



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

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

 <div> Financial Plan Operating Plan - Cost Code Summary OPS Admin As of December 31, 2021 </div>					
	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)		

 <div> Financial Plan Operating Plan - Cost Code Summary Engineering As of December 31, 2021 </div>					
	2021	2021	Actual	%	Note
	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 & Repairs under \$4,600					
4 GIS services from the County under					



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					

 <div> Financial Plan Operating Plan - Cost Code Summary Airport As of December 31, 2021 </div>					
	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					

 <div> Financial Plan Operating Plan - Cost Code Summary Waste Management As of December 31, 2021 </div>					
	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					