



Subject: 2021 Fourth Quarter Operations and Development Services
Report Number: OPD 22-21
Department: Operations and Development Department
Submitted by: Carlos Reyes, Director of Operations and Development
Meeting Type: Council Meeting
Meeting Date: Thursday, June 16, 2022

RECOMMENDATION

THAT report OPD 22-21 2021 Fourth Quarter Operations and Development Services be received as information.

BACKGROUND

To provide Council with the January 1, 2021 to December 31, 2021 Department operational and financial results for the Operations and Development Department.

DISCUSSION

2021 Business Objectives and Capital Projects:

Table 1: 2021 Operating Business Plan

| Objective | Target Date | Q4 Project Status |
|---|-------------|-------------------|
| Renegotiations of West Town Line Boundary Road Agreement | Q2 Q4 2022 | Deferred |
| Renegotiations of Urban Road Maintenance Agreement with Oxford County | Q2 Q4 | Completed |
| Renegotiations of Water Distribution and Wastewater Collection Agreement with Oxford County | Q3 Q3 2022 | Deferred |
| Investigate Private Woodlot East of Runway 08-26 Removal Options | Q2 Q4 2022 | In progress |
| Renegotiations of the Traffic Signal/Streetlights maintenance Agreement | Q2 Q3 2022 | Deferred |

| | | |
|--|------------|------------------|
| Downtown Sidewalk By-law 2189 Update | Q3 Q1 2023 | Deferred |
| Finalize Engineering Design Criteria & Standard Drawings | Q2 Q3 2022 | In Progress |
| Frances Street Reconstruction Detailed Design | Q2 Q4 | Completed |
| Lindsay Street Reconstruction Detailed Design | Q2 Q4 | Completed |
| Airport Website redesign | Q2 Q3 2022 | In progress |
| Report to Council with information on the utilization of the 2021 Tillsonburg Regional Airport Grant | Q2 Q3 | Completed |

Table 2: 2021 Capital Business Plan

| Objective | Target Date | Q4 Project Status |
|--|--------------------|--|
| Airport Master Plan | Q2 Q3 | Completed |
| 2021 OSIM Inspection | Q3 | Completed |
| Kinsmen Bridge Upgrade Design | Q2 Q4 | Completed – Project Awarded to GM Blueplan |
| Facilities Asset Management | Q4 Q3 2022 | In progress |
| 2021 Asphalt Resurfacing Program | Q3 | Completed |
| Sidewalk Connectivity Program Implementation | Q3 | Completed |
| Vienna Road Reconstruction | Q3 Q4 | Completed |
| Concession St W Reconstruction - Rolph to Charlotte | Q3 Q2 2022 | Completed |
| Rolling Meadows Phase 2 of 2 | Q3 Q2 2022 | Completed |
| General Aviation Access Road | Q3 Q2 2022 | Completed |
| 2020 CFWD - Quarter Town Line at Stoney Creek Culvert Retaining Wall Rehabilitation Design | Q1 | Completed |

OPD 22-21 2021 Fourth Quarter Operations and Development Services

| | | |
|---|------------|--|
| 2020 CFWD - Quarter Town Line & Beech Blvd Retaining Wall Replacement Design | Q2 | Completed |
| 2020 CFWD - Young Street Storm Outlet Class Environmental Assessment (Design) | Q3 Q4 2022 | In progress – Project Awarded to GM Blueplan |
| 2020 CFWD - Stoney Creek Sanitary Trunk Main Repair | Q2 Q4 | Completed |
| 2020 CFWD Rolling Meadows Reconstruction Phase 1 of 2 (Tanager, Falcon) | Q2 Q4 | Completed |
| 2019 CFWD Public Works Yard & Salt Facility – Concepts | Q3 | Completed |
| Stoney Creek Sanitary Trunk Main - Emergency Repair | Q3 Q4 | Completed |
| Light Duty Vehicles | | |
| Water Unit #28 – Replace Pickup Truck | Q3 Q3 2022 | Awarded / Delivery expected July 2022 |
| Fire Unit #38 – Replace SUV | Q3 Q1 2023 | In Progress |
| Building Unit #39 – Replace SUV | Q3 | Completed |
| Hydro Unit #65 – Replace Pickup Truck | Q3 Q3 2022 | Awarded / Delivery expected July 2022 |
| New Parks/Facilities Unit - Mini Cargo Van | Q3 Q3 2022 | Awarded / Delivery expected July 2022 |
| Medium Duty Vehicles | | |
| Fire Unit #37 – Replace Pickup Truck | Q4 Q1 2023 | In Progress |
| Heavy Duty Vehicles | | |
| 2020 CFWD Roads Unit #60 – Replace Snowplow Truck | Q2 2022 | Completed |
| Off Road Equipment | | |
| Cemetery Unit #87 – Replace Backhoe | Q3 Q1 2022 | Completed |
| Parks Unit #88 - Replace Tractor | Q4 Q1 2022 | Completed |
| New Cemetery Unit - Mower Tractor with attachment | Q3 Q4 | Completed |

Key indicators measure growth in terms of infrastructure i.e. Roads, Sewers, Watermain, Sidewalk, etc. and the associated maintenance level of service. The Towns ability to mitigate the associated incremental costs to maintain the additional infrastructures demonstrates the efficiencies of continuous internal improvement.

Table 3: Key Indicators

| Key Indicators | 2021 | 2020 | 2019 | 2018 | 2017 | 2016 | 2015 | 2014 |
|-----------------|-------|-------|-------|-------|-------|-------|-------|-------|
| Roads (Lane km) | 242.3 | 238.3 | 235.4 | 234.1 | 233.6 | 229.4 | 226.8 | 226.1 |
| Sidewalks (km) | 117.1 | 107.6 | 98.6 | 97.4 | 96.6 | 94.2 | 91.6 | 89.5 |

CONSULTATION

The following staff/resources have been consulted for this report:

- Senior Analyst/Deputy Treasurer
- Manager of Public Works
- Manager of Engineering

FINANCIAL IMPACT/FUNDING SOURCE

The consolidated 2021 Q4 Operations Services overall variance is summarized in **Table 4**.

Table 4: Fourth Quarter Budget vs. Actual Variance Summary

| Department | Surplus / (Deficit) |
|----------------------------|--------------------------|
| Operations Administration | (6,819) |
| Engineering Services | 188,681 |
| Public Works | 188,604 |
| Waste Management | (43,433) |
| Municipal Parking | 3 |
| Airport Operations | 21,770 |
| Fleet Services | 9,994 |
| Transit Services (In-Town) | 11,457 |
| Total Variance | \$370,257 Surplus |

CORPORATE GOALS

How does this report support the corporate goals identified in the Community Strategic Plan?

- Lifestyle and amenities

- Customer service, communication and engagement
- Business attraction, retention and expansion
- Community growth
- Connectivity and transportation
- Not Applicable

Does this report relate to a specific strategic direction or project identified in the Community Strategic Plan? Please indicate section number and/or any priority projects identified in the plan.

Goal – The Town of Tillsonburg will strive for excellence and accountability in government, providing effective and efficient services, information, and opportunities to shape municipal initiatives.

Strategic Direction – Develop a communications strategy to increase awareness of Council decisions and municipal programs, projects and services.

Priority Project – N/A

ATTACHMENTS:

Appendix A – Operating Summaries

| | | | | | |
|---|---|------------------|----------------|----------|-----------|
|  | Financial Plan Operating Plan - Cost Code Summary OPS Admin As of December 31, 2021 | | | | |
| | 2021 | 2021 | Actual | % | Note |
| | YTD Budget | YTD Actuals | Variance | Variance | Reference |
| Revenues | | | | | |
| Total Revenues | | | | | |
| Expenditures | | | | | |
| Labour | 253,300 | 262,655 | (9,355) | (4%) | |
| Purchases | 15,000 | 12,464 | 2,536 | (17%) | |
| Interfunctional Adjustments | (24,000) | (24,000) | | 0% | |
| Total Expenditures | 244,300 | 251,119 | (6,819) | | |
| Total Net Levy | (244,300) | (251,119) | (6,819) | | |

| | | | | | |
|---|--|-----------------|----------------|----------|-----------|
|  | Financial Plan Operating Plan - Cost Code Summary Engineering | | | | |
| | As of December 31, 2021 | | | | |
| | | 2021 | 2021 | Actual | % |
| | YTD Budget | YTD Actuals | Variance | Variance | Reference |
| Revenues | | | | | |
| Grants | | | | | |
| User Charges | 128,000 | 234,040 | 106,040 | (83%) | 1 |
| Contribution from Reserves | 50,000 | 36,921 | (13,079) | (26%) | 4 |
| Total Revenues | 178,000 | 270,961 | 92,961 | | |
| Expenditures | | | | | |
| Labour | 604,000 | 528,562 | 75,438 | (12%) | 2 |
| Purchases | 28,500 | 21,285 | 7,215 | (25%) | 3 |
| Contracted Services | 50,000 | 36,921 | 13,079 | (26%) | 4 |
| Interfunctional Adjustments | (222,000) | (221,988) | (12) | (0%) | |
| Total Expenditures | 460,500 | 364,780 | 95,720 | | |
| Total Net Levy | (282,500) | (93,819) | 188,681 | | |
| Notes | | | | | |
| 1 Additional Site Plan & Sub Division Reviews -\$39,000; Additional Review from the County - \$68,800 | | | | | |
| 2 FT labour under \$61,600 - Vacancy; FT OT under \$13,900 | | | | | |
| 3 Training under \$3,500; Equipment Supplies & Repiars under \$4,600 | | | | | |
| 4 GIS services from the County under | | | | | |

OPD 22-21 2021 Fourth Quarter Operations and Development Services

|  | Financial Plan Operating Plan - Cost Code Summary Public Works As of December 31, 2021 | | | | |
|---|--|--------------------|----------------|----------|-----------|
| | 2021 | 2021 | Actual | % | Note |
| | YTD Budget | YTD Actuals | Variance | Variance | Reference |
| Revenues | | | | | |
| Grants | 90,000 | 93,876 | 3,876 | (4%) | |
| Total Revenues | 90,000 | 93,876 | 3,876 | | |
| Expenditures | | | | | |
| Labour | 1,075,400 | 1,012,695 | 62,705 | (6%) | 1 |
| Purchases | 617,800 | 556,088 | 61,712 | (10%) | 2 |
| Contracted Services | 322,000 | 261,115 | 60,885 | (19%) | 3 |
| Interfunctional Adjustments | 480,600 | 480,736 | (136) | (0%) | |
| Debt Principal & Interest | 555,840 | 556,278 | (438) | (0%) | |
| Total Expenditures | 3,051,640 | 2,866,912 | 184,728 | | |
| Total Net Levy | (2,961,640) | (2,773,036) | 188,604 | | |
| Development Charges | | | | | |
| DC Revenue Collected | | (1,305,422) | | | |
| DC Contribution to Reserves | | 1,305,422 | | | |
| Notes | | | | | |
| 1 FT Overtime over \$14,700; FT under \$79,100 -vacancies | | | | | |
| 2 Supply Expense under \$45,500; HLW under \$28,000; Safety Exp over \$10,400 | | | | | |
| 3 Net Subcontractor Expenses under \$60,900 | | | | | |



Financial Plan
Operating Plan - Cost Code Summary
Parking

As of December 31, 2021

| | 2021 | 2021 | Actual | % | Note |
|---|----------------|----------------|-----------------|----------|-----------|
| | YTD Budget | YTD Actuals | Variance | Variance | Reference |
| Revenues | | | | | |
| Levy, PILS | 140,500 | 145,978 | 5,478 | (4%) | |
| User Charges | | 8,272 | 8,272 | | |
| Total Revenues | 140,500 | 154,250 | 13,750 | | |
| Expenditures | | | | | |
| Labour | 32,200 | 4,056 | 28,144 | (87%) | 1 |
| Purchases | 10,000 | 1,042 | 8,958 | (90%) | 2 |
| Contracted Services | 35,000 | 15,317 | 19,683 | (56%) | 3 |
| Contribution to Reserves | 4,100 | 74,574 | (70,474) | (1,719%) | 4 |
| Interfunctional Adjustments | 46,100 | 46,104 | (4) | (0%) | |
| Debt Principal & Interest | 13,100 | 13,154 | (54) | (0%) | |
| Total Expenditures | 140,500 | 154,247 | (13,747) | | |
| Total Net Levy | | 3 | 3 | | |
| Development Charges | | | | | |
| DC Revenue Collected | | (7) | | | |
| DC Contribution to Reserves | | 7 | | | |
| Notes | | | | | |
| 1 Allocation of staff time | | | | | |
| 2 Supplies Expense under Snow Removal | | | | | |
| 3 Subcontractor Snow Clearing Expense under | | | | | |
| 4 Surplus allocated to Downtown Parking Reserve | | | | | |

| | | | | | |
|---|---|----------------|----------------|----------|-----------|
|  | Financial Plan Operating Plan - Cost Code Summary Airport As of December 31, 2021 | | | | |
| | 2021 | 2021 | Actual | % | Note |
| | YTD Budget | YTD Actuals | Variance | Variance | Reference |
| Revenues | | | | | |
| Grants | 50,000 | 50,000 | | 0% | |
| User Charges | 387,300 | 416,187 | 28,887 | (7%) | 1 |
| Total Revenues | 437,300 | 466,187 | 28,887 | | |
| Expenditures | | | | | |
| Labour | 122,600 | 87,517 | 35,083 | (29%) | 2 |
| Purchases | 251,100 | 270,813 | (19,713) | (8%) | 3 |
| Contracted Services | 33,500 | 55,997 | (22,497) | (67%) | 4 |
| Interfunctional Adjustments | 20,600 | 20,604 | (4) | (0%) | |
| Debt Principal & Interest | 5,500 | 5,486 | 14 | (0%) | |
| Total Expenditures | 433,300 | 440,417 | (7,117) | | |
| Total Net Levy | 4,000 | 25,770 | 21,770 | | |
| Notes | | | | | |
| 1 Fuel Sales over \$38,100 | | | | | |
| 2 Net Labour under - vacancy | | | | | |
| 3 Fuel Purchases over \$33,200; HLW under \$9,300 | | | | | |
| 4 Subcontractor Expense over - Loomex Group contract offset with labour savings | | | | | |

| | | | | | |
|---|--|------------------|-----------------|----------|-----------|
|  | Financial Plan Operating Plan - Cost Code Summary Waste Management As of December 31, 2021 | | | | |
| | 2021 | 2021 | Actual | % | Note |
| | YTD Budget | YTD Actuals | Variance | Variance | Reference |
| Revenues | | | | | |
| Grants | 138,300 | 117,973 | (20,327) | (15%) | 1 |
| User Charges | 126,400 | 63,000 | (63,400) | (50%) | 2 |
| Total Revenues | 264,700 | 180,973 | (83,727) | | |
| Expenditures | | | | | |
| Labour | 84,100 | 87,200 | (3,100) | (4%) | |
| Purchases | 110,000 | 36,644 | 73,356 | (67%) | 3 |
| Contracted Services | 107,000 | 136,970 | (29,970) | (28%) | 4 |
| Interfunctional Adjustments | 132,800 | 132,792 | 8 | (0%) | |
| Total Expenditures | 433,900 | 393,606 | 40,294 | | |
| Total Net Levy | (169,200) | (212,633) | (43,433) | | |
| Notes | | | | | |
| 1 County payment as part of the Waste Management agreement | | | | | |
| 2 Bag Tag sales under \$77,800; Misc Revenue over \$14,400 -s crap metal | | | | | |
| 3 Bag Tag Inventory purchases under \$75,300 | | | | | |
| 4 Large Item Bins / Brush, Leaves, Grass - Transfer Station | | | | | |



Financial Plan
Operating Plan - Cost Code Summary
Fleet

As of December 31, 2021

| | 2021 | 2021 | Actual | % | Note |
|-----------------------------|------------------|------------------|----------------|----------|-----------|
| | YTD Budget | YTD Actuals | Variance | Variance | Reference |
| Revenues | | | | | |
| User Charges | 1,502,300 | 1,500,840 | (1,460) | (0%) | |
| Total Revenues | 1,502,300 | 1,500,840 | (1,460) | | |
| Expenditures | | | | | |
| Labour | 331,700 | 339,427 | (7,727) | (2%) | |
| Purchases | 576,000 | 564,093 | 11,907 | (2%) | 1 |
| Contracted Services | 7,500 | 3,010 | 4,490 | (60%) | |
| Contribution to Reserves | 100,000 | 100,000 | | 0% | |
| Interfunctional Adjustments | 8,200 | 8,196 | 4 | (0%) | |
| Debt Principal & Interest | 452,300 | 449,520 | 2,780 | (1%) | |
| Total Expenditures | 1,475,700 | 1,464,246 | 11,454 | | |
| Total Net Levy | 26,600 | 36,594 | 9,994 | | |
| Development Charges | | | | | |
| DC Revenue Collected | | (1,280) | | | |
| DC Contribution to Reserves | | 1,280 | | | |
| Notes | | | | | |

1 Fuel purchases under \$17,000; Equipment Supplies & Repairs over \$18,600; Equipment Rental Exp under \$9,100



Financial Plan
Operating Plan - Cost Code Summary
Transit Services

As of December 31, 2021

| | 2021 | 2021 | Actual | % | Note |
|-----------------------------|------------------|------------------|-----------------|----------|-----------|
| | YTD Budget | YTD Actuals | Variance | Variance | Reference |
| Revenues | | | | | |
| Grants | 507,200 | 499,145 | (8,055) | (2%) | 1 |
| User Charges | 47,200 | 39,566 | (7,634) | (16%) | 2 |
| Total Revenues | 554,400 | 538,711 | (15,689) | | |
| Expenditures | | | | | |
| Labour | 91,600 | 52,167 | 39,433 | (43%) | 3 |
| Purchases | 42,400 | 53,369 | (10,969) | (26%) | 4 |
| Contracted Services | 584,700 | 586,022 | (1,322) | (0%) | |
| Interfunctional Adjustments | 8,500 | 8,496 | 4 | (0%) | |
| Total Expenditures | 727,200 | 700,054 | 27,146 | | |
| Total Net Levy | (172,800) | (161,343) | 11,457 | | |
| Notes | | | | | |
| 1 Provincial Grants | | | | | |
| 2 Misc Revenue - Fares | | | | | |
| 3 FT labour under - vacancy | | | | | |
| 4 Covid Exp over \$9,000 | | | | | |