

The Corporation of the Town of Tillsonburg

Council Budget Meeting

AGENDA



Monday, November 30, 2020

4:00 PM

Electronic Meeting

1. Call to Order

2. Adoption of Agenda

Proposed Resolution #1

Moved By: _____

Seconded By: _____

THAT the Agenda as prepared for the Council Budget meeting of Monday, November 30, 2020, be approved.

3. Disclosures of Pecuniary Interest and the General Nature Thereof

4. Adoption of Council Minutes of Previous Meeting

5. Finance

Opening remarks by Interim Director of Finance/Treasurer. Presentation to be reviewed.

Review of Business Plans, Capital and Operating summaries by Department to follow.

5.1. Building, Planning and By-Law

5.2. Economic Development and Marketing

5.3. Corporate Services

5.4. Human Resources

5.5. Fire and Rescue Services

5.6. Operation Services

5.7. Recreation, Culture and Parks

6. Motions/Notice of Motions

7. Confirm Proceedings By-law

Proposed Resolution #2

Moved By: _____

Seconded By: _____

THAT By-Law 2020-113, to Confirm the Proceedings of the Council meeting held on November 30, 2020, be read for a first, second, third and final reading and that the Mayor and the Clerk be and are hereby authorized to sign the same, and place the corporate seal thereunto.

8. Adjournment

Proposed Resolution #3

Moved By: _____

Seconded By: _____

THAT the Council Budget meeting of Monday, November 30, 2020 be adjourned at ____ p.m.

TOWN OF TILLSONBURG

2021 Budget Overview

November 30 , 2020



General Budget Information

The Operating and Capital budgets outline how the Town of Tillsonburg will use its finances to deliver essential services to its residents. The Operating budget covers day-to-day expenses, while the Capital budget covers major infrastructure requirements.

In accordance with the *Municipal Act*, the Town is required to implement a balanced budget and cannot plan for a deficit. The budget is balanced when all budgeted revenues equal budgeted expenditures. Any budgeted shortfalls in revenues over expenditures form part of the ***tax levy***.

Budget Process

Department Planning Town departments assess their needs and priorities for the coming year. Departments submit Operating & Capital budgets and draft Business Plans.	July - Sept
Public Budget Survey Posted for public input regarding Operating and Capital budget preparations.	Sept
Finance Review The Finance team reviews all draft Business Plans in addition to Operating and Capital departmental budget entries for anomalies and accuracy.	Sept - Oct
Senior Leadership Team Review The Director of Finance leads the Senior Leadership Team in reviewing the budgets and developing a budget submission to Council.	Sept - Oct
Special Council Budget Meetings The draft budget is presented to Council via special budget meetings open to the public.	Nov-Jan
Council Approval Anticipated Council approval of the 2021 budget.	Jan



2021 Economic Challenges

The Town of Tillsonburg is facing challenges common to many municipalities including:

- COVID-19 pressures relating to decreased revenues and increased expenditures including duration uncertainty.
- Inconsistent financial support / late funding notifications from upper levels of government.
- MPAC property reassessment delay due to COVID-19 by at least one year; no phase-in growth to be realized.
- Changing legislation with respect to tax rates, property classes, development charges, and more.

2021 Economic Advantages

There are some favourable economic advantages available to municipalities including:

- Decreased debenture lending rates as a result of the ongoing pandemic.
- New upper government funding opportunities to assist with negative pandemic pressures including capital related initiatives.

2021 Budget Assumptions

- Maintain existing levels of service
- Reduce tax supported debt (-1%)
- Six month COVID-19 impact (January-June)
- Retain existing reserve balances
- New development assessment growth estimated static to 2020 (\$220,000); funding source for the Operating budget.
- OCIF funding conservatively estimated as \$199,190 (2020 \$221,450; 10% reduction). Any increased funding will be contributed to the Asset Management Reserve. Any decreased funding will result in elimination of project(s) or revised funding source from reserve/debenture.

2021 Proposed Operating Budget

- Consideration and significant adjustments (savings and pressures) have been made across all departments to estimate a 2021 COVID-19 impact over a six month period (January – June).
 - The pandemic pressures (lost revenue/increased cleaning/PPE) are resulting in an unfavourable impact estimated at \$734,886.
 - Though not sustainable in the long-term, discretionary expenditures have been reduced over this six month period reflecting a decrease of -0.64% to the 2020 Town budget base.
- An emphasis has been placed on retaining our existing reserves; no draws from the Tax Rate Stabilization have been applied.

2021 Operating Budget Pressures

Non-Discretionary

Six Months of COVID-19 Impact	\$	734,886	4.4%
Staffing Adjustments (Fire Comm)	\$	192,403	1.2%
Payroll Deductions (OMERS, CPP, EI, WSIB)	\$	61,625	0.4%
Benefits (Health, Dental & Life)	\$	57,255	0.4%
Heat, Light & Water - HLW (est. 7.4% increase)	\$	45,000	0.3%
Insurance Deductible	\$	30,000	0.2%
Insurance (est. 12% increase)	\$	23,900	0.1%

Discretionary

Cost of Living Adjustment - COLA (1.5%)	\$	88,200	0.5%
New Employee Requests - FTE	\$	78,740	0.5%

TOTAL	\$	1,312,009	
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2021 Proposed Operating Budget

Additional discretionary items identified for Council consideration / deliberation for reduction (addition) include:

	Budgeted Cost	% Impact
External Community Grants	\$ 51,500	0.31%
Community Events (Turtlefest, Santa Parade, etc.)	50,000	0.30%
Doctor Recruitments	35,000	0.21%
BIA Façade Improvement	31,000	0.19%
RCP New Tree Preservation/Planting Program	30,000	0.18%
BIA Downtown Beautification	14,400	0.09%
SOMA	16,000	0.10%

	Unbudgeted Cost	% Impact
COVID-19 to 9 Months (July-Sept)	\$ 304,783	1.84%
COVID-19 to 12 Months (Oct-Dec)	197,933	1.19%

2021 Proposed Capital Budget

- There is a 0% increase to capital spending contained in the 2021 budget; a static base figure has been maintained reflecting that of 2020 (\$2,118,500).
- Historically, the Phase-In assessment dollars have been utilized annually as the Capital budget base growth. The pandemic has affected MPAC's ability to conduct reassessments in 2020, and as such there is at least one year delay. There are no Phase-In assessment dollars to be realized in 2021 as a revenue source; historically \$330,000.
- Maintained capital spending was reflected as a priority by 70% of Public Budget Survey respondents; this has been accomplished.
- The use of tax-supported debt is marginally lower than that of 2020; the cost of borrowing has decreased as a result of the pandemic.
- An emphasis has been placed on retaining our existing reserves for further accumulation and utilization on future capital projects.

2021 Proposed Capital Budget

Department	Total	%
Public Works	\$ 4,011,630	49%
Storm Sewers	1,749,400	21%
Fleet	817,000	10%
Engineering	305,000	4%
Economic Development	265,000	3%
Airport	195,000	2%
Building Maintenance	155,000	2%
Fire	145,000	2%
Corporate Services (IT)	121,000	1.5%
Parks	110,000	1%
Contribution to Reserve	96,098	1%
Cemetery	60,000	.7%
Museum	59,000	.7%
Police	57,000	.7%
Recreation	10,000	.1%
Total 2021 Capital Budget	\$ 8,156,128	100%

Funding Source	Total	%
Grants	\$ 3,762,890	46%
Taxation	2,118,500	26%
Tax Supported Debt	997,000	12%
DC Reserves	699,338	9%
Miscellaneous	265,000	3%
User Pay Debt	180,000	2%
Reserves	133,400	2%
Total Capital Funding	\$ 8,156,128	100%

Year	Taxation Component
2017	\$ 1,176,600
2018	1,458,600
2019	1,788,600
2020	2,118,500
2021	\$ 2,118,500 Proposed

2021 Consolidated Budget Proposal

The net 2021 consolidated Operating and Capital tax supported budget is proposed at \$17,222,200 representing a \$629,200 (3.79%) increase over the previous year.

	2020 Budget	2021 Budget	Variance \$	Variance %
Budget Requirements				
Sub-total	16,593,000	17,442,200	849,200	5.12%
Municipal Taxes - New Growth		(220,000)	(220,000)	
Consolidated Budget Requirement	16,593,000	17,222,200	629,200	3.79%

2021 Consolidated Budget

Revenues

User Charges	\$	5,940,600	40%
Grants		5,465,500	37%
Debt Proceeds		1,177,000	8%
Reserves		1,031,100	7%
Special levy		780,500	5%
Other		299,600	2%
Taxation – New Growth		220,000	1%
THI Dividend		140,000	1%
Total Revenue	\$	15,054,300	100%

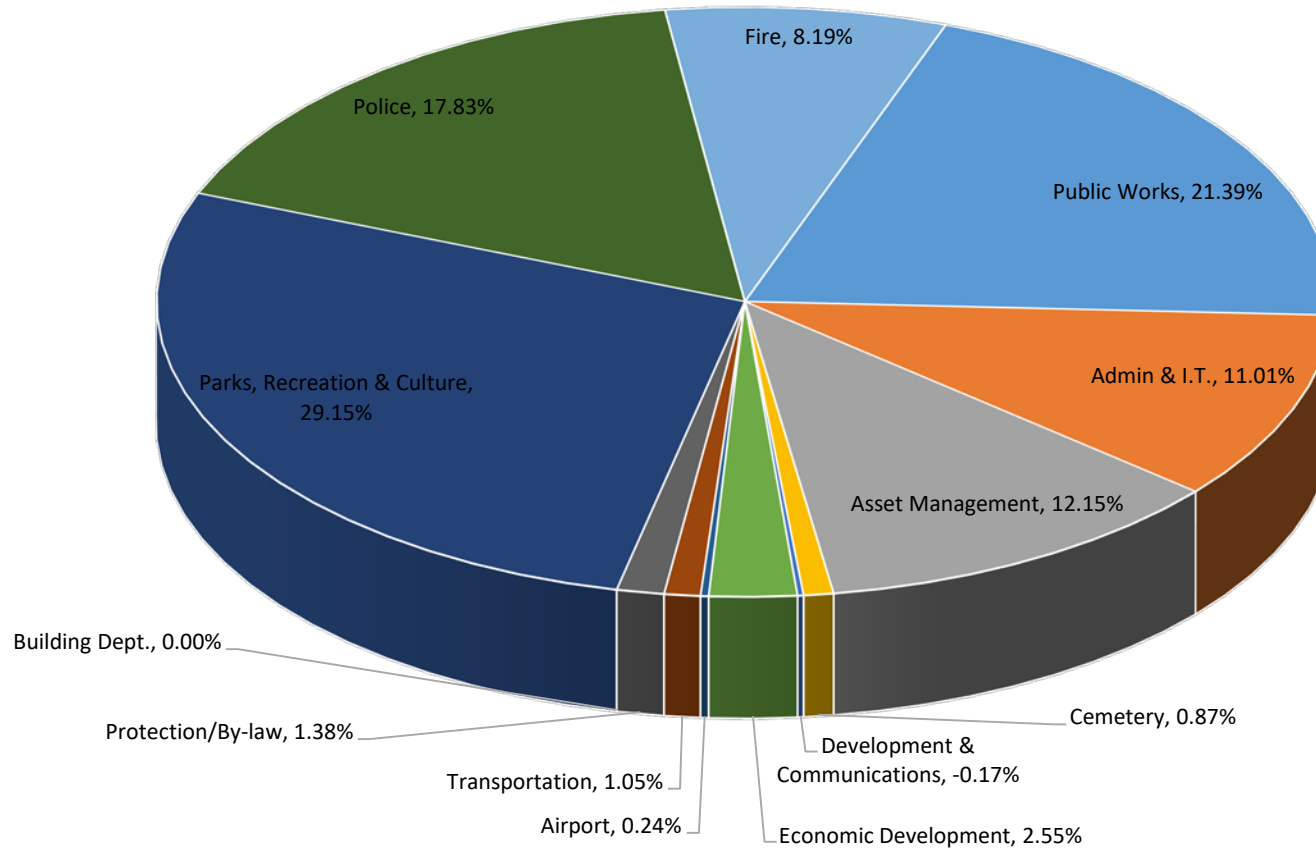
Expenditures

Operating Expenses	\$	24,120,400	75%
Capital Expenses		8,156,100	25%
Total Expenditures	\$	32,276,500	100%

<u>Net Amount to be Raised from Taxation</u>	\$	17,222,200	↑ 3.79%
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Proposed 2021 Tax Levy Requirement

Proposed Tax Levy By Department

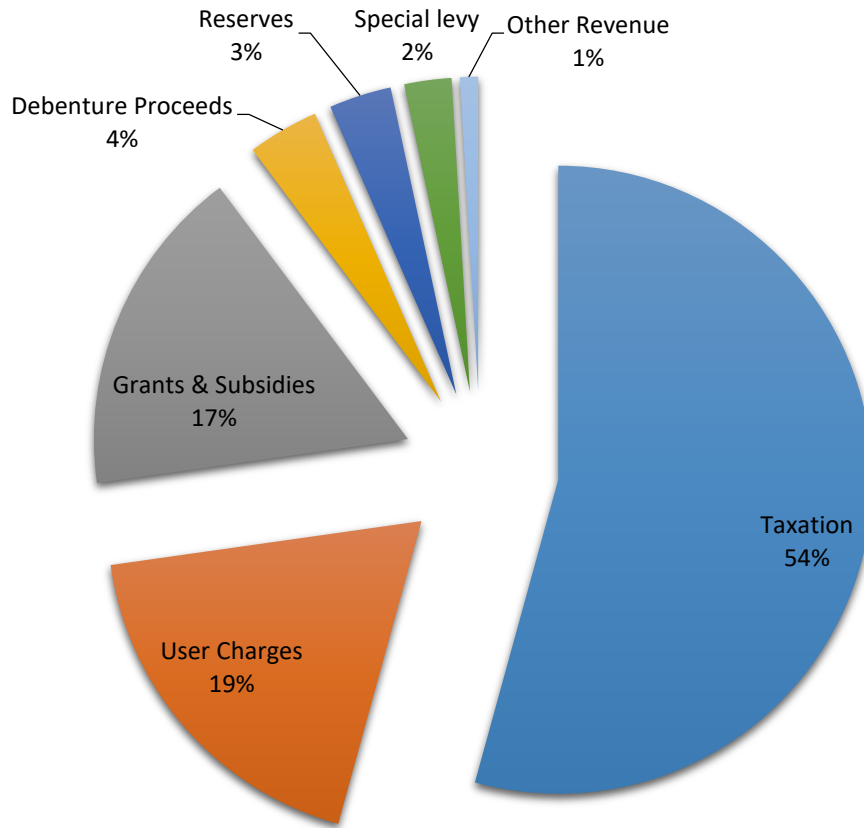


Sources of Revenue

- Taxation
- User Fees
- Grants
- Reserves & Trusts
- Debt Financing (user paid / taxation / operational savings)
- Other
 - Special Levy
 - Interest
 - Donations

Sources of Revenue

2021 Proposed Consolidated Budget



	Percentage	Dollars
Taxation	54.3%	\$ 17,442,200
User Charges	18.5%	\$ 5,940,600
Grants & Subsidies	17.0%	\$ 5,465,500
Debt Proceeds	3.7%	\$ 1,177,000
Reserves	3.2%	\$ 1,031,100
Special levy	2.4%	\$ 780,500
Other Revenue*	0.9%	\$ 299,600
Total	100%	\$ 32,136,500

*Interest, donations

Sources of Revenue

User Fees

- Many services are provided by the Town through taxation dollars, however several services have a fee attached that fully or partially recovers the cost of providing that service (e.g. permits, licensing, recreation programs, transfer station, etc.)
- The Town has a complete Rates & Fees By-Law that details these charges; the 2021 proposed fee schedule will be presented to Council at the December 14 regular meeting.
- The Town also provides services to other organizations such as the County of Oxford for water and wastewater operations and Tillsonburg Hydro for hydro operations.

Sources of Revenue

Grants

- The Town receives several million dollars annually in grant funding from upper orders of government. Some of these are from Gas Tax both Federal and Provincial, Partnership Funds for downloaded services, policing initiatives, transit, economic development, recreation, etc.
- Grants often can only be used for specific purposes and require reporting to ensure the costs are eligible for funding.
- Town staff remain diligent in reviewing both new and existing grant opportunities in order to ensure full advantage of available funding assistance.

Sources of Revenue

Debt Financing

- Municipal debt is not a revenue tool however it can be an important financing tool.
- Municipalities can only incur long-term debt for capital projects.
- All debentures are applied through coordination with our upper tier, Oxford County, and usually funded via Infrastructure Ontario (i.e. the Province).
- The Province, through the Ministry of Affairs and Housing, establishes debenture limits for all municipalities on an annual basis; known as the *Annual Repayment Limit (ARL)*.

Sources of Revenue

Debt Financing

Annual Repayment Limit (ARL)

- The ARL may be summarized as the maximum amount that a municipality can pay in principal and interest payments in the year for long-term debt (i.e. the Province does not limit the Towns borrowing capacity by the amount of the borrowing but rather by the ability to repay the debt).
 - Longer amortization periods allows a municipality to continue to borrow a greater amount.
- The calculation uses data obtained from the Financial Information Return (FIR) to provide an upper limit/ceiling on debt repayment costs to an amount equal to 25% of operating revenue.
- The ARL is provided to the Town annually and updated as required by the Treasurer prior to an application submission for new debt.

Sources of Revenue

Debt Financing

Some reasoning to utilize debt to finance capital projects include:

❖ **Spreading out the cost of capital projects over their useful lives**

Borrowing spreads project cost(s) over applicable useful life and allows infrastructure costs to be paid not just by today's taxpayer, but additionally by future users.

❖ **Limited additional internal and external financing sources**

There is often not enough resources to directly pay for a project in one year through internal financing sources such as reserves and existing assets available for sale. Additionally, external financing sources including government grants (federal and provincial) and fundraising/donations also offers limited sources of supplementary funding.

❖ **Low interest rates or escalating project costs**

When interest rates are low it makes sense to borrow for a project sooner, rather than pay a higher cost for the project later.

Sources of Revenue

Debt Financing

Three different types:

Debt Supported by Users

- Users are defined such as THI and the County which pay for their fleet, aquatic users pay a fee towards capital costs of pools, fire communication customers pay for equipment required for their service, and residents pay for certain assets funded through a debenture that is repaid through the tax bill.

Debt Supported by Operational Savings

- Certain capital projects create savings that allow the Town to repay debt incurred to fund these projects.

Debt Supported by Taxation

- These are funds borrowed to fund the activities of the Town for capital projects. Subsequent principal and interest payments are included in the Operating budget funded by taxation.

Sources of Revenue

Debt Financing

There is currently \$14,764,638 in total cumulative issued debt; \$10,282,016 of which is tax supported as indicated in the below summary. Specific details can be found within Tab 11 of the 2021 budget binders.

Type	Total Current Debt
Tax Supported	\$ 10,282,016
Operational Savings	\$ 3,309,000
User Pay	\$ 1,173,622
Total Outstanding Debt	\$ 14,764,638

Please note that this total excludes Council approved debt of:

- \$2,088,000 in recently committed construction financing which is yet to be spent.
- \$160,000 in debt financed project(s) which have yet to be completed/financed.

The Town has paid down \$1,458,200 of debt principal over the course of 2020.

Sources of Revenue Reserves & Trusts

- Reserves are revenues set aside at the discretion of Council to provide for future expenditures and assist with long term financial stability and financial planning.
- By maintaining reserves, the Town can accumulate funds for future or contingent liabilities – ***a key component of sound long-term financial planning practices***. They also provide flexibility to absorb unexpected shifts in revenues and expenditures and fund one-time expenditure requirements.
- The Reserve Policy details the sources of funds, where funds are to be used, and the targeted recommended threshold value. Some of the funds are at the discretion of the Council (unrestricted) and some are mandated by other orders of government (restricted).

Sources of Revenue - Reserves & Trusts

Unrestricted Reserves

Unrestricted Reserves

INDEX	20120 Opening Balance January 1	Interest Income collected for 2020	2020 Transfers In	2020 Sub-total	Commitments 2020	2020 Balance @ December 31	2021 Transfers In	Commitments New 2021	Commitments from CFWD in 2021	Projected Ending Balance for 2021
Council Reserve	3,557	5	21	3,583	-	3,583				3,583
Election Reserve	18,568	31	10,129	28,728	-	28,728	10,000			38,728
Transit Reserve	-	-	-	-	-	-				0
Physician Recruitment Reserve	58,660	87	70,349	129,096	-	129,096				129,096
Tax Rate Stabilization Reserve	723,134	1,070	120,063	844,267	159,785	684,482			175,000	509,482
IT Equipment Reserve	87,827	143	70,616	158,586	25,000	133,586		133,400		186
Asset Management reserve	974,091	1,544	266,546	1,242,181	-	1,242,181		54,000	251,300	936,881
Fleet & Equipment Reserve	390,401	645	144,525	535,571	401,500	134,071	100,000			234,071
Fire Dept. Equipment Reserve	153,253	249	47,249	200,751	100,000	100,751	30,000			130,751
Fire Dept. Labour Reserve	-	-	-	-	-	-				0
Police Reserve	78,682	117	468	79,266	76,500	2,766				2,766
Police Service Board Reserve	18,006	29	14,598	32,633	-	32,633				32,633
Engineering Reserve	75,144	112	162,825	238,082	7,500	230,582			208,600	21,982
Development Remediation Reserve	18,168	27	273	18,468	-	18,468				18,468
Linear Infrastructure Reserve	309,863	460	2,451	312,775	183,400	129,375			50,000	79,375
Airport Reserve	6,144	11	25,048	31,203	5,900	25,303				25,303
Waste Mangement Reserve	1,888	3	11	1,902	-	1,902				1,902
Winter Maint Reserve	-	-	-	-	-	-				0
RCP Reserve	527,704	790	51,956	580,450	101,800	478,650	16,300	30,300	135,000	329,650
Facility Infrastructure Reserve	555,935	830	653,825	1,210,589	381,727	828,862	12,500		682,000	159,362
Cemetery Reserve	66,897	99	398	67,394	20,000	47,394			45,100	2,294
Downtown Parking Reserve	265,969	395	1,659	268,023	-	268,023	4,100			272,123
Econ Development Reserve	337,311	508	40,035	377,854	208,694	169,160	76,000	29,100	216,026	34
	4,671,200	7,156	1,683,046	6,361,402	1,671,807	4,689,596	248,900	246,800	1,763,026	2,928,670

Sources of Revenue - Reserves & Trusts

Restricted Reserves

Restricted Reserves

Development Charges Reserves	2020 Opening Balance January 1	Interest Income at December 31 2020	Transfers In at December 31 2020	2020 Sub-total	Commitments 2020	2020 Balance December 31
General	69,173	724	55,527	125,424		125,424
Fleet	501,292	4,142		505,434	62,400	443,034
Fire	379,163	1,197	71,158	451,518		451,518
Police	5,742	23	6,429	12,194		12,194
Parking	8,698	26		8,724		8,724
Storm Water	57,314	169		57,483		57,483
Roads	1,052,250	4,269	615,488	1,672,007	43,300	1,628,707
Recreation	324,155	3,125	119,484	446,764	220,500	226,264
	<u>2,397,788</u>	<u>13,675</u>	<u>868,086</u>	<u>3,279,549</u>	<u>326,200</u>	<u>2,953,349</u>

Obligatory Reserves

Gas Tax	581,310	12,890	481,496	1,075,696	480,000	595,696
Building Fees	498,304			498,304		498,304

Sources of Revenue Reserves & Trusts

The Town is responsible for the oversight of various Trust Accounts that holds money which can be used in the operation of the Town or for distribution by the Trustees often per the specific direction(s) of the donor(s).

Trust Funds

	Opening Balance at Jan 1 2020	Balance at Oct 31 2020
JL Scott McLean	150,002	87,167
Parkland	20,404	23,429
Community Trusts	73,075	75,660
Perpetual Care	931,545	948,774
Annandale House	129,836	139,193
Cemetery Mntce.	35,333	35,360
Cemetery Prepaid	29,988	29,519
Scholarships	35,414	34,692
Lake Lisgar Revitalization	28,390	33,348
	<u>1,433,987.55</u>	<u>1,407,142.00</u>

Sources of Revenue

Taxation Terminology

Amount to be Raised from Taxation (Tax Levy) is the amount needed to be collected from taxpayers to fund the Operating and Capital programs.

Property Tax Class is the classification(s) of a property (i.e. residential, commercial, industrial, etc.).

Tax Ratio expresses the burden of tax liability against each respective tax class as annually established by our upper tier, the County of Oxford.

Total Weighted Assessment is the sum of all property class assessments multiplied against their established ratio. Calculated as:

Property Class Assessment Value x Property Class Ratio

Residential Tax Rate is the rate that is used to collect the required funds based on the assessed value of the property. Calculated as:

Amount to be Raised from Taxation ÷ Total Weighted Assessment

Sources of Revenue Taxation

$$\text{Taxation} = \text{Assessment Value} \times \text{Tax Rate}$$

- Assessment value is determined through a service contract with the Municipal Property Assessment Corporation (MPAC).
- Assessments are based on market value and are adjusted every four years with a phase in of increases over four years (i.e. 2016 valuation is phased in 2017 through 2020). Reductions in value are taken in the first year.
 - * There are no phase-in dollars in 2021 since the pandemic created delays for MPAC in performing their 2020 reassessment evaluations.
- Annually through the budget process, the municipality calculates the needs for taxation and adjusts the levy accordingly.

Sources of Revenue

2021 Taxation Growth

	<u>Assessment</u>	<u>Taxation</u>
Used in Capital Budget		
MPAC 2020 Phase-In Growth (deferred reassessment year)	N/A	\$0
Used in Operating Budget		
Growth from New Construction (estimated based on history)	TBA	\$220K

Sources of Revenue

Property Tax Bill

The Town's tax levy represents a portion of a residents' property tax bill.

Total property tax payable also includes smaller allowances which includes:

- Upper Tier (County) Tax Levy (draft 2021 budget 2.1%)
- Library Levy (draft 2021 budget 0%)
- Sewer Levy (County eliminated effective January 1, 2021)
- Education Levy (historical 3 year average decrease -5%)

Sources of Revenue

Residential Town Tax Levy Impact

Year	Levy	Change %	
2010	0.0075423	-0.1%	
2011	0.0074565	-1.1%	
2012	0.0073753	-1.1%	
2013	0.0072597	-1.6%	
2014	0.0072221	-0.5%	
2015	0.0072359	0.2%	
2016	0.0072343	0.0%	
2017	0.0074868	3.5%	
2018	0.0076522	2.2 %	
2019	0.0078527	2.6 %	
2020	0.0079907	1.8%	
2021	0.0081469	1.96%	proposed

Sources of Revenue


Proposed Residential Town Tax Levy Impact

$$\text{Taxation} = \text{Assessment Value} \times \text{Tax Rate}$$



Median Residential Assessment = \$244,102

2021 Proposed Taxation = \$244,102 x 0.0081469 = \$1,989

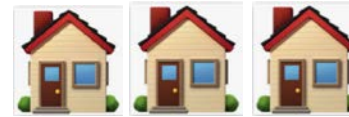
 **1.96% = \$38.14**

Sources of Revenue

Total Proposed Residential Property Tax Impact

2021 Taxation

Residential Median Assessment \$244,102



	2020	2021	\$ Var.	% Var.
Residential Rate (proposed)	0.0079907	0.0081469		
Town Levy (Proposed)	\$ 1,950.53	\$ 1,988.67	\$ 38.14	1.96%
County (draft budget)	902.35	921.30	18.95	2.10%
Sewers (eliminated)	52.08	-	52.08	-100%
Library (draft budget)	90.05	90.05	-	0%
Education (estimated)	373.48	373.48	-	0%
Total Residential Levy	\$ 3,348.05	\$ 3,373.50	\$ 5.01	0.15%

Recommended Budget Process

Questions, Deliberations, Resolutions, Approval

- Business Plans, Capital, and Operating budget presentation/review, by department.
 - November 30 & December 7-8 Council budget meetings
- Council to ask any/all questions (as required) as we proceed through the departmental budget presentations/review.
- Council resolutions to request white papers containing additional information.
 - Reports provided at the December 16 (5pm-9pm) Council budget meeting
- All other (non-white paper) budget-related resolutions and item deliberations to be tracked by staff and deferred to the January 6 (5pm-9pm) Council budget meeting.
- Motion to approve Capital/Operating budget to regular Council meeting agenda.
- External Group Grant Requests
 - January 18 (6pm-9pm)
- Operating & Capital budgets approved
 - January 25 regular Council meeting

Town Of Tillsonburg 2021 Business Plan

Building, Planning & By-law

November 30 , 2020



2021 Business Objectives

Item	Owner	Project Value	Target Date
Review Amanda Building Permitting Software Solution Mobility Options	CBO/Oxford County IT	\$0/Oxford Cty.	Q2
Implement Permit Web Portal & Digital Service Delivery	CBO	\$28,000	Q1???
Building Code Amendments – Notify trades and general public on proposed amendments through handouts, verbal and website	DCBO	\$0	Ongoing
By-Law Reviews – Building By-Law, Traffic By-law, Garbage/Dumping By-Law	CBO/By-Law	\$0	Q4
Central Area Design Study – Façade Improvement Program	CBO/Development Tech.	\$0	Q4

2021 Business Objectives

Item	Owner	Project Value	Target Date
Central Area Design Study – Public Objectives – Alley Connecting Walkways	CBO	\$0 (Proposal/Request for 2022 Budget)	Q3
Review of Planning Process & Procedures	Development Tech./Planner	\$0	Q1
Review Planning Submission Web Portal Options & Digital Service Delivery	CBO/Development Tech.	\$0	Q4
Review Innovative Options related to MMAH More Homes, More Choice: Ontario's Housing Supply Action Plan - secondary dwelling units, tiny homes, etc.	CBO/Planner	\$0	Q4

Risks

- Complex development/construction projects along with expected increased volumes require significant amount of staff time resulting in longer turn around times which can discourage development
- Potential COVID-19 service level interruptions related to inspectors that cannot perform duties if required to work from home
- Ontario Building Code Changes cause frustration for contractors, developers and owners which require additional staff time/resources to educate
- Increase in inquiries/complaint volumes result in longer response times reducing customer service

Opportunities

- Improvement of departmental communications to community and development industry creates positive outcomes and transparency
- Ongoing Ontario Building Code training reduces liability and provides efficiencies
- Implementation of a permitting web portal and digital review process will provide multiple efficiencies for the development community/inspectors and provide business continuity.
- Ongoing review of Central Area Design Study will provide a framework for future opportunity and development of the downtown BIA area
- By-Law review provides updates and clarification that are relevant to current public needs

Future Departmental Directions: 3 year outlook

2022

- Ontario Building Code – evaluate service review mandated by legislation
- Implement Planning Submission Web Portal & Digital Service Delivery
- Central Area Design Study
- By-Law Review

Future Departmental Directions: 3 year outlook

2023

- Site Plan Approval By-law & Guidelines Review
- Central Area Design Study
- By-Law Review

Future Departmental Directions: 3 year outlook

2024

- Central Area Design Study
- By-Law Review



2020 Financial Plan
Operating Plan - Cost Code Summary
Protection

	2020	2021	Budget	%	Note
	Budget	Budget	Variance	Variance	Reference
Revenues					
User Charges	99,500	74,300	(25,200)	(25.3%)	1
Total Revenues	99,500	74,300	(25,200)	1	
Expenditures					
Labour	232,800	237,700	4,900	2.1%	
Purchases	35,400	32,900	-2,500	(7.1%)	
Contracted Services	20,000	15,000	-5,000	(25.0%)	2
Interfunctional Adjustments	28,400	29,200	800	2.8%	
Total Expenditures	316,600	314,800	-1,800		
Total Net Levy	(217,100)	(240,500)	(23,400)		
Notes:					
1	Decrease in Licence Fees				
2	Decrease to Special Projects Expense - Animal control				



2020 Financial Plan
Operating Plan - Cost Code Summary
Building

	2020	2021	Budget	%	Note
	Budget	Budget	Variance	Variance	Reference
Revenues					
User Charges	510,000	801,500	291,500	57.2%	1
Contribution from Reserves	69,000		(69,000)	(100.0%)	2
Total Revenues	579,000	801,500	222,500		
Expenditures					
Labour	481,000	479,300	-1,700	(0.4%)	
Purchases	57,800	64,900	7,100	12.3%	3
Contracted Services	6,500	28,000	21,500	330.8%	4
Contribution to Reserves		139,900	139,900		5
Interfunctional Adjustments	33,700	89,400	55,700	165.3%	6
Total Expenditures	579,000	801,500	222,500		
Total Net Levy					
Notes:					
1	Increased Revenue from Permits				
2	Use from Buidling Reserves not required				
3	50% due to Supplies Expense				
4	Online Service - Cloud Permits				
5	Projected surplus contributed to Building Reserve				
6	New FTE allocation				

Town Of Tillsonburg 2021 Business Plan

Economic Development & Marketing

November 30, 2020



2021 Business Objectives

Item	Owner	Budget Value	Target Date
Community Improvement Plan (Downtown Façade)	Business Improvement Association	\$31,000	Q4
Community Improvement Plan	Development Commissioner	\$20,000	Q4
Economic Development Strategy Implementation	Economic Development & Marketing	\$10,000	Q4
Enhanced Business Processes (Lead Gen Apps)	Development Commissioner	\$10,000	Q1
High Tech Manufacturing Action Plan	Development Commissioner	\$2,000	Q3
SOMA Asia Mission (Biannual)	Development Commissioner	\$20,000	Q4
Van Norman Innovation Park – Clearview Dr Extension & SWM Pond Construction	Operations Department/Development Commissioner	N/A	Q4
Van Norman Innovation Park (Certified Sites)	Development Commissioner	\$7,000	Q4
Engineering Design Services for Rokeby Road Property	Operations Department/Development Commissioner/Consultant	\$265,000 with offsets per Report DCS 20-22	Q4

2021 Business Objectives

Item	Owner	Budget Value	Target Date
Chamber Awards - Grant	Development Commissioner	\$4,000	Q2
Chamber Awards - Sponsorship	Development Commissioner	\$4,000	Q2
Service Level Carryover – Marketing/External Communications	Development Commissioner	\$23,700	Q2
Community Video Production	Economic Development & Marketing	\$15,000	Q3
Bridges to Better Business	Development Commissioner	\$1,000	Q4
Youth Robotics Challenge	Development Commissioner	\$1,000	Q4
Residential Marketing	Economic Development & Marketing	\$11,000 (Down from \$19,000)	Q4

2021 Business Objectives

Item	Owner	Budget Value	Target Date
1,101 Highway 3 Property – Explore development opportunities	Development Commissioner	N/A	Q4
Education Task Force	Development Commissioner	N/A	Q4
Pandemic Business Recovery	Development Commissioner, Mayor's Working Group, Chamber of Commerce, BIA	N/A	Q4
Town Hall Project Support	Town Hall Project Committee	N/A	Q4

Risks

- Reduced investment if Community Improvement Plan funding is decreased
- Reduced ability to attraction innovative new industries
- Not able to meet increased expectations from residents for timely and clear communication

Opportunities

- Enhance promotion of Town through production of high quality videos of the community
- Invest in CIP and façade programs to continue to support investment attraction in the downtown
- Use updated strategy and high tech manufacturing action plan to build resilience into local economy
- Adopt new software to increase efficiency
- Support visitors, chamber of commerce, youth, and entrepreneurs through key sponsorships
- Maintain international relationships to support investment

Future Departmental Directions: 3 year outlook

- 2022
 - Explore Accredited Economic Development Organization (AEDO) program
 - Sell land in Rokeby Road parcel
 - Update Industrial Land Strategy
 - Implementation of updated Economic Development Strategy
- 2023
 - Complete sale of lands in Van Norman Innovation Park
 - Potential Acquisition of additional Industrial Lands
 - Implementation of updated Economic Development Strategy
- 2024
 - Implementation of updated Economic Development Strategy



2021 Capital Project Listing - New Requests

Econ Development & Marketing

	Expenditures	Contribution to Reserves	Grants	Tax Supported Debt	Reserves	DC Reserves	Donation	Miscellaneous	User Pay Debt	Taxation	Comments
Project Listing											
505 Economic Dev											
X70 Rokeby Road - Engineering Design	265,000							(265,000)			Pre-budget approval DCS 20-22
Total 505 Economic Dev	265,000							(265,000)			
Total Project Listing	\$265,000							(\$265,000)			

Capital Projects

Project	X70 Rokeby Road - Engineering Design		
Department	Economic Dev		
Version	2 - SMT review	Year	2021

Description

The Town of Tillsonburg Engineering Department, in conjunction with the County of Oxford Engineering Services, has determined that the most feasible way to extend sanitary sewer servicing to the Rokeby Rd site is to extend the services from the intersection of Bell Mill Sideroad down Rokeby Road to the property.

Justification

The Town of Tillsonburg purchased the Rokeby Road property in 2009 for the following reasons:

- To increase the supply of Town owned properties;
- The generally suitable nature of the property for industrial development, including access to rail and the close proximity of sanitary service;
- The opportunity to acquire the industrial land at a very low price due to the estate sale and the slowing real estate market;
- No impact to the tax levy and no increase in debt obligations; and,
- The potential to offset the lost tax revenue through the rental of the property

Report DCS 20-22 Pre-Budget Approval

Budget

	Total	2021	2022	2023	2024	2025	2026
Expenditures							
Construction	265,000	265,000					
Expenditures Total	265,000	265,000					
Funding							
Misc Rev	265,000	265,000					
Funding Total	265,000	265,000					



2020 Financial Plan
Operating Plan - Cost Code Summary
DCS

	2020	2021	Budget	%	Note
	Budget	Budget	Variance	Variance	Reference
Revenues					
User Charges	95,000	90,000	(5,000)	(5.3%)	1
Total Revenues	95,000	90,000	(5,000)		
Expenditures					
Purchases	62,000	55,000	-7,000	(11.3%)	2
Interfunctional Adjustments	4,200	4,700	500	11.9%	
Debt Principal & Interest	96,800		-96,800	(100.0%)	3
Total Expenditures	163,000	59,700	-103,300		
Total Net Levy	(68,000)	30,300	98,300		
Notes:					
1	Discover Tillsonburg - Advertising Revenue				
2	Discover Tillsonburg - Advertising Expense				
3	Debt fully amortized in 2020				



2020 Financial Plan
Operating Plan - Cost Code Summary
Economic Dev

	2020	2021	Budget	%	Note
	Budget	Budget	Variance	Variance	Reference
Revenues					
Grants	11,000	12,000	1,000	9.1%	
User Charges	91,000	108,000	17,000	18.7%	1
Contribution from Reserves	1,100	29,100	28,000	2,545.5%	2
Total Revenues	103,100	149,100	46,000		
Expenditures					
Labour	323,700	303,700	-20,000	(6.2%)	3
Purchases	107,800	115,300	7,500	7.0%	4
Contracted Services	27,000	27,000		0.0%	
Contribution to Reserves	76,000	76,000		0.0%	
Interfunctional Adjustments	-14,400	-18,900	-4,500	31.3%	
Debt Principal & Interest	24,100	90,800	66,700	276.8%	5
Total Expenditures	544,200	593,900	49,700		
Total Net Levy	(441,100)	(444,800)	(3,700)		
Notes:					
1	Additional Rent Revenue - Van Norman Park				
2	To fund debt interest relating to the industrial land				
3	Part time FTE removed				
4	Special Events - SOMA				
5	Additional Debt P&I relating to Van Norman				

TOWN OF TILLSONBURG

2021 Business Plan

Corporate Services

November 30 , 2020



2021 Business Objectives

Item	Owner	Budget Value	Target Date
Expand Electronic Receivables Acceptance	Director of Finance / Manager of Finance	\$0	Q2
HST Rebate Audit	Director of Finance / Manager of Finance	\$0	Q3
RFP for Banking Services (carry-forward item)	Director of Finance	\$0	Q3
2022 Multi Year Budget	Director of Finance / Manager of Finance	\$0	Q4
Asset Management Plan Integrated into 2022 Budget	Director of Finance / Manager of Finance	\$0	Q4
Dr. Recruitment (on-going)	CAO	\$35,000	Q4
Strategic Plan (carry-forward item)	CAO	\$60,000 (-\$60,000 reserve transfer from unspent 2020 budget)	Q3
Town Hall (carry-forward item)	CAO	\$50,000 (-\$25,000 reserve transfer from unspent 2020 budget)	Q4

2021 Business Objectives

Item	Owner	Budget Value	Target Date
Integration of County Service Plan Items	CAO	\$50,000 (funded from 2019 residual one-time Modernization Monies within the Asset Management Reserve)	Q4
Accessibility for Ontarians with Disabilities Act (AODA) Website Upgrades	Clerk	\$4,000 (funded from 2019 residual one-time Modernization Monies within the Asset Management Reserve)	Q2
RFP for Insurance	Clerk & Director of Finance	\$0	Q4
Central Record Transference (permanent physical documents to electronic format)	Clerk	\$0	Q4
Local Government Week	Clerk	\$2,500	Q4

2021 Capital Summary

Item	Department	Budget Value	Target Date
Contribution to IT Reserves from Departmental Charges for future Computer Hardware Replacements	IT	\$70,000 (-\$70,000 recovery from Departments)	Q4
Cell Phones Replacement	IT	\$8,000 (funded from IT Reserve)	Q4
Annual Computer Replacement	IT	\$60,000 (funded from IT Reserve)	Q4
Server Replacement	IT	\$125,000 (\$65,400 funded from IT Reserve)	Q3

Risks

IT

- Cyber attacks against municipal government which requires continued constant vigilance and precautions.

Finance

- COVID-19 pandemic continues to negatively impact operating costs; ongoing.
- Potential for reductions to annual Provincial grant funding streams as a result of COVID-19.

Opportunities

Finance

- Lower long term interest rates make borrowing for major projects a more attractive opportunity.
- New funding opportunities available to assist in offsetting pandemic costing impacts.
- Modernization of processes by further moving to electronic formats (e.g. increased EFT versus cheque payments)
- Quarterly departmental budget forecasting will assist in determining and preparing for future variances and a potential year-end surplus/deficit.

Clerks

- Increased efficiencies while ensuring record retention best practices by converting all permanent files to electronic format.

Future Departmental Directions: 3 Year Outlook

- 2022
 - Continue to manage cash flows and investments to maximize interest revenue
 - 10 Year Capital Plan
- 2023/2024
 - Continue to replace aging computers (4 year replacement schedule)



2021 Capital Project Listing - New Requests

Corporate Services

	Expenditures	Contribution to Reserves	Grants	Tax Supported Debt	Reserves	DC Reserves	Donation	Miscellaneous	User Pay Debt	Taxation	Comments
Project Listing											
110 Corporate Services											
X97 Annual Replace IT Capital	(72,000)	72,000									IT reserve
X59 Cell Phones Replacement	8,000				(8,000)						IT Reserve
X58 Annual Computer Replacement	60,000				(60,000)						IT Reserve
X49 Server Replacement	125,000				(65,400)					59,600	IT Reserve
X45 Asset Management Contribution		14,100	(14,100)								OCIF formula
Total 110 Corporate Services	121,000	86,100	(14,100)		(133,400)					59,600	
Total Project Listing	\$121,000	\$86,100	(\$14,100)		(\$133,400)					\$59,600	

Town of Tillsonburg

Capital Projects

Project	X97 Annual Replace IT Capital		
Department	Corporate Services		
Version	2 - SMT review	Year	2021

Description

The annual contribution to IT reserves for computer replacements.

Justification

Ensuring that interdepartmental charges are made to recover an amount that is equal to or less than incremental costs incurred in providing services . these cost include replacement of equipment, software cost and annual license fees.

Budget

	Total	2021	2022	2023	2024	2025	2026
Expenditures							
Cont.to Reserves	72,000	72,000					
Other	(72,000)	(72,000)					
Expenditures Total	0	0					

Town of Tillsonburg

Capital Projects

Project	X59 Cell Phones Replacement		
Department	Corporate Services		
Version	2 - SMT review	Year	2021

Description

As part of the cell phone replacement plan, \$8,000 in the budget for 2021 (20 cell phones at a cost of \$400). This project is funded from the IT Reserve.

Justification

There are reasons to replace that old handset, most especially if it's not working properly. As a general rule, once problems start then they're not going to get better in an older model, only worse. Memory fills up, specs become outdated, your mobile gets slower, and before you know it it's switching itself off or draining its battery within a couple. The performance will not improve over time, so you might want to start saving for a new one. That being said, let's look at some of the signs that you need a new phone.

Budget

	Total	2021	2022	2023	2024	2025	2026
Expenditures							
Construction	8,000	8,000					
Expenditures Total	8,000	8,000					
Funding							
Cont.from Reserves	8,000	8,000					
Funding Total	8,000	8,000					

Town of Tillsonburg

Capital Projects

Project	X58 Annual Computer Replacement		
Department	Corporate Services		
Version	2 - SMT review	Year	2021

Description

This project is for the replacement of computers that have reached the life cycle.

Justification

This allows staff to have computing equipment that is in good operating order and able to handle the processing requirements of their duties. This will be funded from the IT reserve.

Budget

	Total	2021	2022	2023	2024	2025	2026
Expenditures							
Construction	60,000	60,000					
Expenditures Total	60,000	60,000					
Funding							
Cont. from Reserves	60,000	60,000					
Funding Total	60,000	60,000					

Town of Tillsonburg

Capital Projects

Project	X49 Server Replacement		
Department	Corporate Services		
Version	2 - SMT review	Year	2021

Description

The server replacement is the requirement to expand our space on the server for the increased number of documents and applications. The replacement cycle on this is 7 years, last replaced in 2014. Collection for sever replacements is captured in our annual IT charge.

Justification

For improved performance, the older servers become, the less value they produce on the efficiency level. Lagging performance means company resources are less responsive, and there are increased chances of hardware failure. Both scenarios will lead to downtime, so it's better to upgrade to circumvent the possibility. Updated/new servers will have access to the latest firmware and upgrades. This is extremely beneficial for business performance, since having access to the best servers will ensure optimal operations across the board.

Virtualized capability, modern servers have increased performance capacity and can therefore manage larger virtualized environments. Other reasons being warranty expiration, maintenance needs, costs and reliability.

Budget

	Total	2021	2022	2023	2024	2025	2026
Expenditures							
Construction	125,000	125,000					
Expenditures Total	125,000	125,000					
Funding							
Cont. from Reserves	65,400	65,400					
Taxation	59,600	59,600					
Funding Total	125,000	125,000					

Town of Tillsonburg

Capital Projects

Project	X45 Asset Management Contribution		
Department	Corporate Services		
Version	2 - SMT review	Year	2021

Description

A contribution to the Asset Management reserves to help assist future capital demands.

Justification

The Town's asset management plan will be considered annually during the development of the municipality's operating and capital budgets through the integration of asset management planning and practices with the municipality's long-term financial planning and budgeting strategies. This integration will allow each department and service area to generate short-term operating and maintenance needs as well as long-term capital needs to replace and/or renew municipal infrastructure assets based on full lifecycle costing to achieve desired levels of service.

To make full use of all available infrastructure financing tools, the Town will incrementally increase the annual contribution from taxation towards asset management by an amount equal to the additional tax revenue received each year through the phased in adjustments to the assessment base as determined by MPAC. This financing strategy will assist in achieving the guidelines set out in the Town's Reserve Policy and will continue until the level of funding from taxation has reached the strategic threshold determined through asset management planning.

Budget

	Total	2021	2022	2023	2024	2025	2026
Expenditures							
Cont.to Reserves	14,100	14,100					
Expenditures Total	14,100	14,100					
Funding							
Grants	14,100	14,100					
Funding Total	14,100	14,100					



2020 Financial Plan
Operating Plan - Cost Code Summary
Corporate Services

	2020	2021	Budget	%	Note
	Budget	Budget	Variance	Variance	Reference
Revenues					
Grants	570,600	617,900	47,300	8.3%	1
User Charges	65,500	35,000	(30,500)	(46.6%)	2
Other Revenue	25,000	60,000	35,000	140.0%	3
Contribution from Reserves		4,000	4,000		
Total Revenues	661,100	716,900	55,800	1	
Expenditures					
Labour	1,587,300	1,637,200	49,900	3.1%	
Purchases	591,000	621,400	30,400	5.1%	4
Contracted Services	530,300	565,600	35,300	6.7%	5
Interfunctional Adjustments	-613,300	-651,500	-38,200	6.2%	6
Total Expenditures	2,095,300	2,172,700	77,400		
Total Net Levy	(1,434,200)	(1,455,800)	(21,600)		
Notes:					
1	Increased OMPF Grant				
2	One-time refund				
3	Interest Revenue				
4	Insurance Claims, Supplies - COVID19				
5	Equipment Maintenance Contracts				
6	Staff time allocations				



2020 Financial Plan
Operating Plan - Cost Code Summary
Customer Service Centre

	2020	2021	Budget	%	Note
	Budget	Budget	Variance	Variance	Reference
Revenues					
User Charges	304,100	298,700	(5,400)	(1.8%)	
Total Revenues	304,100	298,700	(5,400)		
Expenditures					
Labour	461,700	492,800	31,100	6.7%	1
Purchases	104,700	96,900	-7,800	(7.4%)	2
Contracted Services	32,000	32,000		0.0%	
Interfunctional Adjustments	-255,000	-246,200	8,800	(3.5%)	
Debt Principal & Interest	2,700	7,300	4,600	170.4%	
Total Expenditures	346,100	382,800	36,700		
Total Net Levy	(42,000)	(84,100)	(42,100)		
Notes:					
1	Increased FTE				
2	Reduction to Supplies Expense				



2020 Financial Plan
Operating Plan - Cost Code Summary
Council

	2020	2021	Budget	%	Note
	Budget	Budget	Variance	Variance	Reference
Revenues					
Contribution from Reserves	60,000	135,000	75,000	125.0%	1
Total Revenues	60,000	135,000	75,000		
Expenditures					
Labour	193,300	199,000	5,700	2.9%	
Purchases	239,100	278,100	39,000	16.3%	2
Contracted Services	3,800	1,800	-2,000	(52.6%)	
Contribution to Reserves	10,000	10,000		0.0%	
Interfunctional Adjustments	25,500	26,400	900	3.5%	
Total Expenditures	471,700	515,300	43,600		
Total Net Levy	(411,700)	(380,300)	31,400		
Notes:					
1	County Service Plan and Town Hall				
2	County Service Plan and Town Hall				

Town of Tillsonburg 2021 Business Plan

Human Resources

November 30 , 2020





- Recruitment
- Pay Administration
- Human Resource Information System (HRIS)
- Benefit Administration
- Policy & Procedures
- Employee Relations
- Health & Safety/Wellness
- Labour Relations

2021 Business Objectives

Item	Owner	Budget Value	Target Date
1.5% Cost of Living Increase	Manager of Human Resources	\$88,200	Q2
Health, Dental & Life Renewal	Manager of Human Resources	\$57,255	Q1
Payroll Deduction Increase (OMERS, CPP, EI, EHT, WSIB)	Manager of Human Resources	\$61,625	Q1
Policy Review, Update and Creation (Health and Safety and Human Resources)	Manager of Human Resources	NA	Q4
Employee Engagement Survey	Manager of Human Resources	\$8,500	Q3
Power Workers' Union Negotiations	Manager of Human Resources/General Manager Hydro Operations	NA	Q1
Implementation of Learning Management Module	Manager of Human Resources	\$2,950 one time \$12,500 annually	Q2
Implementation of Performance Management Module	Manager of Human Resources	\$2,650 one time \$7,000 annually	Q2

Risks

- Competitive compensation pressures
- Changing employment legislation - corporate wide (ESA, OHSA, LRA, OHRC etc)
- Recruitment and retention
- Increased oversight of Ministry Of Labour

Opportunities

- Competitive remuneration supports recruitment and retention - COLA
- Review of policies to ensure legislative obligations
- Corporate wide accessibility for accurately recording and monitoring training needs – opportunity to combine training
- Track and monitor performance of employees across departments

Future Departmental Directions: 3 year outlook

- 2022 to 2024
 - Review and implementation of Personnel and Health and Safety policies/procedures
 - Pay Equity/Compensation Review
 - Fire Communicator and Firefighter Negotiations
 - Health and Wellness Initiatives
 - Power Worker's Union Negotiations
 - Succession Planning

Total FTE Count

	2020	2021
Total FTE Requirements	137.34	140.35
Change from previous year	2.40	3.01

FTE Adjustments

Department	FTE Change
RCP – Parks & Cemetery	0.17 (convert PT to FT – increase service levels as per service review; remove beautification student)
Fire Services	1.57 (additional FC approved by Council; vacant FT FPO removed)
Operations - Engineering	0.60 (shared with Building)
Building	0.40 (shared with Engineering)
Finance – Customer Service	0.25 (CPT to PPT)
RCP – Facilities	0.75 (contract for COVID)
Operations – Water/Roads	0.0 (seasonal/student converted to FT)
Economic Development	-0.40 (remove PT position – not filled)
Clerks'	-0.33 (remove summer student)

Town of Tillsonburg 2021 Business Plan

Fire & Rescue Services

November 30, 2020



2021 Business Objectives

Item	Owner	Budget Value	Target Date
Continuation of multi-year training plan for Firefighters & Officer development	Fire Chief	\$0	Q-1 / Q-2 / Q-3 / Q4
Continue development of PTSD risk reduction strategy & program	Fire Chief	\$0	Q-1 / Q-2 / Q-3 / Q-4
Continue to develop and implement cancer risk reduction strategy & program	Fire Chief	\$0	Q-1 / Q-2 / Q-3 / Q-4
Update Establishing and Regulating By-Law	Fire Chief	\$0	Q-2
Continue training on Technical Rescue/Ice Water/Fire Ground Operations	Fire Chief	\$0	Q-1 / Q-2 / Q-3 / Q-4

2021 Business Objectives

Item	Owner	Budget Value	Target Date
Continued progress in Mandatory Emergency Management	Fire Chief	\$0	Q-1 / Q-2 / Q-3 / Q-4
Continued progress in Fire Prevention and Public Education	Deputy Fire Chief	\$0	Q-1 / Q-2 / Q-3 / Q-4

2021 Capital Summary

Item	Department	Budget Value	Target Date
Hose and Appliances (nozzles)	Fire	\$10,000	Q-2
Next Generation 9-1-1 phase II upgrades	Fire	\$95,000 (user payback)	Q-3

Risks

- Increased legislated responsibilities of the Fire Service with regard to mandatory public reporting and risk assessment.
- Legislated responsibilities to inspect and monitor occupancies with vulnerable occupants have direct impact on existing administrative workload.
- Open inspection files are a significant liability but are being addressed.

Risks

- Need for development and continued support of the existing Smoke Alarm and CO Program.
- Officers and Firefighters need to continue to train to meet current NFPA Standards and to meet future Provincial Legislation.

Opportunities

- Continued development and planning of the Emergency Operations Centre (EOC) based on the Incident Management System (IMS)
- Assist industrial and commercial businesses with Continuity of Operations Planning and Disaster Recovery based on review of their Fire Safety Plan.

Opportunities

- Implementation of 2018 Strategic Plan initiatives.
- Continue the Succession Management plan for Firefighters and Officer development.
- Continue the reservist recruitment and training process currently in place to develop firefighter candidates.

Opportunities

- Continue to invest in core services provided by Tillsonburg Fire as outlined in approved 2018 Schedule A Delivery of Core Services.
- Next Gen 9-1-1 compliance mandates are expected to thin the ranks of capable service providers allowing us to continue to market Fire Communications and consolidate further new business.

Opportunities

- Continue to promote a Culture of Safety within the Fire Department.
- High commitment to Occupational Health and Safety.
- Continued adherence to Section 21 Guidance Notes.
- Adopt industry best practices.
- Continued migration to NFPA standards and Firefighter certification.

Future Departmental Directions: 3 year outlook

2022

- Continued development of Fire Dispatch.
- Continued Implementation of Strategic Plan.
- Continued Tiered Medical response with EMS.
- Continued Tech Rescue response.
- Phase 1 of 2 of firefighter helmet replacement.
- Continued replacement of hoses and appliances.
- Review Fire Hall replacement plan

Future Departmental Directions: 3 year outlook

2023

- Development of Master Fire Plan with 10 year horizon.
- Review firefighter staffing.
- Complete Next Gen 9-1-1 mandatory upgrades.

Future Departmental Directions: 3 year outlook

2024

- Expansion/Re-location of Fire Dispatch workspace to accommodate customer base growth.
- Phase 2 of 2 firefighter helmet replacement.



2021 Capital Project Listing - New Requests

Fire & Police

	Expenditures	Contribution to Reserves	Grants	Tax Supported Debt	Reserves	DC Reserves	Donation	Miscellaneous	User Pay Debt	Taxation	Comments
Project Listing											
150 Fire											
X57 Replacement of Hoses and Nozzles	10,000									10,000	
X56 Next Generation 911 Upgrades	95,000								(95,000)		
X46 Fire Hall Study	40,000					(15,600)				24,400	
Total 150 Fire	145,000					(15,600)			(95,000)	34,400	
160 Police											
X78 OPP - HVAC Replacement	57,000									57,000	
Total 160 Police	57,000									57,000	
Total Project Listing	\$202,000					(\$15,600)			(\$95,000)	\$91,400	

Town of Tillsonburg

Capital Projects

Project	X57 Replacement of Hoses and Nozzles		
Department	Fire		
Version	2 - SMT review	Year	2021

Description

Ongoing replacement of 100mm High Volume Supply Hose and 65mm and 45mm attack hose and fire attack nozzles

Justification

This purchase of equipment will be used in fire ground operations when supplying water to suppression teams fighting structure fires in buildings, and to supply water from hydrant to truck and truck to truck. Fire hose is subject to harsh conditions and rough use at times, and does have a limited safe use span depending on the conditions it has been exposed to.

This capital purchase is to continue the ongoing replacement of long service fire hose, and to standardize the attack nozzles used on the three pumping apparatus to streamline and simplify fire attack operations.

Safe, robust, and uniform fire attack hose and nozzle set ups contributes to firefighter safety and enhances our ability to minimize property damage in fire incidents by allowing efficient and technically correct extinguishing procedures.

Budget

	Total	2021	2022	2023	2024	2025	2026
Expenditures							
Construction	10,000	10,000					
Expenditures Total	10,000	10,000					
Funding							
Taxation	10,000	10,000					
Funding Total	10,000	10,000					

Town of Tillsonburg

Capital Projects

Project	X56 Next Generation 911 Upgrades		
Department	Fire		
Version	2 - SMT review	Year	2021

Description

To install Komutel AQSand SIT 911 Softphones for the E9-1-1 transition from BCM to IP Office in preparation for Next Generation 911. It includes all software licensing and professional services required to upgrade the Komutel AQS to i3 Call Interface and SIT 911i3 Multimedia SIP Softphones to meet NENA i3 Call Handling Functional Element requirements for 2 Communicator positions, 1 Supervisor position and 1 training position.

Justification

Next Generation 911 (NG9-1-1) services will provide Canadians with access to new and innovative emergency services and capabilities. These services are enabled by the prevalence of mobile devices and the evolution of telecommunications networks. The Canadian Radio-television and Telecommunications Commission (CRTC) is mandating 911 stakeholders complete necessary system upgrades to prepare for NG9-1-1 and improve overall public safety.

With NG9-1-1, Canadians in need of emergency services could ultimately send a text message or transmit photos, videos, and other types of data to 9-1-1 operators, in addition to making traditional voice 9-1-1 calls using wireline, wireless, or VoIP telephone services. For example, they could stream video from an emergency incident, send photos of accident damage or a fleeing suspect, or send personal medical information, which could greatly aid emergency responders.

These costs are to be recovered through user fees spread across our customer base by being built into new

Budget

	Total	2021	2022	2023	2024	2025	2026
Expenditures							
Construction	95,000	95,000					
Expenditures Total	95,000	95,000					
Funding							
User Pay Debt	95,000	95,000					
Funding Total	95,000	95,000					

Town of Tillsonburg

Capital Projects

Project	X46 Fire Hall Study		
Department	Fire		
Version	2 - SMT review	Year	2021

Description

Feasibility and cost projection study for the replacement or renovation of the existing fire hall located at 80 Concession Street East.

Justification

The existing fire hall was built in 1979 when Tillsonburg's population was less than 10,000 residents and the expectations placed on the fire department were minimal compared to today.

Budget

	Total	2021	2022	2023	2024	2025	2026
Expenditures							
Construction	40,000	40,000					
Expenditures Total	40,000	40,000					
Funding							
Cont from DC Reserves	15,600	15,600					
Taxation	24,400	24,400					
Funding Total	40,000	40,000					

Town of Tillsonburg

Capital Projects

Project	X78 OPP - HVAC Replacement		
Department	Police		
Version	2 - SMT review	Year	2021

Description

Funding to provide for the replacement of the existing HVAC System at the OPP Detachment Office.

Justification

The existing HVAC system is at the end of its useful life and is subject to increasing costly repairs. This was previously budgeted in the 2020 Capital Budget however there was insufficient funding provided. That project was cancelled and re-budgeted for 2021 with appropriate funding amounts.

Budget

	Total	2021	2022	2023	2024	2025	2026
Expenditures							
Construction	57,000	57,000					
Expenditures Total	57,000	57,000					
Funding							
Taxation	57,000	57,000					
Funding Total	57,000	57,000					




2020 Financial Plan
Operating Plan - Cost Code Summary
Fire

	2020	2021	Budget	%	Note
	Budget	Budget	Variance	Variance	Reference
Revenues					
User Charges	394,000	611,400	217,400	55.2%	1
Total Revenues	394,000	611,400	217,400		
Expenditures					
Labour	1,135,900	1,279,400	143,500	12.6%	2
Purchases	222,500	220,500	-2,000	(0.9%)	
Contracted Services	104,000	138,700	34,700	33.4%	3
Contribution to Reserves	45,000	30,000	-15,000	(33.3%)	4
Interfunctional Adjustments	280,600	300,900	20,300	7.2%	5
Debt Principal & Interest	49,200	70,300	21,100	42.9%	6
Total Expenditures	1,837,200	2,039,800	202,600		
Total Net Levy	(1,443,200)	(1,428,400)	14,800		
Notes:					
1	Increased Fire Communications Revenue				
2	Increased Part Time - Fire Communications				
3	Fire Communications - Equipment Maintenance Contract				
4	Reduced amount to Reserves				
5	Staff time allocations				
6	Breathing Apparatus				



2020 Financial Plan
Operating Plan - Cost Code Summary
Police

	2020	2021	Budget	%	Note
	Budget	Budget	Variance	Variance	Reference
Revenues					
Grants	72,800	213,300	140,500	193.0%	1
User Charges	318,200	350,300	32,100	10.1%	2
Contribution from Reserves	48,000		(48,000)	(100.0%)	3
Total Revenues	439,000	563,600	124,600		
Expenditures					
Labour	27,200	27,200		0.0%	
Purchases	74,500	77,300	2,800	3.8%	
Contracted Services	3,439,900	3,569,600	129,700	3.8%	
Interfunctional Adjustments	7,900		-7,900	(100.0%)	4
Total Expenditures	3,549,500	3,674,100	124,600		
Total Net Levy	(3,110,500)	(3,110,500)			
Notes:					
1	Community Safety & Police Grant				
2	Additional Rent Revenue				
3	Police Reserve				
4	IT Charge				

 <div> 2021 Financial Plan Operating Plan - Cost Code Summary Communications </div>					
	2020	2021	Budget	%	Note
	Budget	Budget	Variance	Variance	Reference
Revenues					
User Charges	-368,000	-582,400	-214,400	58.3%	1
Total Revenues	-368,000	-582,400	-214,400	58.3%	
Expenditures					
Labour	468,100	638,800	170,700	36.5%	2
Purchases	12,900	15,300	2,400	18.6%	
Contracted Services	74,200	109,900	35,700	48.1%	3
Interfunctional Adjustments	-71,500	-52,200	19,300	(27.0%)	4
Debt Principal & Interest	46,000	49,700	3,700	8.0%	
Total Expenditures	529,700	761,500	231,800	43.8%	
Total Net Levy	161,700	179,100	17,400	10.8%	
Notes:					
1	Increased Fire Communications Revenue				
2	Increased Part Time - Fire Communications				
3	Fire Communications - Equipment Maintenance Contract				
4	Staff time allocations				

Town of Tillsonburg 2021 Business Plan

Operations Services

November 30 , 2020



2021 Business Objectives

Item	Owner	Project Value	Target Date
Renegotiations of West Town Line Boundary Road Agreement	Director of Operations	-	Q2
Renegotiations of Urban Road Maintenance Agreement with Oxford County	Director of Operations	-	Q2
Investigate Private Woodlot East of Runway 08-26 Removal Options	Manager of Public Works	-	Q2
Renegotiations of the Traffic Signal/Streetlights Maintenance Agreement	Manager of Public Works		Q2
Airport Master Plan	Manager of Public works	-	Q2
Lincoln Street Reconstruction Detailed Design	Manager of Engineering		Q2
Goshen Street Reconstruction Detailed Design	Manager of Engineering		Q2
Townline Rd. Reconstruction Preliminary Design	Manager of Engineering		Q2
Airport Website redesign	Manager of Public Works		Q2

2021 Capital Summary

Item	Owner	Project Value	Target Date
2021 OSIM Inspection	Manager of Engineering	\$45,000	Q3
2021 Transportation Master Plan Study	Manager of PW & Engineering	\$80,000	Q4
Kismen Bridge Upgrade Design	Manager of Engineering	\$60,000	Q2
Facilities Asset Management (FCM Application)	Manager of Engineering	\$120,000	Q4
2021 Asphalt Resurfacing Program	Manager of Engineering	\$400,000	Q3
Sidewalk Connectivity Program Implementation	Manager of Engineering	\$200,000	Q3
Vienna Road Reconstruction	Manager of Engineering	\$1,922,000	Q3
Concession St W - Rolph to Charlotte	Manager of Engineering	\$2,157,030	Q3
Rolling Meadows Phase 2 of 2	Manager of Engineering	\$1,081,600	Q3

2021 Capital Summary

Item	Owner	Project Value	Target Date
General Aviation Access Road	Manager of Engineering	\$195,000	Q3
2020 CFWD - Concession St. W. Reconstruction Design (Charlotte to Rolph)	Manager of Engineering	-	Q2
2020 CFWD - Quarter Town Line at Stoney Creek Culvert Retaining Wall Rehabilitation Design	Manager of Engineering	-	Q1
2020 CFWD - Quarter Town Line & Beech Blvd Retaining Wall Replacement Design	Manager of Engineering	-	Q2
2020 CFWD - Stoney Creek Sanitary Trunk Main Repair	Manager of Engineering	-	Q2
2020 CFWD - Young Street Storm Outlet Class Environmental Assessment	Manager of Engineering	-	Q3
2019 CFWD Public Works Yard & Salt Facility – Concepts	Manager of Public Works	-	Q3

2021 Capital Summary

Item	Owner	Project Value	Target Date
Light Duty			
➤ Replace Water Unit 28 - Silverado Hybrid Pickup Truck	Manager of Public Works	\$35,000	Q3
➤ Replace Fire Unit 38 - Escape Hybrid SUV	Manager of Public Works	\$50,000	Q3
➤ Replace Building Unit 39 - Escape Hybrid SUV	Manager of Public Works	\$46,000	Q3
➤ Replace Hydro Unit 65 – Pickup Truck	Manager of Public Works	\$50,000	Q3
➤ New Parks/Facilities Unit - Mini Cargo Van	Manager of Public Works	\$40,000	Q3
Medium Duty			
Replace Fire Unit 37 - F250 Pickup Truck	Manager of Public Works	\$88,000	Q4

2021 Capital Summary

Item	Owner	Project Value	Target Date
Off Road Equipment			
➤ Replace Cemetery Unit 87 - 310 Backhoe	Manager of Public Works	\$175,000	Q4
➤ Replace Parks Unit 88 - 4720 Tractor	Manager of Public Works	\$222,000	Q4
➤ Replace Roads Unit 203 - Mower SZ60 Commercial	Manager of Public Works	\$46,000	Q4
➤ New Cemetery Unit - Mower Tractor with attachment	Manager of Public Works	\$65,000	Q3

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.
- 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.

Opportunities

- 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.
- Implementation of an annual traffic count program.
- Boundary agreements with lower-tier and single-tier municipalities
- Comprehensive Traffic By-law update.
- 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

- Renegotiations of the Traffic Signal/Streetlights Maintenance Agreement to mitigate elevated costs if not contract is in place.
- Start discussions on inter-community transit service sustainability.
- Review Level of Service and financials for Transfer Station.

Future Departmental Directions: 3 year outlook

2022

- Continue Inter-Community Transit Service pilot project
- Rehabilitate/Replace infrastructure identified as high risk priority in the Asset Management Plan
- Continue annual sidewalk inspection program
- Implement Watermain Directional Flushing Program
- Implement Sewer flushing and CCTV annual program
- Implement annual Traffic Count Program
- Pursue available Provincial and Federal capital funding opportunities
- Complete a stormwater management master plan.

Future Departmental Directions: 3 year outlook

2023

- Continue Inter-Community Transit Service pilot project
- Rehabilitate/Replace infrastructure identified as high risk priority in the Asset Management Plan
- Continue annual Sidewalk inspection program
- Continue Watermain Directional Flushing Program
- Continue Sewer flushing and CCTV annual program
- Continue Annual Traffic Count Program
- Continue By-annual Bridge and Culvert inspection program
- Implement Kinsmen Pedestrian Bridge decision
- Pursue available Provincial and Federal capital funding opportunities

Future Departmental Directions: 3 year outlook

2024

- Continue Inter-Community Transit Service pilot project
- Rehabilitate/Replace infrastructure identified as high risk priority in the Asset Management Plan
- Continue annual sidewalk inspection program
- Continue Watermain Directional Flushing Program
- Continue Sewer flushing and CCTV annual program
- Continue Annual Traffic Count Program
- Pursue available Provincial and Federal capital funding opportunities.



2021 Capital Project Listing - New Requests

Operations

	Expenditures	Contribution to Reserves	Grants	Tax Supported Debt	Reserves	DC Reserves	Donation	Miscellaneous	User Pay Debt	Taxation	Comments
Project Listing											
130 Fleet											
X69 Replace Water Unit 28 - Silverado Hybrid Pickup Truck	35,000								(35,000)		
X68 Replace Fire Unit 37 - F250 Pickup Truck	88,000			(88,000)							
X67 Replace Fire Unit 38 - Escape Hybrid SUV	50,000			(50,000)							
X66 Replace Building Unit 39 - Escape Hybrid SUV	46,000			(46,000)							
X65 Replace Hydro Unit 65 - Hybrid Bucket Truck	50,000								(50,000)		
X64 Replace Cemetery Unit 87 -310 Backhoe	175,000			(175,000)							
X63 Replace Parks Unit 88 - 4720 Tractor	222,000			(222,000)							
X62 Replace Roads Unit 203 - Mower SZ60 Commercial	46,000			(46,000)							
X61 New Cemetery Unit - Mower Tractor with attachment	65,000			(65,000)							
X60 New Parks/Facilities Unit - Mini Cargo Van	40,000			(40,000)							
Total 130 Fleet	817,000			(732,000)					(85,000)		
210 Engineering											
X90 OSIM Inspection	45,000									45,000	
X55 Master Transportation Study	80,000					(46,800)				33,200	
X54 Kismen Bridge Upgrade Design	60,000					(6,000)				54,000	
X53 Asset Managment (FCM)	120,000		(50,000)	(70,000)							FCM Grant -pending approval
Total 210 Engineering	305,000		(50,000)	(70,000)		(52,800)				132,200	
220 Public Works											
X99 Asphalt Program	400,000		(400,000)								Federal Gas Tax
X96 Sidewalk Connectivity Program	200,000					(138,600)				61,400	
X95 Vienna Road	961,000		(864,900)							96,100	Connecting Link
X94 Concession St W - Rolph to Charolette	1,681,000		(1,312,000)			(163,400)				205,600	ICIP Grant
X93 Rolling Meadows Phase 2 of 2	769,600		(257,000)							512,600	Federal Gas Tax, OCIF formula
Total 220 Public Works	4,011,600		(2,833,900)			(302,000)				875,700	
240 Airport											
X51 General Aviaton Access Road	195,000			(195,000)							
Total 240 Airport	195,000			(195,000)							
260 Storm Sewers											
X95 Vienna Road	961,000		(864,900)							96,100	Connecting Link



2021 Capital Project Listing - New Requests

Operations

	Expenditures	Contribution to Reserves	Grants	Tax Supported Debt	Reserves	DC Reserves	Donation	Miscellaneous	User Pay Debt	Taxation	Comments
X94 Concession St W - Rolph to Charolette	476,000					(328,900)				147,100	
X93 Rolling Meadows Phase 2 of 2	312,400									312,400	
Total 260 Storm Sewers	1,749,400		(864,900)			(328,900)				555,600	
Total Project Listing	\$7,078,000		(\$3,748,800)	(\$997,000)		(\$683,700)			(\$85,000)	\$1,563,500	

Asset Management Fleet Replacement Strategy - 2021 Capital Plan

Department	Vehicle Number	Make	Type	Description	Year	Replacement Options		Probability of Failure		Consequence of Failure		Overall Asset Risk	Comments
						New Unit Replacement Cost Estimate	Alternative Replacement Cost Estimate	% Remaining Service Life (%RSL)	Probability of Failure Description	Type of Service Score	Consequence of Failure Description		
Water	28	Chevrolet	Light Duty	Silverado Hybrid Pickup Truck	2010	\$35,000	\$35,000	25%	Likely	3.0	Moderate	High	High risk of battery failure. Estimated Useful Life = 8 years.
Fire	37	Ford	Medium Duty	F250 Pickup Truck	2007	\$88,000	\$88,000	19%	Highly Probable	4.0	Major	Extreme	Existing unit #37 will be transferred to Engineering as a new vehicle to their compliment only has 60,000km, Engineering will only use about 6 months per year. Estimated Useful Life = 8 years.
Fire	38	Ford	Light Duty	Escape Hybrid SUV	2011	\$50,000	\$50,000	37%	Likely	4.0	Major	High	High risk of battery failure. Estimated Useful Life = 8 years.
Building	39	Ford	Light Duty	Escape Hybrid SUV	2011	\$46,000	\$46,000	37%	Likely	2.0	Minor	Medium	High risk of battery failure. Estimated Useful Life = 8 years.
Hydro	65	International	Heavy Duty	4300 Hybrid Bucket Truck	2009	\$50,000	\$50,000	25%	Likely	1.0	Slight	High	Hybrid battery has already failed once. High risk of failure. Estimated Useful Life = 12 years.
Cemetery	87	John Deere	Off Road Equipment	310 Backhoe	2003	\$175,000	\$175,000	45%	Likely	4.0	Major	High	High risk of failure. Estimated Useful Life = 12 years.
Parks	88	John Deere	Off Road Equipment	4720 Tractor	2006	\$222,000	\$222,000	0%	Highly Probable	3.0	Moderate	Extreme	Extreme risk of failure. Parks has requested an upgrade to a larger unit to meet their current needs. Estimated Useful Life = 15 years.
Roads	203	Cub Cadet	Off Road Equipment	SZ60 Commerical	2016	\$46,000	\$46,000	10%	Highly Probable	4.0	Major	Extreme	Extreme risk of failure. Hydrostatic drive has failed once, This is the only mower available for roads. Failure would impact grass cutting service to Community. Estimated Useful Life = 5 years.
Cemetery	NEW		Attachment	Boom Flail Attachment for Tractor		\$65,000	\$65,000						Boom Flail Mower Attachment for upgraded unit #88
Parks/Facilities	NEW		Light Duty	Mini Cargo Van/ With Tool Storage		\$40,000	\$40,000						Facilities division in need of enclosed cargo van for carrying tools.
Unit Replacement Sub-Total						\$817,000	\$817,000						
Savings						\$0							

Town of Tillsonburg

Capital Projects

Project	X90 OSIM Inspection		
Department	Engineering		
Version	2 - SMT review	Year	2021

Description

Consulting Services for Bridge, Culvert and Retaining Wall Inspections is required to acquire the necessary professional services to conduct bridge, culvert and retaining wall inspections within the Town. The purpose of this project is to perform visual structure inspections; a mandatory requirement of Ontario Regulation 104/97 under the *Public Transportation and Highway Improvement Act*, in accordance with the Ontario Structure Inspection Manual, determine structure conditions and outline the timeframe and cost of needs for each structure in the form of a Needs Study. The information will be utilized by staff for prioritizing the capital works program for bridge, culvert and retaining wall assets within the Towns Asset Management Plan.

Justification

- Comply with Ontario Regulation 104/97;
- Protect and prolong the useful life of structures;
- Identify maintenance, repair, load limit posting, and rehabilitation needs of structures with priority of itemized work elements, strategies and costs to replace based on life cycle analysis and budget;
- Produce a comprehensive Needs Study that identifies maintenance and rehabilitation activities, their associated costs and lifecycle time frames for each structure to incorporate into the Town's Asset Management Plan; and
- Compare the 2020 Needs Study results to the 2019 Needs Study recommendations in order to reconfirm the ongoing financial strategy requirements.

Budget

	Total	2021	2022	2023	2024	2025	2026
Expenditures							
Construction	45,000	45,000					
Expenditures Total	45,000	45,000					
Funding							
Taxation	45,000	45,000					
Funding Total	45,000	45,000					

Town of Tillsonburg

Capital Projects

Project	X55 Master Transportation Study		
Department	Engineering		
Version	2 - SMT review	Year	2021

Description

The Transportation Master Plan (TMP) is a strategic plan that will direct policies and infrastructure initiatives for the Town's transportation system over the next 25 years. The TMP will focus on a sustainable transportation network for vehicles, pedestrians and cyclists along with their projected needs up until the year 2036. These include how and where to invest in local road improvements, traffic controls, public transit services, and cycling and walking facilities. It also includes strategies to manage both ongoing travel demands, and the necessary accommodations required by evolving transportation technologies.

The objectives of the study are to address short, medium and long-term transportation needs of the Town of Tillsonburg.

Justification

Many municipalities undertake Transportation Master Plans (TMP) to define their long-term transportation objectives as a supplement to transportation needs identified through their Official Plan development process. TMPs are developed through a stakeholder consultation process that involves consultation with the public, government technical agencies, other municipalities, and First Nations in accordance with the Municipal Class EA process.

A TMP integrates existing and future land-use planning and the planning of transportation infrastructure with the principles of environmental assessment planning.

The TMP will be the Town's blueprint for planning, developing and operating its walking, cycling, transit and road networks over the next two decades. The plan will also identify a number of modifications to road and transit infrastructure priorities to account for adjustments in growth patterns, emerging issues and strategic opportunities. The actions and policies in the TMP will guide day-to-day transportation programs and provide a basis for future capital and operating budgets.

Budget

	Total	2021	2022	2023	2024	2025	2026
Expenditures							
Construction	80,000	80,000					
Expenditures Total	80,000	80,000					
Funding							
Cont from DC Reserves	46,800	46,800					
Taxation	33,200	33,200					
Funding Total	80,000	80,000					

Town of Tillsonburg

Capital Projects

Project	X54 Kismen Bridge Upgrade Design		
Department	Engineering		
Version	2 - SMT review	Year	2021

Description

The Kinsman Pedestrian Bridge is located on Veterans Memorial Walkway, 170m west of Rolph St. The structure is an old railway girder bridge converted to a pedestrian bridge, with 9 spans and a total length of 107.5m. The structure is in poor condition and requires rehabilitation. This will be Phase 2 of 2 with rehabilitation of the structural columns supporting the bridge decking.

Justification

The 2019 OSIM Inspection report recommended rehabilitation of the entire bridge is completed to ensure structural adequacy.

Budget

	Total	2021	2022	2023	2024	2025	2026
Expenditures							
Construction	60,000	60,000					
Expenditures Total	60,000	60,000					
Funding							
Cont from DC Reserves	6,000	6,000					
Taxation	54,000	54,000					
Funding Total	60,000	60,000					

Town of Tillsonburg

Capital Projects

Project	X53 Asset Management (FCM)		
Department	Engineering		
Version	2 - SMT review	Year	2021

Description

To complete a number of Facilities assessments, data collection and integration, develop asset management plan for facilities in its proposed project submitted to the Federation of Canadian Municipalities' Municipal Asset management Program to advance our asset management.

Justification

The Federation of Canadian Municipalities has extended a funding opportunity to assist municipal organizations to improve and implement asset management plans. The maximum grant available is \$50,000 and project is to be completed in 12 months. If successful with the FCM grant application the project will fund conducting facilities condition assessments including structural condition and provide lifecycle costs and replacement plan.

Budget

	Total	2021	2022	2023	2024	2025	2026
Expenditures							
Construction	120,000	120,000					
Expenditures Total	120,000	120,000					
Funding							
Grants	50,000	50,000					
Debt	70,000	70,000					
Funding Total	120,000	120,000					

Town of Tillsonburg

Capital Projects

Project	X99 Asphalt Program		
Department	Public Works		
Version	2 - SMT review	Year	2021

Description

Partialdepth resurfacing (top layer) or Full-depth rehabilitation (top & bottom layers) with spot curb and gutter repairs would be completed on various streets within Town.

Justification

During a road's lifecycle, there are opportunities for work activity to extend the life of the roadway which generally coincides with its condition. Utilizing the two most economical pavement management strategies outlined in the Towns Asset Management Plan it has been determined that in order to maintain the current road network condition that rehabilitation investment varies between 800,000 to 1,100,000 over the next ten years (excluding road renewal through reconstruction activities). Using these strategies, and depending on individual road conditions, the most economical annual road resurfacing program is developed within the allocated budget

Budget

	Total	2021	2022	2023	2024	2025	2026
Expenditures							
Construction	400,000	400,000					
Expenditures Total	400,000	400,000					
Funding							
Grants	400,000	400,000					
Funding Total	400,000	400,000					

Town of Tillsonburg

Capital Projects

Project	X96 Sidewalk Connectivity Program		
Department	Public Works		
Version	2 - SMT review	Year	2021

Description

Installation of concrete sidewalk will be completed on various streets within Town.

Justification

Sidewalks perform a different function in the total transportation network than roadways and their overall priority should reflect routes most commonly used by pedestrian traffic.

The Sidewalk Connectivity Plan looks to:

- provide a continuous sidewalk network that is both safe and convenient to all pedestrian user types,
- Connect locations where sidewalks are not effectively connected to one another, and
- Remove sections of sidewalk that serve no logical purpose

The location of future sidewalks as part of the Sidewalk Connectivity Plan implementation would be completed on individual basis, following general guidelines:

- Pedestrian safety and surrounding environment
- Continuation of an existing sidewalk within the block
- Connectivity to the existing sidewalk network
- Provides logical linkage within and for future expansion of the sidewalk network
- Location of existing Community Mail Boxes
- Preference to the north or west side of a roadway to maximize solar heating value
- Preference to boulevard sidewalk to provide adequate snow and Pedestrian separation

Budget

	Total	2021	2022	2023	2024	2025	2026
Expenditures							
Construction	200,000	200,000					
Expenditures Total	200,000	200,000					
Funding							
Cont from DC Reserves	138,600	138,600					
Taxation	61,400	61,400					
Funding Total	200,000	200,000					

Town of Tillsonburg

Capital Projects

Project	X96 Sidewalk Connectivity Program		
Department	Public Works		
Version	2 - SMT review	Year	2021

Gallery

F:\sidewalks V2.png

Sidewalk Connectivity Plan



Illustrates existing,
reconstruction, infill,
Development locations

Legend

- EXISTING
- INFILL
- DEVELOPER
- RECONSTRUCTION
- REMOVALS

Town of Tillsonburg

Capital Projects

Project	X95 Vienna Road		
Department	Public Works		
Version	2 - SMT review	Year	2021

Description

The proposed location of road rehabilitation work is along Vienna Road (a two lane roadway) from Simcoe Street to the Highway 3, a distance of 1,225 meters.

This section of Connecting Link services local transit and over 7,800 AADT with approximately 10% being heavy truck traffic, providing a key link to the Towns major Forest Hill Industrial area.

The scope of engineering design work includes geotechnical investigation to confirm pavement design, development of a traffic management control plan to minimize traffic impacts considering the adjacent Forest Hill Industrial area, and engineered drawings to produce a tender ready package.

The project construction works consisting of full-depth road surface rehabilitation with curb replacement and catch basin and manhole cover adjustments/replacement that would be completed over the 2021 construction season. The construction tender would be issued in early 2021 to leverage early season construction pricing.

Justification

The Ministry of Transportation is providing 90% of the funds required to complete this project.

Budget

	Total	2021	2022	2023	2024	2025	2026
Expenditures							
Construction	1,922,000	1,922,000					
Expenditures Total	1,922,000	1,922,000					
Funding							
Grants	1,729,800	1,729,800					
Taxation	192,200	192,200					
Funding Total	1,922,000	1,922,000					

Town of Tillsonburg

Capital Projects

Project	X94 Concession St W - Rolph to Charolette		
Department	Public Works		
Version	2 - SMT review	Year	2021

Description

The urbanization of Concession St. W. from Rolph to Charlotte involves the installation of new water and stormwater underground infrastructure complete with curb and gutter, boulevard sidewalks, full pavement rehabilitation and the provision of bicycle lanes.

Justification

The replacement and renewal of core infrastructure for this project would alleviate the ongoing road maintenance to ensure compliance with MMS due to the failing road surface. This project was award ICIP Green Steam funding along with being apart of the 2021 County Capital budget for watermain replacement.

Budget

	Total	2021	2022	2023	2024	2025	2026
Expenditures							
Construction	2,807,000	2,807,000					
Expenditures Total	2,807,000	2,807,000					
Funding							
Grants	1,962,000	1,962,000					
Cont from DC Reserves	492,300	492,300					
Taxation	352,700	352,700					
Funding Total	2,807,000	2,807,000					

Town of Tillsonburg**Capital Projects**

Project	X94 Concession St W - Rolph to Charolette		
Department	Public Works		
Version	2 - SMT review	Year	2021

Town of Tillsonburg

Capital Projects

Project	X93 Rolling Meadows Phase 2 of 2		
Department	Public Works		
Version	2 - SMT review	Year	2021

Description

The reconstruction of Rolling Meadows Reconstruction Phase 2 of 2 (Owl and Woodcock) project limits are Owl from Tanager to Woodcock and Woodcock from North Street to Pheasant Court

The project involves the complete reconstruction of the pavement structure including new barrier curb and gutter, sidewalks, the installation of new storm sewers and catch basins and repairs to the sanitary sewer and watermain.

Justification

The replacement and renewal of core infrastructure for this project would alleviate the ongoing road maintenance issues to ensure compliance with MMS due to the series of watermain breaks in the area, provide an opportunity to upgrade the area to current municipal design standards as well as an opportunity to partner with the County and leverage funding efficiencies of completing road reconstruction.

Budget

	Total	2021	2022	2023	2024	2025	2026
Expenditures							
Construction	1,722,000	1,722,000					
Expenditures Total	1,722,000	1,722,000					
Funding							
Grants	897,000	897,000					
Taxation	825,000	825,000					
Funding Total	1,722,000	1,722,000					

Town of Tillsonburg

Capital Projects

Project	X51 General Aviation Access Road		
Department	Airport		
Version	2 - SMT review	Year	2021

Description

Installation of asphalt road to provide vehicular traffic access to the General Aviation area and rehabilitation of Taxiway G1 to address taxiway deficiencies.

Justification

An airport is a complex interface between the air and the ground environments, where access must be controlled and separation between aircraft and vehicular traffic must be maintained and optimised to ensure efficient and safe airport ground operations.

Designated vehicular traffic access is recommended to prevent collisions and reduce the deterioration of the taxiway. In the past, many collisions involving vehicular traffic and aircrafts have been the results of vehicular traffic using an incorrect taxiway, failing to stop at a taxiway holding point and failing to obtain a clearance before entering an area subject to control.

In all cases, these actions have the potential to put the vehicle in conflict with an aircraft which, in turn could lead to a collision.

To prevent and mitigate taxiway incidents, Staff is recommending the installation of a designated vehicular access to the General Aviation area and the rehabilitation of the Taxiway G1.

Budget

	Total	2021	2022	2023	2024	2025	2026
Expenditures							
Construction	195,000	195,000					
Expenditures Total	195,000	195,000					
Funding							
Debt	195,000	195,000					
Funding Total	195,000	195,000					


Asset Management Fleet Replacement Strategy - 2021 Capital Plan

Department	Vehicle Number	Make	Type	Description	Year	Replacement Options		Probability of Failure		Consequence of Failure		Overall Asset Risk	Comments
						New Unit Replacement Cost Estimate	Alternative Replacement Cost Estimate	% Remaining Service Life (%RSL)	Probability of Failure Description	Type of Service Score	Consequence of Failure Description		
Water	28	Chevrolet	Light Duty	Silverado Hybrid Pickup Truck	2010	\$35,000	\$35,000	25%	Likely	3.0	Moderate	High	High risk of battery failure. Estimated Useful Life = 8 years.
Fire	37	Ford	Medium Duty	F250 Pickup Truck	2007	\$88,000	\$88,000	19%	Highly Probable	4.0	Major	Extreme	Existing unit #37 will be transferred to Engineering as a new vehicle to their compliment only has 60,000km, Engineering will only use about 6 months per year. Estimated Useful Life = 8 years.
Fire	38	Ford	Light Duty	Escape Hybrid SUV	2011	\$50,000	\$50,000	37%	Likely	4.0	Major	High	High risk of battery failure. Estimated Useful Life = 8 years.
Building	39	Ford	Light Duty	Escape Hybrid SUV	2011	\$46,000	\$46,000	37%	Likely	2.0	Minor	Medium	High risk of battery failure. Estimated Useful Life = 8 years.
Hydro	65	International	Heavy Duty	4300 Hybrid Bucket Truck	2009	\$50,000	\$50,000	25%	Likely	1.0	Slight	High	Hybrid battery has already failed once. High risk of failure. Estimated Useful Life = 12 years.
Cemetery	87	John Deere	Off Road Equipment	310 Backhoe	2003	\$175,000	\$175,000	45%	Likely	4.0	Major	High	High risk of failure. Estimated Useful Life = 12 years.
Parks	88	John Deere	Off Road Equipment	4720 Tractor	2006	\$222,000	\$222,000	0%	Highly Probable	3.0	Moderate	Extreme	Extreme risk of failure. Parks has requested an upgrade to a larger unit to meet their current needs. Estimated Useful Life = 15 years.
Roads	203	Cub Cadet	Off Road Equipment	SZ60 Commerical	2016	\$46,000	\$46,000	10%	Highly Probable	4.0	Major	Extreme	Extreme risk of failure. Hydrostatic drive has failed once, This is the only mower available for roads. Failure would impact grass cutting service to Community. Estimated Useful Life = 5 years.
Cemetery	NEW		Attachment	Boom Flail Attachment for Tractor		\$65,000	\$65,000						Boom Flail Mower Attachment for upgraded unit #88
Parks/Facilities	NEW		Light Duty	Mini Cargo Van/ With Tool Storage		\$40,000	\$40,000						Facilities division in need of enclosed cargo van for carrying tools.
Unit Replacement Sub-Total						\$817,000	\$817,000						
Savings						\$0							



2020 Financial Plan
Operating Plan - Cost Code Summary
Fleet

	2020	2021	Budget	%	Note
	Budget	Budget	Variance	Variance	Reference
Revenues					
User Charges	1,493,500	1,502,300	8,800	0.6%	
Total Revenues	1,493,500	1,502,300	8,800		
Expenditures					
Labour	325,100	331,100	6,000	1.8%	
Purchases	567,000	576,000	9,000	1.6%	
Contracted Services	7,500	7,500		0.0%	
Contribution to Reserves	100,000	100,000		0.0%	
Interfunctional Adjustments	8,000	8,200	200	2.5%	
Debt Principal & Interest	408,400	452,300	43,900	10.7%	1
Total Expenditures	1,416,000	1,475,100	59,100		
Total Net Levy	77,500	27,200	(50,300)		
Notes:					
1	Corporate Fleet Replacements				

 <div> 2020 Financial Plan Operating Plan - Cost Code Summary OPS Admin </div>						
	2020	2021	Budget	%	Note	
	Budget	Budget	Variance	Variance	Reference	
Revenues						
Total Revenues						
Expenditures						
Labour	260,300	247,500	-12,800	(4.9%)		
Purchases	11,700	15,000	3,300	28.2%		
Interfunctional Adjustments	-14,700	-23,000	-8,300	56.5%	1	
Total Expenditures	257,300	239,500	-17,800			
Total Net Levy	(257,300)	(239,500)	17,800			
Notes:						
1	Staff time allocations					



2020 Financial Plan
Operating Plan - Cost Code Summary
Engineering

	2020	2021	Budget	%	Note	
	Budget	Budget	Variance	Variance	Reference	
Revenues						
Grants	50,000	50,000		0.0%		
User Charges	86,200	128,000	41,800	48.5%	1	
Total Revenues	136,200	178,000	41,800			
Expenditures						
Labour	508,400	602,900	94,500	18.6%	2	
Purchases	26,700	28,500	1,800	6.7%		
Contracted Services	50,000	50,000		0.0%		
Interfunctional Adjustments	-167,100	-221,700	-54,600	32.7%	3	
Total Expenditures	418,000	459,700	41,700			
Total Net Levy	(281,800)	(281,700)	100			
Notes:						
1	Increased revenue from Engineering of County Assets					
2	New FTE request					
3	Staff time allocations - New FTE Request					



2020 Financial Plan
Operating Plan - Cost Code Summary
Public Works

	2020	2021	Budget	%	Note
	Budget	Budget	Variance	Variance	Reference
Revenues					
Grants	79,000	90,000	11,000	13.9%	1
Total Revenues	79,000	90,000	11,000		
Expenditures					
Labour	998,200	1,067,600	69,400	7.0%	2
Purchases	532,200	617,800	85,600	16.1%	3
Contracted Services	302,400	322,000	19,600	6.5%	4
Interfunctional Adjustments	583,600	594,300	10,700	1.8%	
Debt Principal & Interest	568,300	555,840	-12,460	(2.2%)	
Total Expenditures	2,984,700	3,157,540	172,840		
Total Net Levy	(2,905,700)	(3,067,540)	(161,840)		
Notes:					
1	Increased revenue from The County				
2	Annual increases				
3	Supplies, Insurance, HLW				
4	Streetlight Services				



2020 Financial Plan
Operating Plan - Cost Code Summary
Parking

	2020	2021	Budget	%	Note	
	Budget	Budget	Variance	Variance	Reference	
Revenues						
Levy, PILS	140,500	140,500		0.0%		
Total Revenues	140,500	140,500				
Expenditures						
Labour	27,000	32,200	5,200	19.3%	2	
Purchases	10,000	10,000		0.0%		
Contracted Services	35,000	35,000		0.0%		
Contribution to Reserves	9,000	4,100	-4,900	(54.4%)		
Interfunctional Adjustments	46,100	46,100		0.0%		
Debt Principal & Interest	13,400	13,100	-300	(2.2%)		
Total Expenditures	140,500	140,500				
Total Net Levy						
Notes:						
1	Staff Time allocations					




2020 Financial Plan
Operating Plan - Cost Code Summary
Airport

	2020	2021	Budget	%	Note
	Budget	Budget	Variance	Variance	Reference
Revenues					
Grants	5,000	5,000		0.0%	
User Charges	386,600	387,300	700	0.2%	
Total Revenues	391,600	392,300	700		
Expenditures					
Labour	119,900	122,600	2,700	2.3%	
Purchases	248,200	251,100	2,900	1.2%	
Contracted Services	32,000	33,500	1,500	4.7%	
Interfunctional Adjustments	20,400	20,600	200	1.0%	
Debt Principal & Interest	20,300	5,500	-14,800	(72.9%)	1
Total Expenditures	440,800	433,300	-7,500		
Total Net Levy	(49,200)	(41,000)	8,200		
Notes:					
1	Debt Maturity				



2020 Financial Plan
Operating Plan - Cost Code Summary
Waste Management

	2020	2021	Budget	%	Note
	Budget	Budget	Variance	Variance	Reference
Revenues					
Grants	118,300	138,300	20,000	16.9%	1
User Charges	132,400	126,400	(6,000)	(4.5%)	
Total Revenues	250,700	264,700	14,000		
Expenditures					
Labour	72,200	84,100	11,900	16.5%	2
Purchases	110,900	110,000	-900	(0.8%)	
Contracted Services	118,500	107,000	-11,500	(9.7%)	3
Interfunctional Adjustments	138,500	132,500	-6,000	(4.3%)	
Total Expenditures	440,100	433,600	-6,500		
Total Net Levy	(189,400)	(168,900)	20,500		
Notes:					
1	Additional Revenue from the County				
2	Staff time allocation				
3	Reduced Subcontractor Expense				

 <div> 2020 Financial Plan Operating Plan - Cost Code Summary Transit Services </div>						
	2020	2021	Budget	%	Note	
	Budget	Budget	Variance	Variance	Reference	
Revenues						
Grants	421,200	490,300	69,100	16.4%	1	
User Charges	44,800	47,200	2,400	5.4%		
Total Revenues	466,000	537,500	71,500			
Expenditures						
Labour	86,800	85,200	-1,600	(1.8%)		
Purchases	58,300	33,400	-24,900	(42.7%)	2	
Contracted Services	460,600	584,700	124,100	26.9%	3	
Interfunctional Adjustments	8,700	8,200	-500	(5.7%)		
Total Expenditures	614,400	711,500	97,100			
Total Net Levy	(148,400)	(174,000)	(25,600)			
Notes:						
1	Additional Inter-Community Grant Revenue					
2	Reduced Supplies and Advertising Expense					
3	Increased Contract Expense					

Town Of Tillsonburg 2021 Business Plan

Recreation, Culture & Parks

November 30 , 2020



2021 Business Objectives

RCP Department

Item	Owner	Project Value	Target Date
Completion of outstanding Capital Projects	Director		Q4
Develop 10-year RCP Capital Plan	Director		Q1
Implement Recommendations in the RCP Departmental Review	Director		Q2
Commence TCC Rehabilitation Project (subject to final approval)	Director		Q1
Initiate Facility Asset Management Plan	Director		Q4
Completion of New Waterslide	Director		Q2
Complete RCP Staff Recruitment/Realignment	Director		Q1

2021 Business Objectives

Programs & Services Division

Item	Owner	Project Value	Target Date
Implementation of New Booking Software Program	Recreation	\$10,000	Q1
Ongoing Evaluation of Recreation Programs	Recreation		Q4
Develop a 10-Year Equipment Replacement Program	Recreation		Q4

2021 Business Objectives

Culture & Heritage Division

Item	Owner	Project Value	Target Date
Museum Marketing & Promotion Plan	Curator	\$9,000	Q1
Development of a Municipal Cultural Plan	Curator		Q4
Evaluate Programs and Events 2021 & Beyond	Curator		Q2

2021 Business Objectives

Parks & Facilities Division

Item	Owner	Project Value	Target Date
Develop a Playground Replacement Plan	Parks		Q2
Develop a Sports Field Rehabilitation Plan	Parks		Q3
Upgrade Cemetery Laneway Phase 1 of 3	Cemeteries	\$25,000	Q3
HVAC & Boiler Replacement Plan	Facilities	\$122,000	Q2
Initiate Facility Asset Management Plan	Facilities		Q4

2021 Capital Highlights

Item	Department	Project Value	Target Date
Cemetery Upgrades – Building & Laneways	Parks	\$50,000	Q3
Playground Equipment Replacement Program	Parks	\$75,000	Q3
Parks & Trails Signage Replacement	Parks	\$4,000	Q2
Facility Booking Software Replacement	Recreation	\$10,000	Q1
Pathway Upgrades	Parks	\$25,000	Q2
HVAC & Boiler Repl. (OPP, Museum & Station Arts)	Facilities	\$122,000	Q2
Museum Marketing & Promotion Plan	Culture	\$9,000	Q1

2021 Capital Highlights

Item	Department	Project Value	Target Date
Dog Park Enhancements	Parks	\$6,000	Q2
CSC Security Camera Replacement	Facilities	\$20,000	Q2
Memorial Parking Lot Phase 2 Completion	Admin	\$35,000	Q2
Arena Hot Water Tank Replacement	Facilities	\$25,000	Q2
Community Centre Spot Repairs	Facilities	\$60,000	Q3

Risks

- Capacity to meet expectations on proposed capital program is not available without appropriate levels of staffing
- Museum collection storage space nearing capacity – will require a moratorium on collecting if not addressed in near future.
- Maintaining legislative compliance in all areas of operations.
- Grant funding for major infrastructure renewal projects is highly subscribed.
- Aging volunteer/fundraiser base – not able to anticipate the same level as previously experienced.

Opportunities

- Improve relationships with local community and user groups.
- Continue energy consumption efficiencies through facility assessment & enhancements.
- Facility upgrades through asset management programs to maximize life cycles for equipment and building envelopes.
- Reap benefits from Departmental Service Review.
- Increase online registration through new booking software program.
- New hires within department bring fresh ideas and opportunity.

Future Departmental Directions: 3 year outlook

2022

Waterpark Building Façade Upgrades
Parking Lot Preservation Plan
Adoption of RCP 10-Year Capital Plan

2023

Waterpark Furnishings Upgrade
Cemetery Master Plan Update
Adoption of Facility Asset Management Plan

2024

Recreation Master Plan Update
Sports Fields Upgrade Plan



2021 Capital Project Listing - New Requests

Recreation, Culture & Parks

	Expenditures	Contribution to Reserves	Grants	Tax Supported Debt	Reserves	DC Reserves	Donation	Miscellaneous	User Pay Debt	Taxation	Comments
Project Listing											
300 Cem											
X89 Office Repairs	25,000									25,000	
X88 Laneway Resurfacing	25,000									25,000	
X86 Frost Box Thawer	10,000									10,000	
Total 300 Cem	60,000									60,000	
450 Parks											
X85 Parking Lot & Pathway Upgrades	25,000									25,000	
X84 Playground Equipment Replacment	75,000									75,000	
X83 Dog Park Enhancement	6,000									6,000	
X82 Parks & Trails Signage Replacement	4,000									4,000	
Total 450 Parks	110,000									110,000	
460 Rec - Programs											
X81 Booking Software	10,000									10,000	
Total 460 Rec - Programs	10,000									10,000	
465 Rec - Bldg Mtce											
X77 CSC Security Cameras Replacement	20,000									20,000	
X76 Station Arts - HVAC Replacement	15,000									15,000	
X73 Memorial Parking Lot Phase 2	35,000									35,000	
X72 Arena Hot Water Tanks	25,000									25,000	
X71 TCC Building Envelope Spot Repairs	60,000									60,000	
Total 465 Rec - Bldg Mtce	155,000									155,000	
475 Museum											
X75 Boiler Replacement	50,000									50,000	
X48 Museum Storage System		10,000								10,000	
X47 Museum Marketing & Promotion Plan	9,000									9,000	
Total 475 Museum	59,000	10,000								69,000	
Total Project Listing	\$394,000	\$10,000								\$404,000	

Town of Tillsonburg

Capital Projects

Project	X89 Office Repairs		
Department	Cem		
Version	2 - SMT review	Year	2021

Description

Funding to provide for the upgrades and repairs to the interior front administration office of the Parks/Cemetery Building at the Tillsonburg Cemetery. The work will include HVAC installation, painting, ceiling, window and flooring replacement.

Justification

The current state of the existing office requires repair and upgrade to create a proper work environment for the two staff members and to provide a more suitable environment for Cemetery Clients to attend to interment/inurment needs.

Budget

	Total	2021	2022	2023	2024	2025	2026
Expenditures							
Construction	25,000	25,000					
Expenditures Total	25,000	25,000					
Funding							
Taxation	25,000	25,000					
Funding Total	25,000	25,000					

Town of Tillsonburg

Capital Projects

Project	X88 Laneway Resurfacing		
Department	Cem		
Version	2 - SMT review	Year	2021

Description

Funding to address the repairs to the existing Cemetery Laneways that are in very poor condition. This is the first of the 3-phase program that would see the existing laneways either hot-mix padded/microsurfaced/tar and chip sealed.

Justification

The existing Cemetery Laneways are in very poor condition. A multi-year rehabilitation plan is recommended to ensure that the Cemetery reflects the uses and expectations of our Clients and families.

Budget

	Total	2021	2022	2023	2024	2025	2026
Expenditures							
Construction	25,000	25,000					
Expenditures Total	25,000	25,000					
Funding							
Taxation	25,000	25,000					
Funding Total	25,000	25,000					

Town of Tillsonburg

Capital Projects

Project	X86 Frost Box Thawer		
Department	Cem		
Version	2 - SMT review	Year	2021

Description

Funding to provide for the purchase of a device used to thaw frozen ground for the preparation of gravesites during winter burials.

Justification

Currently the Town does not have such a device and must rely upon heavy equipment to break through the frost level during winter interments. The current process is very hard on equipment and takes considerable time to prepare a gravesite.

Budget

	Total	2021	2022	2023	2024	2025	2026
Expenditures							
Construction	10,000	10,000					
Expenditures Total	10,000	10,000					
Funding							
Taxation	10,000	10,000					
Funding Total	10,000	10,000					

Town of Tillsonburg

Capital Projects

Project	X85 Parking Lot & Pathway Upgrades		
Department	Parks		
Version	2 - SMT review	Year	2021

Description

Funding to provide for minor pathway repairs/replacement at various locations in parkland areas. 2021 will seek to reconstruct to pathway in Optimist Park adjacent to the Tillsonburg Community Centre.

Justification

The condition of the existing pathway in Optimist Park is in dire need of replacement. The pathway serves as a pedestrian access point for the Tennis Courts and Playground

Budget

	Total	2021	2022	2023	2024	2025	2026
Expenditures							
Construction	25,000	25,000					
Expenditures Total	25,000	25,000					
Funding							
Taxation	25,000	25,000					
Funding Total	25,000	25,000					

Town of Tillsonburg

Capital Projects

Project	X84 Playground Equipment Replacment		
Department	Parks		
Version	2 - SMT review	Year	2021

Description

Funding to provide for the ongoing replacement and or upgrading of existing playground structures at various locations throughout the Town of Tillsonburg.

Justification

To ensure playground equipment continues to meet industry standards for safety and inclusivity for all. To provide children and youth with playgrounds that are fun for children and families while supporting Children's self-confidence and increased self-esteem and providing free activity for families to grow kids' creativity and imagination.

Budget

	Total	2021	2022	2023	2024	2025	2026
Expenditures							
Construction	75,000	75,000					
Expenditures Total	75,000	75,000					
Funding							
Taxation	75,000	75,000					
Funding Total	75,000	75,000					

Town of Tillsonburg

Capital Projects

Project	X83 Dog Park Enhancement		
Department	Parks		
Version	2 - SMT review	Year	2021

Description

Funding to provide for minor site enhancements including but not limited to: Tree Planting, Provision of water to the site and the installation of two small concrete pads upon which future donated/fundraised gazebos to be constructed later.

Justification

The Dog Park is a well-used and valued facility by dog owners in Tillsonburg. In order to continue making modest improvements to the site, the Advisory Group is encouraged to see nominal investments to the site.

Budget

	Total	2021	2022	2023	2024	2025	2026
Expenditures							
Construction	6,000	6,000					
Expenditures Total	6,000	6,000					
Funding							
Taxation	6,000	6,000					
Funding Total	6,000	6,000					

Town of Tillsonburg

Capital Projects

Project	X82 Parks & Trails Signage Replacement		
Department	Parks		
Version	2 - SMT review	Year	2021

Description

Funding to provide for the replacement and upgrade of existing and new trail gateway and wayfinding signage

Justification

Old and faded trail signage is in need of replacement including new trail connections and trailhead signing

Budget

	Total	2021	2022	2023	2024	2025	2026
Expenditures							
Construction	4,000	4,000					
Expenditures Total	4,000	4,000					
Funding							
Taxation	4,000	4,000					
Funding Total	4,000	4,000					

Town of Tillsonburg

Capital Projects

Project	X81 Booking Software		
Department	Rec - Programs		
Version	2 - SMT review	Year	2021

Description

Funding to provide for the replacement of the existing Legend Software Booking System that is outdated and lacking in function.

Justification

Working with our Software providers, staff are recommending replacement of Legend with the more functional and robust "Perfect Mind" facility booking system.

Budget

	Total	2021	2022	2023	2024	2025	2026
Expenditures							
Construction	10,000	10,000					
Expenditures Total	10,000	10,000					
Funding							
Taxation	10,000	10,000					
Funding Total	10,000	10,000					

Town of Tillsonburg

Capital Projects

Project	X77 CSC Security Cameras Replacement		
Department	Rec - Bldg Mtce		
Version	2 - SMT review	Year	2021

Description

Funding to provide for the replacement of the existing outdated Video Security System at the Customer Service Centre.

Justification

The existing video security system lacks sufficient camera resolution and data storage to be of any advantage for the security of the building, staff and public. The system has reached the end of its useful life and needs to be replaced.

Budget

	Total	2021	2022	2023	2024	2025	2026
Expenditures							
Construction	20,000	20,000					
Expenditures Total	20,000	20,000					
Funding							
Taxation	20,000	20,000					
Funding Total	20,000	20,000					

Town of Tillsonburg

Capital Projects

Project	X76 Station Arts - HVAC Replacement		
Department	Rec - Bldg Mtce		
Version	2 - SMT review	Year	2021

Description

Funding to provide for the replacement of the existing HVAC System at Station Arts Building.

Justification

The existing HVAC system is at the end of its useful life and is subject to increasing costly repair.

Budget

	Total	2021	2022	2023	2024	2025	2026
Expenditures							
Construction	15,000	15,000					
Expenditures Total	15,000	15,000					
Funding							
Taxation	15,000	15,000					
Funding Total	15,000	15,000					

Town of Tillsonburg

Capital Projects

Project	X73 Memorial Parking Lot Phase 2		
Department	Rec - Bldg Mtce		
Version	2 - SMT review	Year	2021

Description

Funding to complete the final Phase 2 elements of the new parking lot expansion including pathway, topsoil and seeding of perimeter

Justification

As a cost-saving measure in 2020, the elements identified in Phase 2 of the project were postponed for completion in 2021. These funds will ensure full completion of the project that will benefit increased usage of Memorial Park as outlined in earlier Park Master Plan recommendations.

Budget

	Total	2021	2022	2023	2024	2025	2026
Expenditures							
Construction	35,000	35,000					
Expenditures Total	35,000	35,000					
Funding							
Taxation	35,000	35,000					
Funding Total	35,000	35,000					

Town of Tillsonburg

Capital Projects

Project	X72 Arena Hot Water Tanks		
Department	Rec - Bldg Mtce		
Version	2 - SMT review	Year	2021

Description

Funding to provide replacement domestic hot water tanks for the arena change rooms and for heated water for the ice resurfacers.

Justification

The existing hot water tanks are of insufficient capacity and at the end of their useful life. Suitably sized replacements are necessary to ensure sustainability in the arena operations into the future.

Budget

	Total	2021	2022	2023	2024	2025	2026
Expenditures							
Construction	25,000	25,000					
Expenditures Total	25,000	25,000					
Funding							
Taxation	25,000	25,000					
Funding Total	25,000	25,000					

Town of Tillsonburg

Capital Projects

Project	X71 TCC Building Envelope Spot Repairs		
Department	Rec - Bldg Mtce		
Version	2 - SMT review	Year	2021

Description

Funding required for general facility repairs and maintenance including; door repair, painting, flooring, ceiling, and minor roofing items at all town-owned facilities

Justification

Preventative maintenance of the facility inventory will mitigate more costly replacement by extending the life of various building systems and items.

1.	CardAccessControls–Phase 2	\$10,000
2.	TCCExteriorDoorRepairs	\$ 7,000
3.	General Exterior Repairs – All Town Facilities	\$20,000
4.	General Interior Repairs – All Town Facilities	\$20,000
5.	Miscellaneous	<u>\$ 3,000</u>
TOTAL		<u>\$60,000</u>

Budget

	Total	2021	2022	2023	2024	2025	2026
Expenditures							
Construction	60,000	60,000					
Expenditures Total	60,000	60,000					
Funding							
Taxation	60,000	60,000					
Funding Total	60,000	60,000					

Town of Tillsonburg

Capital Projects

Project	X75 Boiler Replacement		
Department	Museum		
Version	2 - SMT review	Year	2021

Description

Funding to replace the existing original Boiler Heating System at the Annandale House Museum.

Justification

The existing Boiler system is at the end of its useful life and is subject to increasing costly repair due to unreliability.

Budget

	Total	2021	2022	2023	2024	2025	2026
Expenditures							
Construction	50,000	50,000					
Expenditures Total	50,000	50,000					
Funding							
Taxation	50,000	50,000					
Funding Total	50,000	50,000					

Town of Tillsonburg

Capital Projects

Project	X48 Museum Storage System		
Department	Museum		
Version	2 - SMT review	Year	2021

Description

Funding (Transfer to Reserve in 2021) to be utilized for the future purchase of new compact storage system for Museum artifacts in the collection.

Justification

The Museum collection is in need of an additional compact storage system to store and protect the artifacts. These systems maximize available floor space and complement the existing storage systems in place at the site. The transfer to reserve will minimize the financial impact when it is to be budgeted in 2022.

Budget

	Total	2021	2022	2023	2024	2025	2026
Expenditures							
Cont.to Reserves	10,000	10,000					
Expenditures Total	10,000	10,000					
Funding							
Taxation	10,000	10,000					
Funding Total	10,000	10,000					

Town of Tillsonburg

Capital Projects

Project	X47 Museum Marketing & Promotion Plan		
Department	Museum		
Version	2 - SMT review	Year	2021

Description

Funding to retain a Consultant to develop new innovative ways of marketing and promoting the Annandale Museum & National Historic Site.

Justification

As part of the ongoing efforts to promote Tillsonburg's National Historic Site, this project will help develop new Social Media Strategies and a Marketing Plan to position the site for sustainability and success. This is supported by the Museum Advisory Committee.

Budget

	Total	2021	2022	2023	2024	2025	2026
Expenditures							
Construction	9,000	9,000					
Expenditures Total	9,000	9,000					
Funding							
Taxation	9,000	9,000					
Funding Total	9,000	9,000					



2020 Financial Plan
Operating Plan - Cost Code Summary
Cem

	2020	2021	Budget	%	Note
	Budget	Budget	Variance	Variance	Reference
Revenues					
User Charges	130,800	153,200	22,400	17.1%	1
Other Revenue	18,500	18,500		0.0%	
Total Revenues	149,300	171,700	22,400		
Expenditures					
Labour	122,100	152,400	30,300	24.8%	2
Purchases	43,500	70,600	27,100	62.3%	3
Contracted Services	21,200	21,000	-200	(0.9%)	
Interfunctional Adjustments	76,400	76,700	300	0.4%	
Debt Principal & Interest		2,300	2,300		
Total Expenditures	263,200	323,000	59,800		
Total Net Levy	(113,900)	(151,300)	(37,400)		
Notes:					
1	Increased User Charges				
2	Increased FTE request				
3	Supplies Expense, Memorial benches, trees				



2020 Financial Plan
Operating Plan - Cost Code Summary
Parks

	2020	2021	Budget	%	Note
	Budget	Budget	Variance	Variance	Reference
Revenues					
User Charges	34,900	28,300	(6,600)	(18.9%)	1
Other Revenue	5,200	1,600	(3,600)	(69.2%)	
Contribution from Reserves	3,500		(3,500)	(100.0%)	
Total Revenues	43,600	29,900	(13,700)		
Expenditures					
Labour	249,800	260,000	10,200	4.1%	
Purchases	135,100	126,300	-8,800	(6.5%)	2
Contracted Services	196,300	259,400	63,100	32.1%	3
Contribution to Reserves	16,200	16,300	100	0.6%	
Interfunctional Adjustments	97,900	96,400	-1,500	(1.5%)	
Debt Principal & Interest	83,600	76,200	-7,400	(8.9%)	4
Total Expenditures	778,900	834,600	55,700		
Total Net Levy	(735,300)	(804,700)	(69,400)		
Notes:					
1	Reduced User Charges				
2	Reduced Supplies Expense, Special Projects - Memorial benches				
3	Increased Subcontractor Expenses				
4	Debt Maturity				



2020 Financial Plan
Operating Plan - Cost Code Summary
Community Events

	2020	2021	Budget	%	Note
	Budget	Budget	Variance	Variance	Reference
Revenues					
Grants	24,200	24,200		0.0%	
Total Revenues	24,200	24,200			
Expenditures					
Labour	16,200	6,000	-10,200	(63.0%)	1
Purchases	40,000	131,400	91,400	228.5%	2
Total Expenditures	56,200	137,400	81,200		
Total Net Levy	(32,000)	(113,200)	(81,200)		
Notes:					
1	Staff time allocations				
2	Reallocation of Costs				



2020 Financial Plan
Operating Plan - Cost Code Summary
Rec - Programs

	2020	2021	Budget	%	Note
	Budget	Budget	Variance	Variance	Reference
Revenues					
Grants	42,700	42,700		0.0%	
User Charges	1,338,700	811,300	(527,400)	(39.4%)	1
Other Revenue	42,800	12,500	(30,300)	(70.8%)	2
Total Revenues	1,424,200	866,500	(557,700)		
Expenditures					
Labour	1,457,200	1,530,900	73,700	5.1%	3
Purchases	276,300	273,400	-2,900	(1.0%)	
Interfunctional Adjustments	140,400	148,300	7,900	5.6%	4
Debt Principal & Interest	15,000		-15,000	(100.0%)	5
Total Expenditures	1,888,900	1,952,600	63,700		
Total Net Levy	(464,700)	(1,086,100)	(621,400)		
Notes:					
1	Reduced Rates & Fees - COVID				
2	Brochure Advertising Revenue				
3	PT labour increase				
4	Staff time allocations				
5	Debt Maturity				



2020 Financial Plan
Operating Plan - Cost Code Summary
Rec - Bldg Mtce

	2020	2021	Budget	%	Note
	Budget	Budget	Variance	Variance	Reference
Revenues					
User Charges	7,300	3,600	(3,700)	(50.7%)	
Total Revenues	7,300	3,600	(3,700)		
Expenditures					
Labour	891,600	1,071,200	179,600	20.1%	1
Purchases	626,100	656,200	30,100	4.8%	
Contracted Services	327,300	388,700	61,400	18.8%	2
Interfunctional Adjustments	81,000	93,400	12,400	15.3%	3
Debt Principal & Interest	591,000	590,400	-600	(0.1%)	
Total Expenditures	2,517,000	2,799,900	282,900		
Total Net Levy	(2,509,700)	(2,796,300)	(286,600)		
Notes:					
1	Increased PT labour - COVID				
2	Increase to PM Capstone Generator Contract				
3	Staff time allocations				



2020 Financial Plan
Operating Plan - Cost Code Summary
Elliott Fairbairn Centre

	2020	2021	Budget	%	Note
	Budget	Budget	Variance	Variance	Reference
Revenues					
User Charges	106,300	112,500	6,200	5.8%	1
Total Revenues	106,300	112,500	6,200		
Expenditures					
Purchases	14,800	14,400	-400	(2.7%)	
Contribution to Reserves	26,300	12,500	-13,800	(52.5%)	1
Debt Principal & Interest	32,000	31,000	-1,000	(3.1%)	
Total Expenditures	73,100	57,900	-15,200		
Total Net Levy	33,200	54,600	21,400		
Notes:					
1	Rent increase contributed to reserves				



2020 Financial Plan
Operating Plan - Cost Code Summary
Museum

	2020	2021	Budget	%	Note
	Budget	Budget	Variance	Variance	Reference
Revenues					
Grants	29,400	18,900	(10,500)	(35.7%)	1
User Charges	17,000	6,300	(10,700)	(62.9%)	2
Other Revenue	22,000	7,000	(15,000)	(68.2%)	3
Contribution from Reserves		30,300	30,300		4
Total Revenues	68,400	62,500	(5,900)		
Expenditures					
Labour	291,000	279,300	-11,700	(4.0%)	
Purchases	98,700	84,400	-14,300	(14.5%)	5
Contracted Services	55,800	15,000	-40,800	(73.1%)	6
Interfunctional Adjustments	21,600	22,000	400	1.9%	
Total Expenditures	467,100	400,700	-66,400		
Total Net Levy	(398,700)	(338,200)	60,500		
Notes:					
1	Reduced Grants - Exhibits				
2	Programs and Admissions - COVID				
3	Special Revenue - COVID				
4	COVID19 Federal Grant				
5	Reduced Special Projects -Exhibits				
6	Reallocation of Costs				

THE CORPORATION OF THE TOWN OF TILLSONBURG

BY-LAW 2020-113

A BY-LAW to confirm the proceedings of Council at its meeting held on the 30th day of November, 2020.

WHEREAS Section 5 (1) of the *Municipal Act, 2001, as amended*, provides that the powers of a municipal corporation shall be exercised by its council;

AND WHEREAS Section 5 (3) of the *Municipal Act, 2001, as amended*, provides that municipal powers shall be exercised by by-law;

AND WHEREAS it is deemed expedient that the proceedings of the Council of the Town of Tillsonburg at this meeting be confirmed and adopted by by-law;

BE IT THEREFORE ENACTED by the Council of the Corporation of the Town of Tillsonburg as follows:

1. All actions of the Council of The Corporation of the Town of Tillsonburg at its meeting held on November 30, 2020, with respect to every report, motion, by-law, or other action passed and taken by the Council, including the exercise of natural person powers, are hereby adopted, ratified and confirmed as if all such proceedings were expressly embodied in this or a separate by-law.
2. The Mayor and Clerk are authorized and directed to do all the things necessary to give effect to the action of the Council of The Corporation of the Town of Tillsonburg referred to in the preceding section.
3. The Mayor and the Clerk are authorized and directed to execute all documents necessary in that behalf and to affix thereto the seal of The Corporation of the Town of Tillsonburg.
4. This by-law shall come into full force and effect on the day of passing.

READ A FIRST AND SECOND TIME THIS 30th DAY OF NOVEMBER, 2020.

READ A THIRD AND FINAL TIME AND PASSED THIS 30th DAY OF NOVEMBER, 2020.

MAYOR – Stephen Molnar

TOWN CLERK – Michelle Smibert