow and Infiltration Program	Manager of Water/Wastewater	-	Q2
Ontario One-Call Alternative Locate Agreement	Manager of Water/Wastewater	-	Q1
Implement a Watermain Foam Swabbing Program	Manager of Water/Wastewater	-	Q2
Downtown Sidewalk By-law 2189 Update	Manager of Public Works	-	Q2

2020 Business Objectives

Item	Owner	Project Value	Target Date
Airport Development Manual	Manager of Public Works	-	Q2
Town Owned Hangar Development Business Case	Manager of Public Works	-	Q3
Investigate Private Woodlot East of Runway 08-26 Removal Options	Manager of Public Works	-	Q3
Airport General Aviation Area Stormwater Management	Manager of PW & Engineering	-	Q1
Finalize Engineering Design Criteria & Standard Drawings	Manager of Engineering	-	Q3
Asset Management	Manager of Engineering	-	Q2
➤ Complete AMP Implementation Project		-	Q3
➤ Improve Core Asset Capital Plan from detailed AMP		-	
Lincoln Street Reconstruction Detailed Design	Manager of Engineering	-	Q4
Goshen Street Reconstruction Detailed Design	Manager of Engineering	-	Q4
Townline Rd. Reconstruction Preliminary Design	Manager of Engineering	-	Q4

2020 Capital Summary (Tab 13)

Item	Owner	Project Value	Target Date
Airport NAV CANADA Instrument Approach Procedure Upgrade	Manager of Public Works	\$25,000	Q1
Airport Drainage Channel Restoration	Manager of Public Works	\$35,000	Q3
Airport Master Plan	Manager of Public Works	\$65,000	Q4
General Aviation Access Road – to be investigated/report back to Council	Manager of Public Works	\$0	Q4
Sidewalk Connectivity Program	Manager of PW & Engineering	\$42,900	Q3
Road Condition Assessments	Manager of Engineering	\$40,000	Q3
Maintenance Hole Assessment Program Phase 1 of 2	Manager of Engineering	\$170,000	Q4
Goshen Area Geotechnical Investigation	Manager of Engineering	\$35,000	Q1
Broadway & Bridge St. Intersection Audible and Accessibility Upgrades	Manager of Engineering	\$65,000	Q3

2020 Capital Summary (Tab 13)

Item	Owner	Project Value	Target Date
Concession St. W. Reconstruction Design (Charlotte to Rolph)	Manager of Engineering	\$200,100	Q3
Quarter Town Line & Beech Blvd Retaining Wall Replacement Design	Manager of Engineering	\$85,000	Q3
Quarter Town Line at Stoney Creek Culvert Retaining Wall Rehabilitation Design	Manager of Engineering	\$30,000	Q3
Young Street Storm Outlet Class Environmental Assessment	Manager of Engineering	\$70,000	Q4
Watermain Looping – Langrell to Broadway	Manager of Engineering	\$75,000	Q2
Stoney Creek Sanitary Trunk Main Repair	Manager of Engineering	\$95,000	Q3
Bloomer St. Storm Sewer Repair	Manager of Engineering	\$45,000	Q2

2020 Capital Summary (Tab 13)

Item	Owner	Project Value	Target Date
Asphalt Resurfacing Program	Manager of Engineering	\$400,000	Q3
Oxford/Simcoe St. Rehabilitation (Broadway to Vienna Rd)	Manager of Engineering	\$1,753,800	Q4
Rolling Meadows Reconstruction Phase 1 of 2 (Tanager, Falcon)	Manager of Engineering	\$1,235,000	Q3
Rouse St. Sanitary Installation	Manager of Engineering	\$590,000	Q2

2020 Capital Summary (Tab 13)

Item	Owner	Project Value	Target Date
Light Duty			
➤ Building Unit #34 – Replace SUV	Manager of Public Works	\$45,000	Q2
➤ By-law Unit #36 – Reassigned SUV	Manager of Public Works	\$0	Q3
➤ New Building Unit – SUV	Manager of Public Works	\$45,000	Q2
➤ New Hydro Unit – Utility Van	Manager of Public Works	\$40,000	Q1
Medium Duty			
➤ New Fire Unit – Command Vehicle	Manager of Public Works	\$80,000	Q3
➤ New Water/Roads Unit – Service Truck	Manager of Public Works	\$75,000	Q3

2020 Capital Summary (Tab 13)

Item	Owner	Project Value	Target Date
Heavy Duty			
➤ Roads Unit #60 – Replace Snowplow Truck	Manager of Public Works	\$295,000	Q2
Off Road Equipment			
➤ Water/Hydro/Roads Unit #86 – Replace Backhoe	Manager of Public Works	\$195,000	Q2
➤ Roads Unit #84 – Replace Sidewalk Machine	Manager of Public Works	\$185,000	Q2
➤ Hydro Unit #233 – Rehabilitate Cable Trailer	Manager of Public Works	\$10,000	Q3
➤ Roads Unit #115 – Replace Line Striper	Manager of Public Works	\$20,000	Q1
➤ Roads Unit #97 – Replace Loader Blade Attachment	Manager of Public Works	\$20,000	Q1

Risks

- As development proceeds along West Town Line the need to negotiate a new Boundary Road Agreement is critical in sharing future road capital and operating costs.
- Renegotiate the Urban Road Maintenance Agreement with Oxford County to ensure agreement accurately reflects costs associated with maintenance the Town performs on the County's behalf.
- Review and renegotiations of the Water Distribution and Wastewater Collection Agreement with Oxford County will outline Town's obligations as Operating Authority, ensure equitable compensation of services provided and maintain local control of these systems.
- Development of an master stormwater drainage plan for the general aviation area of the Airport will help mitigate flooding concerns and provide a guideline to inform further design work.

Risks

- Inclusion of all Corporate assets and improved capital planning based on detailed AMP analysis is essential to continue eligibility for future grant funding opportunities, position the Town to meet the legislative deadlines of O.Reg. 588/17, and transition towards a Level of Service based Comprehensive Asset Management Plan.
- Geotechnical investigation, survey, base plan and detailed design of road reconstructions to address deficiencies associated with water, sanitary, stormwater and roadway profile refine scope of work and cost estimates.

Opportunities

- Implementation of the Inter-Community Transit Service pilot project under the Community Transportation Program of the MTO will help support residents of Tillsonburg and other rural communities in accessing health care, employment and other essential services.
- Renegotiating the Solid Waste and Recycling Collection Agreement with Oxford County will realign agreement language with service levels and provide potential opportunity to increase funding.
- Developing an inflow and infiltration program takes the first step towards identifying areas where rain and ground water enter the sanitary system that can subsequently be targeted to reduce flows to the treatment facility.
- Implementing Alternative Locate Agreements (ALA's) would benefit the Town by reducing the number of unnecessary locate requests in applicable situations
- Implementation of a watermain foam swabbing program will help remove heavier sediment, significantly reducing the amount of water needed to flush watermains and promotes longer life of disinfectants.

Opportunities

- The 1982 Downtown Sidewalk By-law 2189 is in need of updating to support current Town practice as winter maintenance practices have evolved over time.
- The creation of an Airport Development Manual will help provide a clear understanding of an applicants responsibilities, set expectations and provide streamlined process that would allow for the efficient review, approval and issuance of Airport Development Permits by Town staff.
- Prior to constructing Town owned Hangars to be leased, a business case will be completed to confirm that this investment would yield a positive return on investment.
- Investigation of private woodlot removal options east of main Runway 08-26 is key in order to benefit from the full 5,502' runway. Currently the operational length of Runway 08-26 is restricted by the presence of trees resulting in a displaced runway threshold of 1,000'.

Opportunities

- Finalizing the revised Engineering Design Criteria and associated standard drawings of all municipal infrastructure assets to current industry standards and practices will support operational objectives and ensure compliance with changing legislative requirements.

Future Departmental Directions: 3 year outlook

2021

- Rehabilitate/Replace infrastructure identified as high risk priority in the Asset Management Plan
- Continue asset condition assessment programs and adjust deterioration curves to better predict end of life scenarios and optimize lifecycle management strategies.
- ICIP Funding – Concession St. W. Reconstruction (Charlotte to Rolph)
- Comprehensive review and update of the Town Asset Management Plan.
- Master Stormwater Drainage Planning Study
- Develop a Watermain Directional Flushing Program
- Pursue available Provincial and Federal capital funding opportunities.

Future Departmental Directions: 3 year outlook

2022

- Rehabilitate/Replace infrastructure identified as high risk priority in the Asset Management Plan
- Continue asset condition assessment programs and adjust deterioration curves to better predict end of life scenarios and optimize lifecycle management strategies.
- Implement Watermain Directional Flushing Program
- Determine which Hydro infrastructure upgrade/alternative is most suitable for the Airport.
- Pursue available Provincial and Federal capital funding opportunities.

Future Departmental Directions: 3 year outlook

2023

- Rehabilitate/Replace infrastructure identified as high risk priority in the Asset Management Plan
- Continue asset condition assessment programs and adjust deterioration curves to better predict end of life scenarios and optimize lifecycle management strategies.
- Implement Kinsmen Pedestrian Bridge decision
- Pursue available Provincial and Federal capital funding opportunities.



2020 Financial Plan
Operating Plan - Cost Code Summary
Fleet

Note	2019	2020	Budget	%	Note
Reference	Budget	Budget	Variance	Variance	Reference
Revenues					
User Charges	-1,426,800	-1,493,500	-66,700	4.7%	
Total Revenues	-1,426,800	-1,493,500	-66,700	4.7%	
Expenditures					
Labour	338,500	325,100	-13,400	(4.0%)	1
Purchases	551,400	567,000	15,600	2.8%	
Contracted Services	5,500	7,500	2,000	36.4%	
Contribution to Reserves		100,000	100,000		2
Interfunctional Adjustments	7,700	8,000	300	3.9%	
Debt Principal & Interest	356,600	408,400	51,800	14.5%	3
Total Expenditures	1,259,700	1,416,000	156,300	12.4%	
Total Net Levy	-167,100	-77,500	89,600	(53.6%)	
Notes					
1. Transportation Coordinator contract removed 26,200; Winter On-Call added 4,000					
2. Fleet & Equipment Reserve Contribution					
3. Corporate Fleet Replacements					



2020 Financial Plan
Operating Plan - Cost Code Summary
OPS Admin

Note	2019	2020	Budget	%	Note
Reference	Budget	Budget	Variance	Variance	Reference
Revenues					
Total Revenues					
Expenditures					
Labour	242,800	260,300	17,500	7.2%	1
Purchases	10,500	11,700	1,200	11.4%	
Interfunctional Adjustments	-5,300	-14,700	-9,400	177.4%	1
Total Expenditures	248,000	257,300	9,300	3.8%	
Total Net Levy	248,000	257,300	9,300	3.8%	
Notes					
1. Increased labour costs and allocation within Departmental divisions					



2020 Financial Plan
Operating Plan - Cost Code Summary
Engineering

Note	2019	2020	Budget	%	Note
Reference	Budget	Budget	Variance	Variance	Reference
Revenues					
Grants	-172,400	-50,000	122,400	(71.0%)	1
User Charges	-59,400	-86,200	-26,800	45.1%	2
Total Revenues	-231,800	-136,200	95,600	(41.2%)	
Expenditures					
Labour	552,100	508,400	-43,700	(7.9%)	3
Purchases	37,500	26,700	-10,800	(28.8%)	4
Contracted Services	76,000	50,000	-26,000	(34.2%)	5
Interfunctional Adjustments	-128,900	-167,100	-38,200	29.6%	6
Total Expenditures	536,700	418,000	-118,700	(22.1%)	
Total Net Levy	304,900	281,800	-23,100	(7.6%)	
Notes					
1. OCIF Formula-Based funding					
2. Increased revenue from Engineering of County assets					
3. Asset Management Financial Coordinator contract removed					
4. Asset Management training initiatives removed					
5. Reduced Asset Management GIS services					
6. Increased labour allocation for AMP services					



2020 Financial Plan
Operating Plan - Cost Code Summary
Public Works

Note	2019	2020	Budget	%	Note
Reference	Budget	Budget	Variance	Variance	Reference
Revenues					
Grants	-77,000	-79,000	-2,000	2.6%	
Total Revenues	-77,000	-79,000	-2,000	2.6%	
Expenditures					
Labour	967,700	998,200	30,500	3.2%	
Purchases	523,900	532,200	8,300	1.6%	
Contracted Services	296,400	302,400	6,000	2.0%	
Interfunctional Adjustments	556,200	583,600	27,400	4.9%	1
Debt Principal & Interest	456,400	568,300	111,900	24.5%	2
Total Expenditures	2,800,600	2,984,700	184,100	6.6%	
Total Net Levy	2,723,600	2,905,700	182,100	6.7%	
Notes					
1. Fleet Charges					
2. Capital projects (i.e. LED Conversion Project \$75,000)					



2020 Financial Plan
Operating Plan - Cost Code Summary
Parking

Note	2019	2020	Budget	%	Note
Reference	Budget	Budget	Variance	Variance	Reference
Revenues					
Levy, PILS	-141,500	-140,500	1,000	(0.7%)	
Total Revenues	-141,500	-140,500	1,000	(0.7%)	
Expenditures					
Labour	26,500	27,000	500	1.9%	
Purchases	10,000	10,000			
Contracted Services	35,000	35,000			
Contribution to Reserves	13,800	9,000	-4,800	(34.8%)	
Interfunctional Adjustments	42,400	46,100	3,700	8.7%	
Debt Principal & Interest	13,800	13,400	-400	(2.9%)	
Total Expenditures	141,500	140,500	-1,000	(0.7%)	
Total Net Levy					



2020 Financial Plan
Operating Plan - Cost Code Summary
Airport

Note	2019	2020	Budget	%	Note
Reference	Budget	Budget	Variance	Variance	Reference
Revenues					
Grants	-5,000	-5,000			
User Charges	-370,900	-386,600	-15,700	4.2%	
Total Revenues	-375,900	-391,600	-15,700	4.2%	
Expenditures					
Labour	115,600	119,900	4,300	3.7%	
Purchases	228,100	248,200	20,100	8.8%	1
Contracted Services	31,000	32,000	1,000	3.2%	
Interfunctional Adjustments	18,400	20,400	2,000	10.9%	
Debt Principal & Interest	35,700	20,300	-15,400	(43.1%)	2
Total Expenditures	428,800	440,800	12,000	2.8%	
Total Net Levy	52,900	49,200	-3,700	(7.0%)	
Notes					
1. Fuel Purchases \$8,100; External Tax Payments \$11,700					
2. Debt Maturity					



2020 Financial Plan
Operating Plan - Cost Code Summary
Waste Management

Note	2019	2020	Budget	%	Note
Reference	Budget	Budget	Variance	Variance	Reference
Revenues					
Grants	-116,500	-118,300	-1,800	1.5%	
User Charges	-127,200	-132,400	-5,200	4.1%	
Total Revenues	-243,700	-250,700	-7,000	2.9%	
Expenditures					
Labour	70,800	72,200	1,400	2.0%	
Purchases	106,900	110,900	4,000	3.7%	
Contracted Services	115,500	118,500	3,000	2.6%	
Interfunctional Adjustments	135,700	138,500	2,800	2.1%	
Total Expenditures	428,900	440,100	11,200	2.6%	
Total Net Levy	185,200	189,400	4,200	2.3%	



2020 Financial Plan
Operating Plan - Cost Code Summary
In-Town Transit Services

Note	2019	2020	Budget	%	Note
Reference	Budget	Budget	Variance	Variance	Reference
Revenues					
Grants	-58,300	-52,800	5,500	(9.4%)	1
User Charges	-25,800	-25,800			
Total Revenues	-84,100	-78,600	5,500	(6.5%)	
Expenditures					
Labour	26,200	25,400	-800	(3.1%)	
Purchases		2,000	2,000		
Contracted Services	136,900	189,600	52,700	38.5%	2
Interfunctional Adjustments		8,700	8,700		3
Total Expenditures	163,100	225,700	62,600	38.4%	
Total Net Levy	79,000	147,100	68,100	86.2%	

Notes

1. Alignment with Provincial Gas Tax allocation
2. Service Contract increase
3. Departmental labour allocation



2020 Financial Plan
Operating Plan - Cost Code Summary
Streetlights

	5 Yr Avg.	2020	Budget	%	Note
	Actuals	Budget	Variance	Variance	Reference
Revenues					
Total Revenues					
Expenditures					
Labour	33,201	6,500	-26,701	(80.4%)	
Purchases	266,839	114,000	-152,839	(57.3%)	
Contracted Services	2,594	10,000	7,406	285.5%	
Interfunctional Adjustments	25,558	5,000	-20,558	(80.4%)	
Debt Principal & Interest		187,700	187,700		
Total Expenditures	328,193	323,200	-4,993	(1.5%)	
Total Net Levy	328,193	323,200	-4,993	(1.5%)	