

Town of Tillsonburg 2025 Business Plan

Operations and Development Services

November 18, 2024



2025 Business Objectives

Project	Community Strategic Plan	Lead Accountability	Project Cost	Anticipated Completion
Devonshire Culvert (CFWD from 2024)	<p>Goal – Tillsonburg residents and businesses will be connected to each other, regional networks and the world through effective traditional and digital infrastructure.</p> <p>Strategic Direction – Develop a robust, long-term asset management plan to inform evidence-based decisions on the maintenance, rehabilitation and replacement of municipal infrastructure.</p> <p>Priority Project – Ongoing - Asset Management Plan</p>	Manager of Engineering	\$838,000 - Storm	Q2
Rolling Meadows SWM Pond Cost Sharing	<p>Goal – Tillsonburg residents and businesses will be connected to each other, regional networks and the world through effective traditional and digital infrastructure.</p> <p>Strategic Direction – Develop a robust, long-term asset management plan to inform evidence-based decisions on the maintenance, rehabilitation and replacement of municipal infrastructure.</p> <p>Priority Project – Ongoing - Asset Management Plan</p>	Manager of Engineering	\$125,000 - Storm	Q1

2025 Business Objectives

Project	Community Strategic Plan	Lead Accountability	Project Cost	Anticipated Completion
Lake Lisgar Weir (Valve) Repair	<p>Goal – Tillsonburg residents and businesses will be connected to each other, regional networks and the world through effective traditional and digital infrastructure.</p> <p>Strategic Direction – Develop a robust, long-term asset management plan to inform evidence-based decisions on the maintenance, rehabilitation and replacement of municipal infrastructure.</p> <p>Priority Project – Ongoing - Asset Management Plan</p>	Manager of Engineering	\$120,000 - Storm	Q3
2025 OSIM (Operating Budget)	<p>Goal – Tillsonburg residents and businesses will be connected to each other, regional networks and the world through effective traditional and digital infrastructure.</p> <p>Strategic Direction – Develop a robust, long-term asset management plan to inform evidence-based decisions on the maintenance, rehabilitation and replacement of municipal infrastructure.</p> <p>Priority Project – Ongoing - Asset Management Plan</p>	Manager of Engineering	\$70,000 (Engineering Reserve) - Storm	Q1
Cranberry Construction	<p>Goal – Tillsonburg residents and businesses will be connected to each other, regional networks and the world through effective traditional and digital infrastructure.</p> <p>Strategic Direction – Develop a robust, long-term asset management plan to inform evidence-based decisions on the maintenance, rehabilitation and replacement of municipal infrastructure.</p> <p>Priority Project – Ongoing - Asset Management Plan</p>	Manager of Engineering	\$1,867,536 – Roads \$1,416,624 – Storm	Q3

2025 Business Objectives

Project	Community Strategic Plan	Lead Accountability	Project Cost	Anticipated Completion
Annual Road Resurfacing Program	<p>Goal – Tillsonburg residents and businesses will be connected to each other, regional networks and the world through effective traditional and digital infrastructure.</p> <p>Strategic Direction – Develop a robust, long-term asset management plan to inform evidence-based decisions on the maintenance, rehabilitation and replacement of municipal infrastructure.</p> <p>Priority Project – Ongoing - Asset Management Plan</p>	Manager of Engineering	\$240,000 - Roads	Q2-Q4
2025 Road Needs Study (PCI) (Operating Budget)	<p>Goal – Tillsonburg residents and businesses will be connected to each other, regional networks and the world through effective traditional and digital infrastructure.</p> <p>Strategic Direction – Develop a robust, long-term asset management plan to inform evidence-based decisions on the maintenance, rehabilitation and replacement of municipal infrastructure.</p> <p>Priority Project – Ongoing - Asset Management Plan</p>	Manager of Engineering	\$70,000 (Engineering Reserve) -Roads	Q1
2025 Sidewalk Connectivity	<p>Goal – Tillsonburg residents and businesses will be connected to each other, regional networks and the world through effective traditional and digital infrastructure.</p> <p>Strategic Direction – Develop a robust, long-term asset management plan to inform evidence-based decisions on the maintenance, rehabilitation and replacement of municipal infrastructure.</p> <p>Priority Project – Ongoing - Asset Management Plan</p>	Manager of Engineering	\$150,000 (Engineering Reserve) -Roads	Q2-Q3

2025 Business Objectives – Fleet Summary

Project	Community Strategic Plan	Lead Accountability	Project Cost	Anticipated Completion
Fleet Replacement – Heavy Duty (new ice resurfacer)	<p>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.</p> <p>Strategic Direction – N/A</p> <p>Priority Project – N/A</p>	Manager of Public Works	\$250,000 - Fleet	Q2
Fleet Replacement – Off Road (Fire ATV)	<p>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.</p> <p>Strategic Direction – N/A</p> <p>Priority Project – N/A</p>	Manager of Public Works	\$40,000 - Fleet	Q2

NOTE: Supplementary details and background information available in the Budget Packages

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.
 - To date a draft agreement is currently in review
- 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.
- Increase in the number of inspectors can cause inconsistencies.
- Increase in inquiries/complaint volumes result in longer response times reducing customer service.
- Lack of a planning web portal/digital service causes delays and developer frustrations.
 - If the Town is successful in the CMHC grant planning workflow will be addressed.

Opportunities

- Implementation of an annual traffic count program continues into 2025.
- Boundary agreements with lower-tier and single-tier municipalities.
- Investigation of private woodlot removal options east of main Runway 08-26 is key in order to benefit from the full 5,502' runway.
- Continue discussions on inter-community transit service sustainability; a feasibility study is advised.
 - Provincial funding is tabled to conclude in March 2025
- Continue implementation of records management within Public Works, Engineering and Water/Wastewater.
- Continue use of Corporate service request and work order management system.
 - Cartegraph integration with the Water/Wastewater group is required through the County
- Continue use of the corporate leased ownership, maintenance, and management program for the light duty fleet.

Opportunities

- Evaluate and leverage manhole condition assessment undertaking.
- Improvement of departmental communications to community and development industry creates positive outcomes and transparency.
- Strategic organization of personnel and ongoing training reduces liability, provides consistency and 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.
- Enhance T:GO transit system with the addition of bus shelters

2025 Departmental Goals

- Continue upper tier Inter-Community Transit Service funding discussion
- Rehabilitate/Replace infrastructure identified as high risk priority in the Asset Management Plan
- Implement Watermain Directional Flushing Program
- Implement Sanitary Sewer De-rooting program
- Continue annual Traffic Count Program
- Pursue available Provincial and Federal capital funding opportunities
- Implement Kinsmen Pedestrian Bridge Tender
- Continue By-annual Bridge and Culvert inspection program
- Central Area Design Study
- By-Law & Policy Review
- Frame and Stormwater Master Plan

Future Departmental Directions:

2026

- 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 Sanitary Sewer De-rooting program
- Continue Annual Traffic Count Program
- Pursue available Provincial and Federal capital funding opportunities
- Review Building & Planning digital service delivery
- Affordable housing collaboration with Oxford County
- Develop and Implement Stormwater Master Plan
- By-Law Review

Future Departmental Directions:

2027

- 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
- Pursue available Provincial and Federal capital funding opportunities.
- Enhance Culvert and Bridge Replacement Program
- By-Law Review

Town Of Tillsonburg 2025 Business Plan

Building, Planning & By-law

November 18, 2024



2025 Business Objectives

Project	Community Strategic Plan	Lead Accountability	Project Cost	Anticipated Completion
Building Code Amendments – Notify/educate designers, contractors and general public	<p>Goal – Tillsonburg will strive for excellence and accountability in government, providing effective and efficient services, information and opportunities to shape municipal initiatives.</p> <p>Strategic Direction - Position Tillsonburg as a leader in the municipal sector.</p> <p>Priority Project- N/A</p>	DCBO	\$1,000	Q4
Amanda/CloudPermit Integration (carry-forward)	<p>Goal – Through community and regional partnerships, Tillsonburg will attract and retain a diverse range of businesses, creating employment opportunities for residents and a balanced tax base.</p> <p>Strategic Direction – Continue to streamline and expedite the building approval process.</p> <p>Priority Project- Ongoing - Continued roll-out and resourcing for Cloud based permit application system</p>	CBO	\$7,000	Q3
Host Annual Builder/Developer Information Forum and Backyard Project Permit Night	<p>Goal – Tillsonburg will strive for excellence and accountability in government, providing effective and efficient services, information and opportunities to shape municipal initiatives.</p> <p>Strategic Direction - Position Tillsonburg as a leader in the municipal sector.</p> <p>Priority Project- N/A</p>	DCBO	\$2,500	Q1

2025 Business Objectives

Project	Community Strategic Plan	Lead Accountability	Project Cost	Anticipated Completion
By-Law Implementation/Education – Right of Way By-Law (new), Parks By-Law (new)	<p>Goal – Tillsonburg will strive for excellence and accountability in government, providing effective and efficient services, information and opportunities to shape municipal initiatives.</p> <p>Strategic Direction - Position Tillsonburg as a leader in the municipal sector.</p> <p>Priority Project- N/A</p>	Building & By-Law Enforcement Supervisor	\$3,000	Q2
Increase/expand By-Law Enforcement Staffing/Services and presence via 1 additional FTE & 2 additional PTE officers	<p>Goal – Tillsonburg will strive for excellence and accountability in government, providing effective and efficient services, information and opportunities to shape municipal initiatives.</p> <p>Strategic Direction - Position Tillsonburg as a leader in the municipal sector.</p> <p>Priority Project- N/A</p>	Building & By-Law Enforcement Supervisor	\$ 127,400	Q4
Provide and manage contract security for Tillsonburg Community Centre and surrounding property amenities.	<p>Goal – Tillsonburg will strive for excellence and accountability in government, providing effective and efficient services, information and opportunities to shape municipal initiatives.</p> <p>Strategic Direction - Position Tillsonburg as a leader in the municipal sector.</p> <p>Priority Project- N/A</p>	Building & By-Law Enforcement Supervisor	\$ 60,000	Q4

2025 Business Objectives

Project	Community Strategic Plan	Lead Accountability	Project Cost	Anticipated Completion
Review Site Plan By-Law including policies and guidelines	<p>Goal – Tillsonburg will strive for excellence and accountability in government, providing effective and efficient services, information and opportunities to shape municipal initiatives.</p> <p>Strategic Direction - Position Tillsonburg as a leader in the municipal sector.</p> <p>Priority Project- N/A</p>	CBO	\$0	Q1
Implement Planning Application Web Portal & Digital Service Delivery (carry-forward)	<p>Goal – Through community and regional partnerships, Tillsonburg will attract and retain a diverse range of businesses, creating employment opportunities for residents and a balanced tax base.</p> <p>Strategic Direction – Continue to streamline and expedite the building approval process.</p> <p>Priority Project – Ongoing- Continued roll-out and resourcing for Cloud based permit application system</p>	CBO/County	\$0 (Oxford County Funded)	Q2
Zoning By-Law comprehensive review	<p>Goal – Through community and regional partnerships, Tillsonburg will attract and retain a diverse range of businesses, creating employment opportunities for residents and a balanced tax base.</p> <p>Strategic Direction – Continue to streamline and expedite the building approval process.</p> <p>Priority Project- N/A</p>	County Planner	\$5,000	Q4

2025 Business Objectives

Project	Community Strategic Plan	Lead Accountability	Project Cost	Anticipated Completion
Central Area Design Study – Review Façade Improvement Program and review Public Realm options	<p>Goal – The Town of Tillsonburg will accommodate and support sustainable growth.</p> <p>Strategic Direction – Promote, preserve and enhance the downtown core as the retail centre and community hub for Tillsonburg.</p> <p>Priority Project- N/A</p>	Development Tech./BIA	Funded from Economic Devm't	Q4
Develop Additional Residential Unit (ARU) user guide(s) related to Bill 23, More Homes Built Faster Act & provide stakeholder education	<p>Goal – Within the community, Tillsonburg will strive to offer residents the amenities, services and attractions they require to enjoy balanced lifestyles.</p> <p>Strategic Direction –Work with Oxford County and community partners to ensure an adequate supply of affordable, attainable housing options.</p> <p>Priority Project- Immediate - Affordable housing collaboration with Oxford County</p> <p>Goal – The Town of Tillsonburg will accommodate and support sustainable growth.</p> <p>Strategic Direction –Work with Oxford County and the development community to proactively plan for a variety of housing options that are affordable and attainable for current and prospective residents.</p> <p>Priority Project- Immediate - Attainable housing plan</p>	CBO	\$2,000	Q1

Risks

- Bill 23's legacy and ongoing legislative changes to the Ontario Building Code cause frustration for contractors, developers and owners which require additional staff time/resources to educate.
- Ensure all staff maintain/upgrade their provincial qualifications as required by the Ministry of Municipal Affairs & Housing.
- Lack of a planning web portal/digital service may cause delays and developer frustrations.
- Increase in By-Law inquiries/complaint volumes and complexity of local issues result in longer response times causing frustrations and reduced customer service.

Opportunities

- Improvement of departmental communications to the community and development industry creates positive outcomes and transparency.
- Strategic organization of personnel and ongoing training reduces liability, provides consistency and business continuity.
- Implementation of a planning application web portal and digital review process will provide multiple efficiencies for the development community and streamline development approvals.
- Ongoing review of Central Area Design Study will provide a framework for future opportunity and development of the downtown BIA area.
- Increase in By-Law Officer staffing and presence will provide pro-active enforcement, deter mischief and improve customer service.

Future Departmental Directions: 3 year outlook

2026

- Review Building & By-Law Internal Policies
- Complete Building Permit Fee Study
- Review Central Area Design Study
- By-Law Reviews

Future Departmental Directions: 3 year outlook

2027

- Implement new Central Area Design Study & associated programs
- By-Law Reviews

Future Departmental Directions: 3 year outlook

2028

- Central Area Design Study
- By-Law Reviews



2026 Financial Plan
Operating Plan - Cost Code Summary
Fleet

	2024	2025			Note
	Total	Total	Budget	%	Reference
	Budget	Budget	Variance	Variance	
Revenues					
User Charges	1,757,850	1,942,323	184,473	(10.49%)	1
Total Revenues	1,757,850	1,942,323	184,473	(10.49%)	
Expenditures					
Labour	245,347	274,600	29,253	11.92%	2
Purchases	892,643	986,362	93,719	10.50%	3
Contracted Services	24,588	7,877	(16,711)	(67.96%)	4
Contribution to Reserves	67,600		(67,600)	(100.00%)	5
Interfunctional Adjustments	11,500	39,273	27,773	241.50%	6
Debt Principal & Interest	516,519	659,788	143,269	27.74%	7
Total Expenditures	1,758,197	1,967,900	209,703	11.93%	
Total Net Levy	(347)	(25,577)	(25,230)	(7,270.89%)	
Notes:					
	1	Increased Fleet Charges			
	2	Payroll costs, Benefits, COLA			
	3	Equipment Supplies & Repairs, Insurance and Lease Payments Expenses			
	4	Subcontractor Expense decrease			
	5	Contribution to the Fleet Reserve			
	6	IT Charges			
	7	New Debt Principle and Interest			



2025 Financial Plan
Operating Plan - Cost Code Summary
Fleet

	2024	2025			2026		2027		2028	
	Total	Total	Budget	%		%		%		%
	Budget	Budget	Variance	Variance	Budget	Variance	Budget	Variance	Budget	Variance
Revenues										
User Charges	1,757,850	1,942,323	184,473	(10.49%)	2,118,175	(9.05%)	2,293,451	(8.27%)	2,544,156	(10.93%)
Total Revenues	1,757,850	1,942,323	184,473	(10.49%)	2,118,175	(9.05%)	2,293,451	(8.27%)	2,544,156	(10.93%)
Expenditures										
Labour	245,347	274,600	29,253	11.92%	281,685	2.58%	288,983	2.59%	296,500	2.60%
Purchases	892,643	986,362	93,719	10.50%	993,575	0.73%	1,011,566	1.81%	1,011,674	0.01%
Contracted Services	24,588	7,877	(16,711)	(67.96%)	8,085	2.64%	8,256	2.12%	8,256	
Contribution to Reserves	67,600		(67,600)	(100.00%)	219,098	#DIV/0!	450,990	105.84%	696,006	54.33%
Interfunctional Adjustments	11,500	39,273	27,773	241.50%	42,622	8.53%	46,342	8.73%	49,634	7.10%
Debt Principal & Interest	516,519	659,788	143,269	27.74%	601,321	(8.86%)	518,488	(13.78%)	516,552	(0.37%)
Total Expenditures	1,758,197	1,967,900	209,703	11.93%	2,146,386	9.07%	2,324,625	8.30%	2,578,622	10.93%
Total Net Levy	(347)	(25,577)	(25,230)	(7,270.89%)	(28,211)	(10.30%)	(31,174)	(10.50%)	(34,466)	(10.56%)



2026 Financial Plan
Operating Plan - Cost Code Summary
OPS Admin

	2024	2025			Note
	Total	Total	Budget	%	Reference
	Budget	Budget	Variance	Variance	
Revenues					
Grants	103,500		(103,500)	100.00%	1
Contribution from Reserves	141,500		(141,500)	100.00%	1
Total Revenues	245,000		(245,000)	100.00%	
Expenditures					
Labour	294,810	313,500	18,690	6.34%	2
Purchases	257,087	12,522	(244,565)	(95.13%)	3
Interfunctional Adjustments	(65,756)	(68,409)	(2,653)	4.03%	
Total Expenditures	486,141	257,613	(228,528)	(47.01%)	
Total Net Levy	(241,141)	(257,613)	(16,472)	(6.83%)	
Notes:					
	1 DC Reserves - One-time Funding - Transportation Master Plan				
	2 Payroll costs, Benefits, COLA				
	3 One-time Expenses - Transportation Master Plan				



2025 Financial Plan
Operating Plan - Cost Code Summary
OPS Admin

	2024	2025			2026		2027		2028	
	Total	Total	Budget	%		%		%		%
	Budget	Budget	Variance	Variance	Budget	Variance	Budget	Variance	Budget	Variance
Revenues										
Grants	103,500		(103,500)	100.00%						
Contribution from Reserves	141,500		(141,500)	100.00%						
Total Revenues	245,000		(245,000)	100.00%						
Expenditures										
Labour	294,810	313,500	18,690	6.34%	322,520	2.88%	331,810	2.88%	341,379	2.88%
Purchases	257,087	12,522	(244,565)	(95.13%)	12,836	2.51%	13,094	2.01%	13,094	
Interfunctional Adjustments	(65,756)	(68,409)	(2,653)	4.03%	(70,048)	2.40%	(71,706)	2.37%	(74,532)	3.94%
Total Expenditures	486,141	257,613	(228,528)	(47.01%)	265,308	2.99%	273,198	2.97%	279,941	2.47%
Total Net Levy	(241,141)	(257,613)	(16,472)	(6.83%)	(265,308)	(2.99%)	(273,198)	(2.97%)	(279,941)	(2.47%)



2025 Financial Plan
Operating Plan - Cost Code Summary
Engineering

	2024	2025			Note
	Total	Total	Budget	%	Reference
	Budget	Budget	Variance	Variance	
Revenues					
User Charges	153,400	199,500	46,100	(30.05%)	1
Contribution from Reserves		140,000	140,000		2
Total Revenues	153,400	339,500	186,100	(121.32%)	
Expenditures					
Labour	626,881	649,800	22,919	3.66%	3
Purchases	62,653	206,420	143,767	229.47%	4
Contracted Services		32,925	32,925		5
Contribution to Reserves					
Interfunctional Adjustments	(6,020)	32,281	38,301	(636.23%)	6
Total Expenditures	683,514	921,426	237,912	34.81%	
Total Net Levy	(530,114)	(581,926)	(51,812)	(9.77%)	
Notes:					
	1 Increased to Reviewing Fees				
	2 To fund One-time Expenses				
	3 Payroll costs, Benefits, COLA & Staff Allocations				
	4 One-time Expenses - OSIM Inspections & Roads Needs Study				
	5 Consulting Costs				
	6 Fleet and IT Charges				



2025 Financial Plan
Operating Plan - Cost Code Summary
Engineering

	2024	2025			2026		2027		2028	
	Total	Total	Budget	%		%		%		%
	Budget	Budget	Variance	Variance	Budget	Variance	Budget	Variance	Budget	Variance
Revenues										
User Charges	153,400	199,500	46,100	(30.05%)	199,500		199,500		199,500	
Contribution from Reserves		140,000	140,000	#DIV/0!		100.00%	70,000	#DIV/0!		100.00%
Total Revenues	153,400	339,500	186,100	(121.32%)	199,500	41.24%	269,500	(35.09%)	199,500	25.97%
Expenditures										
Labour	626,881	649,800	22,919	3.66%	668,331	2.85%	687,418	2.86%	707,077	2.86%
Purchases	62,653	206,420	143,767	229.47%	67,748	(67.18%)	139,225	105.50%	70,970	(49.02%)
Contracted Services		32,925	32,925	#DIV/0!	32,925		32,925		32,925	
Contribution to Reserves				#DIV/0!	35,000	#DIV/0!	35,000		70,000	100.00%
Interfunctional Adjustments	(6,020)	32,281	38,301	(636.23%)	39,415	22.10%	47,475	20.45%	53,431	12.55%
Total Expenditures	683,514	921,426	237,912	34.81%	843,419	(8.47%)	942,043	11.69%	934,403	(0.81%)
Total Net Levy	(530,114)	(581,926)	(51,812)	(9.77%)	(643,919)	(10.65%)	(672,543)	(4.45%)	(734,903)	(9.27%)



2025 Financial Plan
Operating Plan - Cost Code Summary
Public Works

	2024	2025			Note
	Total	Total	Budget	%	Reference
	Budget	Budget	Variance	Variance	
Revenues					
Grants	135,200	125,000	(10,200)	7.54%	1
Total Revenues	135,200	125,000	(10,200)	7.54%	
Expenditures					
Labour	1,240,886	1,572,423	331,537	26.72%	2
Purchases	825,457	851,796	26,339	3.19%	3
Contracted Services	328,246	357,463	29,217	8.90%	4
Interfunctional Adjustments	568,224	631,889	63,665	11.20%	5
Debt Principal & Interest	486,782	546,003	59,221	12.17%	6
Total Expenditures	3,449,595	3,959,574	509,979	14.78%	
Total Net Levy	(3,314,395)	(3,834,574)	(520,179)	(15.69%)	
Notes:					
	1 County Funding - Urban Roads Agreement				
	2 Payroll costs, Benefits, COLA plus new FTE's				
	3 Supplies & Heat, Light & Water				
	4 Subcontractor Expenses				
	5 Fleet Charges				
	6 New Debt Principle & Interest				



2025 Financial Plan
Operating Plan - Cost Code Summary
Public Works

	2024	2025			2026		2027		2028	
	Total	Total	Budget	%		%		%		%
	Budget	Budget	Variance	Variance	Budget	Variance	Budget	Variance	Budget	Variance
Revenues										
Grants	135,200	125,000	(10,200)	7.54%	125,000		125,000		125,000	
Total Revenues	135,200	125,000	(10,200)	7.54%	125,000		125,000		125,000	
Expenditures										
Labour	1,240,886	1,572,423	331,537	26.72%	1,615,113	2.71%	1,658,593	2.69%	1,701,419	2.58%
Purchases	825,457	851,796	26,339	3.19%	885,955	4.01%	918,974	3.73%	918,974	
Contracted Services	328,246	357,463	29,217	8.90%	367,104	2.70%	375,085	2.17%	375,555	0.13%
Interfunctional Adjustments	568,224	631,889	63,665	11.20%	695,670	10.09%	762,539	9.61%	831,733	9.07%
Debt Principal & Interest	486,782	546,003	59,221	12.17%	531,872	(2.59%)	496,407	(6.67%)	494,896	(0.30%)
Total Expenditures	3,449,595	3,959,574	509,979	14.78%	4,095,714	3.44%	4,211,598	2.83%	4,322,577	2.64%
Total Net Levy	(3,314,395)	(3,834,574)	(520,179)	(15.69%)	(3,970,714)	(3.55%)	(4,086,598)	(2.92%)	(4,197,577)	(2.72%)



2025 Financial Plan
Operating Plan - Cost Code Summary
Parking

	2024	2025			Note
	Total	Total	Budget	%	Reference
	Budget	Budget	Variance	Variance	
Revenues					
Levy, PILS	162,897	182,897	20,000	(12.28%)	1
Total Revenues	162,897	182,897	20,000	(12.28%)	
Expenditures					
Labour	34,356	35,461	1,105	3.22%	
Purchases	15,539	15,633	94	0.60%	
Contracted Services	50,000	50,000			
Contribution to Reserves	1,570	742	(828)	(52.74%)	
Interfunctional Adjustments	49,270	69,270	20,000	40.59%	2
Debt Principal & Interest	12,162	11,791	(371)	(3.05%)	
Total Expenditures	162,897	182,897	20,000	12.28%	
Total Net Levy					
Notes:					
	1 Increased Downtown Parking Lot Levy				
	2 Fleet Charges				



2025 Financial Plan
Operating Plan - Cost Code Summary
Parking

	2024	2025			2026		2027		2028	
	Total	Total	Budget	%		%		%		%
	Budget	Budget	Variance	Variance	Budget	Variance	Budget	Variance	Budget	Variance
Revenues										
Levy, PILS	162,897	182,897	20,000	(12.28%)	202,897	(10.94%)	230,253	(13.48%)	265,981	(15.52%)
Total Revenues	162,897	182,897	20,000	(12.28%)	202,897	(10.94%)	230,253	(13.48%)	265,981	(15.52%)
Expenditures										
Labour	34,356	35,461	1,105	3.22%	36,599	3.21%	37,771	3.20%	37,771	
Purchases	15,539	15,633	94	0.60%	15,711	0.50%	15,792	0.52%	15,792	
Contracted Services	50,000	50,000			50,000		50,000		50,000	
Contribution to Reserves	1,570	742	(828)	(52.74%)	(159)	(121.43%)	(1,084)	581.76%		-100
Interfunctional Adjustments	49,270	69,270	20,000	40.59%	89,270	28.87%	116,626	30.64%	150,354	28.92%
Debt Principal & Interest	12,162	11,791	(371)	(3.05%)	11,476	(2.67%)	11,148	(2.86%)	11,148	
Total Expenditures	162,897	182,897	20,000	12.28%	202,897	10.94%	230,253	13.48%	263,981	14.65%
Total Net Levy										



**2025 Financial Plan
Operating Plan - Cost Code Summary
Airport**

	2024	2025			Note
	Total	Total	Budget	%	Reference
	Budget	Budget	Variance	Variance	
Revenues					
Grants					
User Charges	573,600	868,800	295,200	(51.46%)	1
Other Revenue	8,400	8,400			
Total Revenues	582,000	877,200	295,200	(50.72%)	
Expenditures					
Purchases	264,812	571,823	307,011	115.94%	2
Contracted Services	257,100	270,100	13,000	5.06%	3
Interfunctional Adjustments	39,600	19,465	(20,135)	(50.85%)	4
Debt Principal & Interest	4,955	4,750	(205)	(4.14%)	
Total Expenditures	566,467	866,138	299,671	52.90%	
Total Net Levy	15,533	11,062	(4,471)	28.78%	
Notes:					
	1	Rent and Fuel Sales Increases			
	2	Fuel Purchases			
	3	Aviation Legal costs			
	4	Fleet Charges			



2025 Financial Plan
Operating Plan - Cost Code Summary
Airport

	2024	2025			2026		2027		2028	
	Total	Total	Budget	%		%		%		%
	Budget	Budget	Variance	Variance	Budget	Variance	Budget	Variance	Budget	Variance
Revenues										
Grants										#DIV/0!
User Charges	573,600	868,800	295,200	(51.46%)	868,800		868,800		868,800	
Other Revenue	8,400	8,400			8,400		8,400		8,400	
Total Revenues	582,000	877,200	295,200	(50.72%)	877,200		877,200		877,200	
Expenditures										
Purchases	264,812	571,823	307,011	115.94%	573,172	0.24%	574,551	0.24%	575,625	0.19%
Contracted Services	257,100	270,100	13,000	5.06%	270,100		270,100		270,100	
Interfunctional Adjustments	39,600	19,465	(20,135)	(50.85%)	20,773	6.72%	22,198	6.86%	22,948	3.38%
Debt Principal & Interest	4,955	4,750	(205)	(4.14%)	4,552	(4.17%)	4,351	(4.42%)	4,351	
Total Expenditures	566,467	866,138	299,671	52.90%	868,597	0.28%	871,200	0.30%	873,024	0.21%
Total Net Levy	15,533	11,062	(4,471)	28.78%	8,603	22.23%	6,000	30.26%	4,176	30.40%



**2025 Financial Plan
Operating Plan - Cost Code Summary
Waste Management**

	2024	2025			Note
	Total	Total	Budget	%	Reference
	Budget	Budget	Variance	Variance	
Revenues					
Grants	308,950	202,531	(106,419)	34.45%	1
User Charges	129,400	148,400	19,000	(14.68%)	2
Total Revenues	438,350	350,931	(87,419)	19.94%	
Expenditures					
Labour	89,130	95,708	6,578	7.38%	
Purchases	131,792	70,816	(60,976)	(46.27%)	3
Contracted Services	107,000	107,000			
Interfunctional Adjustments	144,175	145,783	1,608	1.12%	
Total Expenditures	472,097	419,307	(52,790)	(11.18%)	
Total Net Levy	(33,747)	(68,376)	(34,629)	(102.61%)	
Notes:					
	1 Revenue from Oxford County				
	2 Tipping Fees increase & Bag Tags sales decrease				
	3 Reduction of Bag Tag Purchases				



2025 Financial Plan
Operating Plan - Cost Code Summary
Waste Management

	2024	2025			2026		2027		2028	
	Total	Total	Budget	%		%		%		%
	Budget	Budget	Variance	Variance	Budget	Variance	Budget	Variance	Budget	Variance
Revenues										
Grants	308,950	202,531	(106,419)	34.45%	202,531		202,531		202,531	
User Charges	129,400	148,400	19,000	(14.68%)	148,400		148,400		148,400	
Total Revenues	438,350	350,931	(87,419)	19.94%	350,931		350,931		350,931	
Expenditures										
Labour	89,130	95,708	6,578	7.38%	98,363	2.77%	101,098	2.78%	101,098	
Purchases	131,792	70,816	(60,976)	(46.27%)	70,836	0.03%	70,857	0.03%	70,857	
Contracted Services	107,000	107,000			107,000		107,000		107,000	
Interfunctional Adjustments	144,175	145,783	1,608	1.12%	146,865	0.74%	147,980	0.76%	148,744	0.52%
Total Expenditures	472,097	419,307	(52,790)	(11.18%)	423,064	0.90%	426,935	0.91%	427,699	0.18%
Total Net Levy	(33,747)	(68,376)	(34,629)	(102.61%)	(72,133)	(5.49%)	(76,004)	(5.37%)	(76,768)	(1.01%)



2025 Financial Plan
Operating Plan - Cost Code Summary
Transit Services

	2024	2025			Note
	Total	Total	Budget	%	Reference
	Budget	Budget	Variance	Variance	
Revenues					
Grants	624,402	369,202	(255,200)	40.87%	1
User Charges	49,400	38,800	(10,600)	21.46%	2
Total Revenues	673,802	408,002	(265,800)	39.45%	
Expenditures					
Labour	114,233	109,500	(4,733)	(4.14%)	3
Purchases	24,872	33,256	8,384	33.71%	4
Contracted Services	668,000	370,600	(297,400)	(44.52%)	5
Interfunctional Adjustments	(44,100)	(44,350)	(250)	0.57%	
Total Expenditures	763,005	469,006	(293,999)	(38.53%)	
Total Net Levy	(89,203)	(61,004)	28,199	31.61%	
Notes:					
Inter-Community bus Routes only budget for Q1 - Grant funding status is unknow past March 31 2025					
	1	Decreased Grant Funding			
	2	Bus Fares Revenue decreased			
	3	Correction to FT labour			
	4	Supplies Expense increase			
	5	Decreased in Contract			



2025 Financial Plan
Operating Plan - Cost Code Summary
Transit Services

	2024	2025			2026		2027		2028	
	Total	Total	Budget	%		%		%		%
	Budget	Budget	Variance	Variance	Budget	Variance	Budget	Variance	Budget	Variance
Revenues										
Grants	624,402	369,202	(255,200)	40.87%	133,600	63.81%	133,600		133,600	
User Charges	49,400	38,800	(10,600)	21.46%	31,000	20.10%	32,000	(3.23%)	32,000	
Total Revenues	673,802	408,002	(265,800)	39.45%	164,600	59.66%	165,600	(0.61%)	165,600	
Expenditures										
Labour	114,233	109,500	(4,733)	(4.14%)	110,359	0.78%	111,244	0.80%	111,244	
Purchases	24,872	33,256	8,384	33.71%	5,587	(83.20%)	5,717	2.33%	5,717	
Contracted Services	668,000	370,600	(297,400)	(44.52%)	247,600	(33.19%)	253,539	2.40%	253,539	
Interfunctional Adjustments	(44,100)	(44,350)	(250)	0.57%	(45,711)	3.07%	(47,113)	3.07%	(48,559)	3.07%
Total Expenditures	763,005	469,006	(293,999)	(38.53%)	317,835	(32.23%)	323,387	1.75%	321,941	(0.45%)
Total Net Levy	(89,203)	(61,004)	28,199	31.61%	(153,235)	(151.19%)	(157,787)	(2.97%)	(156,341)	0.92%



2025 Financial Plan
Operating Plan - Cost Code Summary
Protection

	2024	2025			Note
	Total	Total	Budget	%	Reference
	Budget	Budget	Variance	Variance	
Revenues					
User Charges	59,500	64,500	5,000	(8.40%)	1
Total Revenues	59,500	64,500	5,000	(8.40%)	
Expenditures					
Labour	460,306	487,217	26,911	5.85%	2
Purchases	45,553	36,610	(8,943)	(19.63%)	
Contracted Services	20,108	24,223	4,115	20.46%	
Interfunctional Adjustments	38,214	74,957	36,743	96.15%	3
Total Expenditures	564,181	623,007	58,826	10.43%	
Total Net Levy	(504,681)	(558,507)	(53,826)	(10.67%)	
Notes:					
	1	Increased Fines Revenue			
	2	Payroll costs, Benefits & COLA			
	3	Fleet Charges			



2026 Financial Plan
Operating Plan - Cost Code Summary
Protection

	2024	2025			2026		2027		2028	
	Total	Total	Budget	%		%		%		%
	Budget	Budget	Variance	Variance	Budget	Variance	Budget	Variance	Budget	Variance
Revenues										
User Charges	59,500	64,500	5,000	(8.40%)	64,500		64,500		64,500	
Total Revenues	59,500	64,500	5,000	(8.40%)	64,500		64,500		64,500	
Expenditures										
Labour	460,306	487,217	26,911	5.85%	498,173	2.25%	519,458	4.27%	531,081	2.24%
Purchases	45,553	36,610	(8,943)	(19.63%)	37,360	2.05%	38,077	1.92%	38,388	0.82%
Contracted Services	20,108	24,223	4,115	20.46%	35,679	47.29%	29,613	(17.00%)	30,945	4.50%
Interfunctional Adjustments	38,214	74,957	36,743	96.15%	80,249	7.06%	86,096	7.29%	92,509	7.45%
Total Expenditures	564,181	623,007	58,826	10.43%	651,461	4.57%	673,244	3.34%	692,923	2.92%
Total Net Levy	(504,681)	(558,507)	(53,826)	(10.67%)	(586,961)	(5.09%)	(608,744)	(3.71%)	(628,423)	(3.23%)



**2025 Financial Plan
Operating Plan - Cost Code Summary
Building**

	2024	2025			Note
	Total	Total	Budget	%	Reference
	Budget	Budget	Variance	Variance	
Revenues					
User Charges	751,500	1,156,800	405,300	(53.93%)	1
Contribution from Reserves	298,807	-	(298,807)	100.00%	2
Total Revenues	1,050,307	1,156,800	106,493	(10.14%)	
Expenditures					
Labour	743,190	769,625	26,435	3.56%	3
Purchases	92,061	102,310	10,249	11.13%	4
Contracted Services	94,512	100,273	5,761	6.10%	5
Contribution to Reserves		54,782	54,782		6
Interfunctional Adjustments	120,544	129,810	9,266	7.69%	7
Total Expenditures	1,050,307	1,156,800	106,493	10.14%	
Total Net Levy					
Notes:					
	1	Revenue from Permits increased			
	2	Building Dept. Reserve			
	3	Payroll costs, Benefits & COLA			
	4	Special Projects - File Scanning Project			
	5	Water/Sewer Inspections			
	6	Surplus contributed into the Building Dept. Reserve			
	7	Staff allocations and IT charge allocations Increase; Fleet Charges decreased			



2026 Financial Plan
Operating Plan - Cost Code Summary
Building

	2024	2025			2026		2027		2028	
	Total	Total	Budget	%		%		%		%
	Budget	Budget	Variance	Variance	Budget	Variance	Budget	Variance	Budget	Variance
Revenues										
User Charges	751,500	1,156,800	405,300	(53.93%)	1,207,670	(4.40%)	1,258,820	(4.24%)	1,259,656	(0.07%)
Contribution from Reserves	298,807	183	(298,624)	99.94%	183		183		183	
Total Revenues	1,050,307	1,156,983	106,676	(10.16%)	1,207,853	(4.40%)	1,259,003	(4.23%)	1,259,839	(0.07%)
Expenditures										
Labour	743,190	769,625	26,435	3.56%	793,863	3.15%	818,829	3.14%	844,544	3.14%
Purchases	92,061	102,310	10,249	11.13%	96,059	(6.11%)	99,556	3.64%	103,025	3.48%
Contracted Services	94,512	100,273	5,761	6.10%	106,356	6.07%	108,071	1.61%	109,624	1.44%
Contribution to Reserves		54,965	54,965	#DIV/0!	75,267	36.94%	89,244	18.57%	53,896	(39.61%)
Interfunctional Adjustments	120,544	129,810	9,266	7.69%	136,308	5.01%	143,303	5.13%	148,750	3.80%
Total Expenditures	1,050,307	1,156,983	106,676	10.16%	1,207,853	4.40%	1,259,003	4.23%	1,259,839	0.07%
Total Net Levy										

AIRPORT Capital

INDEX	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
RESERVES										
Opening Balance:	45,628	1,284,892	702,967	167,172	2,611	(405,322)	(1,277,298)	(1,381,684)	(2,060,368)	(2,759,561)
Funding Sources:										
Contributions from Capital Levy	0	0	0	0	0	0	0	0	0	0
Grants and Subsidies - Federal										
Grants and Subsidies - Municipal										
Sale of land	1,461,000									
Transfer from Other Reserve										
Total Funding Available for Projects	1,506,628	1,284,892	702,967	167,172	2,611	(405,322)	(1,277,298)	(1,381,684)	(2,060,368)	(2,759,561)
CAPITAL PROJECT COMMITMENTS:										
Tillsonburg Airport EcDev Expansion and Job Creation										
Extending Taxiway Charlie to runway		350,000								
Terminal Expansion			500,000							
Extension of Taxiway southward				150,000						
Extending Delta to G3 Taxiway					360,000					
Construction of G4 Taxiway						750,000				
Extending of G3 Taxiway to Delta Runway							75,000			
Widen G1 Taxiway								550,000		
Main ramp									560,000	
Driveway to Terminal										600,000
Papi Light(s) Installation		160,000								
Café Improvments		50,000								
** All above projects are dependant on sale of land										
Inflation Adjustment	0	34,272	41,200	15,615	45,432	111,525	12,870	107,305	109,256	117,060
Total Commitments To Capital Projects	0	594,272	541,200	165,615	405,432	861,525	87,870	657,305	669,256	717,060
TRANSFERS OUT:										
Transfers to Operating budget										
Transfer to Tax Rate Stabilization Reserve	230,000									
Total Expenditures Against Reserves	230,000	594,272	541,200	165,615	405,432	861,525	87,870	657,305	669,256	717,060
Closing Balance Before Interest	1,276,628	690,620	161,767	1,557	(402,821)	(1,266,847)	(1,365,168)	(2,038,989)	(2,729,624)	(3,476,621)
Interest Income	8,264	12,347	5,405	1,055	(2,501)	(10,451)	(16,515)	(21,379)	(29,937)	(38,976)
Closing Reserve Balance	1,284,892	702,967	167,172	2,611	(405,322)	(1,277,298)	(1,381,684)	(2,060,368)	(2,759,561)	(3,515,597)

FLEET Capital

INDEX		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	Opening Balance:	495,042	228,218	(176,699)	202,042	245,496	1,001,523	1,416,493	2,009,761	683,155	299,323
TRANSFERS IN:											
	Contributions from Fleet Operating	-	219,098	450,990	696,006	996,750	996,750	996,750	996,750	996,750	996,750
	Contributions from Capital Levy	-	-	-	-	-	-	-	-	-	-
	Debtenture Funding										
	Contribution from Development Charges Reserve	30,400	549,670	172,216						1,456,578	
	Sale of Fleet - Proceeds										
	Total Funding Available for Projects	525,442	996,986	446,507	898,048	1,242,246	1,998,273	2,413,243	3,006,511	3,136,483	1,296,073
CAPITAL PROJECT COMMITMENTS:											
	LIGHT DUTY										
	MEDIUM DUTY							338,775			150,000
	HEAVY DUTY		432,000								
	FIRE TRUCKS								1,858,064		
	HYDRO TRUCKS				593,544						
	OFF-ROAD Ice Resurfacer	250,000				220,625	417,490		100,000		250,000
	ATTACHMENTS										2,000
	TRAILERS						55,665	23,774			
	GENERATORS						46,388				
	SMALL EQUIPMENT										
NEW PROJECTS - FROM GROWTH											
	HEAVY DUTY Heavy Duty Fleet		463,500								
	FIRE TRUCKS Full Size Rescue Unit									1,500,000	
	OFF-ROAD Sidewalk Plow (1)			226,000							
	OFF-ROAD Backhoe									231,800	
	OFF-ROAD Loader									363,100	
	OFF-ROAD ATV	40,000									
	OFF-ROAD Ice Resurfacer-3rd Ice Pad									225,000	
	OFF-ROAD Lawn Tractor		25,800								
	OFF-ROAD Mini Excavator		133,900								
	TRAILERS Single Axle Enclosed Trailer		15,000								
	LIGHT DUTY Pickup Truck									59,200	
	SMALL EQUIPMENT Scissor Lift		36,100								
	Inflation Adjustment	11,716	67,706	18,622	61,788	27,843	77,256	62,213	382,018	464,162	78,430
	Total Commitments To Capital Projects	301,716	1,174,006	244,622	655,332	248,468	596,799	424,762	2,340,082	2,843,262	480,430
TRANSFERS OUT:											
	Transfers to Operating budget										
	Total Expenditures Against Reserves	301,716	1,174,006	244,622	655,332	248,468	596,799	424,762	2,340,082	2,843,262	480,430
	Closing Balance Before Interest	223,726	(177,019)	201,884	242,716	993,778	1,401,474	1,988,480	666,429	293,221	815,643
	Interest Income	4,492	320	157	2,780	7,745	15,019	21,281	16,726	6,102	6,969
	Closing Reserve Balance	228,218	(176,699)	202,042	245,496	1,001,523	1,416,493	2,009,761	683,155	299,323	822,612

Town of Tillsonburg
10 Year Continuity Schedule
2024 - 2033

BRIDGES & Culverts

INDEX		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
RESERVES											
Opening Balance:		727,884	4,549	(1,780,078)	(4,481,762)	(6,283,098)	(6,890,654)	(6,191,051)	(5,093,379)	(3,924,001)	(2,682,022)
TRANSFERS IN:											
Contributions from Capital Levy		900,980	807,515	954,840	1,005,545	1,057,897	1,111,951	1,167,762	1,225,386	1,283,010	1,343,345
Debenture Funding -approved request			0								
Debenture Funding - new request		2,056,315									
Grants and Subsidies - Federal											
Grants and Subsidies - Provincial											
Grants and Subsidies - Municipal											
Contribution from Development Charges Reserve		1,004,821									
Total Funding Available for Projects		4,690,000	812,064	(825,237)	(3,476,217)	(5,225,201)	(5,778,703)	(5,023,289)	(3,867,993)	(2,640,991)	(1,338,677)
CAPITAL PROJECT COMMITMENTS:											
BRIDGES	Kinsmen Ped Bridge	4,690,000									
BRIDGES	Kinsmen Ped Bridge Decomissioning <i>If Required</i>		1,509,259								
BRIDGES	Hawkins Ped Bridge		300,000								
BRIDGES	Concession St W Bridge					182,000					
BRIDGES	Simcoe St Bridge			44,000							
CULVERTS	Lisgar Ave Culvert outlet at brock st e				968,000						
CULVERTS	Lake Lisgar Outlet culvert			295,000							
CULVERTS	Baldwin St. Culvert at participark Trail					578,000					
CULVERTS	Victoria St. Driveway access culvert				72,000						
CULVERTS	Newell Road Culvert			1,682,000							
CULVERTS	Bladwin St. Culvert at Whispering Pine					466,800					
CULVERTS	Broadway & Christie St Culvert				994,000						
CULVERTS	Lisgar Ave North Culvert					265,500					
CULVERTS	Lisgar Ave Culvert		623,000								
RETAINING WALLS	Newell Road East RW			681,000							
RETAINING WALLS	Newell Road West RW			707,000							
RETAINING WALLS	Broadway St @ Bloomer						312,000				
RETAINING WALLS	QTL				548,000						
Inflation Adjustment			148,854	208,631	158,018	91,329	19,094	0	0	0	0
Total Commitments To Capital Projects		4,690,000	2,581,113	3,617,631	2,740,018	1,583,629	331,094	0	0	0	0
TRANSFERS OUT:											
Transfers to Operating budget											
Total Expenditures Against Reserves		4,690,000	2,581,113	3,617,631	2,740,018	1,583,629	331,094	0	0	0	0
Closing Balance Before Interest		0	(1,769,049)	(4,442,868)	(6,216,235)	(6,808,830)	(6,109,798)	(5,023,289)	(3,867,993)	(2,640,991)	(1,338,677)
Interest Income		4,549	(11,028)	(38,893)	(66,862)	(81,825)	(81,253)	(70,090)	(56,009)	(41,031)	(25,129)
Closing Reserve Balance		4,549	(1,780,078)	(4,481,762)	(6,283,098)	(6,890,654)	(6,191,051)	(5,093,379)	(3,924,001)	(2,682,022)	(1,363,807)

ROADS Capital

INDEX		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	Opening Balance:	240,000	470,388	1,407,550	815,260	706,629	(92,782)	567,747	52,849	(502,597)	(777,101)
	TRANSFERS IN:										
	Contributions from Capital Levy	160,000	170,040	201,062	211,739	222,763	234,145	245,897	258,032	270,166	282,870
	Grants and Subsidies - Federal Gas Tax	591,042	591,042	614,683	614,683	614,683	614,683	614,683	614,683	614,683	614,683
	Grants and Subsidies - Provincial - OCIF	442,956	465,104	488,359	512,777	538,416	565,337	593,603	623,284	654,448	687,170
	Grants and Subsidies - Municipal				-		-				
	Debenture Funding										
	Contribution from Development Charges Reserve	1,374,658	104,000	104,000	104,000	104,000	104,000	778,545	104,000	210,112	104,000
	Total Funding Available for Projects	2,808,656	1,800,573	2,815,654	2,258,459	2,186,491	1,425,383	2,800,476	1,652,847	1,246,812	911,622
	CAPITAL PROJECT COMMITMENTS:										
ROADS	Fox Alley Reconstruction					554,000					
ROADS	Charlotte and Clarence Construction			1,468,426							
ROADS	Cranberry Line Reconstruction - DCs	1,867,536									
ROADS	Woodcock and Pheasant Construction				1,038,220						
ROADS	Ball St Reconstruction					1,100,056					
ROADS	Ontario St Reconstruction							464,415		135,240	
ROADS	Thomas Ave Reconstruction						378,600	110,250			
ROADS	Coon Alley Reconstruction							426,114			
ROADS	Brock Street Reconstruction							244,425			
ROADS	Alley Alley Reconstruction							195,540			
ROADS	Earle Street Reconstruction								394,770	94,080	
ROADS	Elm Street Reconstruction							576,532		132,300	
ROADS	FairField Street Reconstruction									240,390	52,920
ROADS	Hyman Street Reconstruction									447,392	98,490
ROADS	Bloomer Street Reconstruction										659,947
ROADS	Harvey Street Reconstruction										244,425
ROADS	Asphalt Maintenance Program	240,000	240,000	240,000	240,000	240,000	240,000	240,000	240,000	240,000	240,000
	NEW PROJECTS - FROM GROWTH										
ROADS	Concession Street Tillson To Maple Lane							1,046,800			
ROADS	West Town Line - Boundary with Norwich										
ROADS	Concession Street E - Broadway to Tillson										
ROADS	Transportation Master Plan									325,000	
SIDEWALKS	Sidewalk Connectivity Program	150,000	150,000	165,000	150,000	150,000	150,000	100,000	150,000	150,000	150,000
	Inflation Adjustment	85,144	14,688	140,774	133,063	239,030	91,986	388,353	326,932	251,562	252,807
	Total Commitments To Capital Projects	2,342,680	404,688	2,014,200	1,561,283	2,283,086	860,585	2,751,482	2,152,650	2,015,965	1,698,589
	TRANSFERS OUT:										
	Transfers to Operating budget										
	Total Expenditures Against Reserves	2,342,680	404,688	2,014,200	1,561,283	2,283,086	860,585	2,751,482	2,152,650	2,015,965	1,698,589
	Closing Balance Before Interest	465,976	1,395,885	801,454	697,177	(96,595)	564,797	48,994	(499,803)	(769,153)	(786,967)
	Interest Income	4,412	11,664	13,806	9,453	3,813	2,950	3,855	(2,793)	(7,948)	(9,775)
	Closing Reserve Balance	470,388	1,407,550	815,260	706,629	(92,782)	567,747	52,849	(502,597)	(777,101)	(796,743)

STORM CAPITAL

INDEX		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	Opening Balance:	100,000	550,695	1,642,774	2,290,653	3,143,739	4,099,472	5,448,219	7,008,595	7,660,963	9,146,360
	TRANSFERS IN:										
	Contributions from Capital Levy	1,146,551	1,218,495	1,440,801	1,517,311	1,596,308	1,677,872	1,762,087	1,849,039	1,935,991	2,027,033
	Grants and Subsidies - Federal Gas Tax	318,000	-	-	-	-	-	-	-	-	-
	Grants and Subsidies - Provincial - OCIF	710,856	-	-	-	-	-	-	-	-	-
	Contribution - Development Charges Reserve		337,500								
	Grants and Subsidies - Municipal										
	Total Funding Available for Projects	2,275,407	2,106,690	3,083,574	3,807,964	4,740,047	5,777,344	7,210,306	8,857,634	9,596,954	11,173,393
	CAPITAL PROJECT COMMITMENTS:										
STORM	Charlotte and Clarence Reconstruction			725,349							
STORM	Cranberry Rd Construction	1,416,624									
STORM	Woodcock and Pheasant St. Reconstruction				547,170						
STORM	Ball St Construction					608,741					
STORM	Ontario St Reconstruction								414,791		
STORM	Thomas St Reconstruction						338,145				
STORM	Racoon Alley Reconstruction							75,000			
STORM	Brock Street Reconstruction							55,000			
STORM	Alley Alley Reconstruction							108,206			
STORM	Earle Street Reconstruction								270,516		
STORM	Elm Street Reconstruction								392,248		
STORM	FairField Street Reconstruction									162,310	
STORM	Hyman Street Reconstruction									302,076	
STORM	Bloomer Street Reconstruction										35,000
STORM	Harvey Street Reconstruction										55,000
STORM	Lincoln Street Reconstruction										369,705
SWM PONDS	Storm Pond Maintenance			85,000	85,000						
	NEW PROJECTS - FROM GROWTH										
STORM	Lake Lisgar Weir	120,000									
STORM	Rolling Meadows SWM Pond sharing	125,000									
STORM	Stormwater Master Plan		450,000								
	Inflation Adjustment	67,130	27,540	7,004	65,809	76,823	50,282	40,876	210,231	90,602	89,689
	Total Commitments To Capital Projects	1,728,754	477,540	817,353	697,979	685,564	388,427	279,083	1,287,787	554,988	549,394
	TRANSFERS OUT:										
	Transfers to Operating budget										
	Total Expenditures Against Reserves	1,728,754	477,540	817,353	697,979	685,564	388,427	279,083	1,287,787	554,988	549,394
	Closing Balance Before Interest	546,653	1,629,150	2,266,222	3,109,985	4,054,483	5,388,917	6,931,224	7,569,848	9,041,967	10,623,999
	Interest Income	4,042	13,624	24,431	33,754	44,989	59,302	77,372	91,115	104,393	123,565
	Closing Reserve Balance	550,695	1,642,774	2,290,653	3,143,739	4,099,472	5,448,219	7,008,595	7,660,963	9,146,360	10,747,564

STREETLIGHTS Capital

INDEX		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
RESERVES											
Opening Balance:		0	0	(9,237)	(103,169)	(305,356)	(961,364)	(765,540)	(556,836)	(334,752)	(99,121)
Funding Sources:											
Contributions from Capital Levy		0	150,000	177,366	186,785	196,510	206,551	216,918	227,622	238,326	249,533
Grants and Subsidies - Federal											
Grants and Subsidies - Municipal											
Contribution - Development Charges Reserve											
Transfer from Other Reserve											
Total Funding Available for Projects		0	150,000	168,129	83,616	(108,847)	(754,814)	(548,622)	(329,214)	(96,426)	150,412
CAPITAL PROJECT COMMITMENTS:											
STREETLIGHTS	Yearly Streetlight Renewal Program		150,000	250,000	350,000						
TRAFFIC SIGNALS	Gibson and Broadway Traffic Lights					750,000					
NEW PROJECTS - FROM GROWTH											
TRAFFIC SIGNALS	Signal Priority Control - From DC's										
STREETLIGHTS	Wren Court Streetlights										
STREETLIGHTS	Town-Wide Signalization										
Inflation Adjustment		0	9,180	20,600	36,435	94,650	0	0	0	0	0
Total Commitments To Capital Projects		0	159,180	270,600	386,435	844,650	0	0	0	0	0
TRANSFERS OUT:											
Transfers to Operating budget											
Total Expenditures Against Reserves		0	159,180	270,600	386,435	844,650	0	0	0	0	0
Closing Balance Before Interest		0	(9,180)	(102,471)	(302,819)	(953,497)	(754,814)	(548,622)	(329,214)	(96,426)	150,412
Interest Income		0	(57)	(698)	(2,537)	(7,868)	(10,726)	(8,214)	(5,538)	(2,695)	321
Closing Reserve Balance		0	(9,237)	(103,169)	(305,356)	(961,364)	(765,540)	(556,836)	(334,752)	(99,121)	150,733



2025 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											
X74 Ice Resurfacer for RCP	250,000				(250,000)						Fleet Reserve
X73 ATV for Fire & Rescue Service	40,000				(9,600)	(30,400)					Fleet Reserve
Total 130 Fleet	290,000				(259,600)	(30,400)					
220 Public Works											
X99 Sidewalk Connectivity Program	150,000				(46,000)	(104,000)					Linear Infrastructure Reserve
X98 Asphalt Maintenance Program	240,000		(240,000)								Fed. Gas Tax (CCBF)
X97 Cranberry Line Reconstruction	1,867,500		(349,900)		(443,000)	(914,600)				160,000	Fed. Gas Tax (CCBF)
X96 Kinsmen Pedestrian Bridge	4,690,000			(2,056,300)	(727,900)	(1,004,800)				901,000	Linear Infrastructure Reserve
Total 220 Public Works	6,947,500		(589,900)	(2,056,300)	(1,216,900)	(2,023,400)				1,061,000	
260 Storm Sewers											
X97 Cranberry Line Reconstruction	1,416,600				(515,000)					901,600	OCIF formula Funding
X75 Lake Lasgar Weir	120,000									120,000	
X72 Rolling Meadows SWM Pond Cost Sharing	125,000									125,000	
Total 260 Storm Sewers	1,661,600				(515,000)					1,146,600	
Total Project Listing	\$8,899,100		(\$589,900)	(\$2,056,300)	(\$1,991,500)	(\$2,053,800)				\$2,207,600	

Town of Tillsonburg

Capital Projects

Project	X72 Rolling Meadows SWM Pond Cost Sharing		
Department	Storm Sewers		
Version	3 - SMT final	Year	2025

Description

Towns' contribution to the Storm Water Management Pond oversizing at Rolling Meadows Subdivision.

Justification

Developer is constructing a Storm Water Management Pond at Rolling Meadows Subdivision that will accept flows from Bobolink (outside Rolling Meadows boundary); Town agreed to contribute for the benefit at the planning stage in 2022.

Community Strategic Plan

Goal – Tillsonburg residents and businesses will be connected to each other, regional networks and the world through effective traditional and digital infrastructure.

Strategic Direction – Develop a robust, long-term asset management plan to inform evidence-based decisions on the maintenance, rehabilitation and replacement of municipal infrastructure.

Priority Project – Ongoing - Asset Management Plan

Budget

	Total	2025	2026	2027	2028	2029	2030
Expenditures							
Construction	125,000	125,000					
Expenditures Total	125,000	125,000					
Funding							
Taxation	125,000	125,000					
Funding Total	125,000	125,000					

Town of Tillsonburg

Capital Projects

Project	X73 ATV for Fire & Rescue Service		
Department	Fleet		
Version	3 - SMT final	Year	2025

Description

Fire and Rescue Services, through Public Works Fleet Services, have demonstrated a need for the purchase of a specialized All-Terrain Vehicle (ATV) to meet growth-related emergency response requirements.

An ATV for fire rescue provides quick, agile access to rugged and narrow trails that larger vehicles can't reach, making it ideal for firefighting and rescue operations in challenging terrain. Equipped with emergency lighting, radio communications equipment, pump, water supply, stretcher and medical equipment to aid emergency responders, it ensures rapid response and efficient rescue in hard-to-access areas.

Justification

Tillsonburg is very fortunate to have a vast trail system and naturalized areas including ravines, rivers and wildland areas. As our community grows, more and more people enjoy the trail systems and naturalized areas throughout Tillsonburg for recreation, exercise and site seeing. This growth-related use was identified in the Community Risk Assessment and responses to these challenging access locations within our trails, railway lines, ravines, and wildland areas are increasing and expected to continue to increase with growth and homelessness pressures.

The Master Fire Plan has recognized this increasing growth-related risk in the Community and was identified in the Development Charges study for specialized response equipment to respond to these challenging to access areas.

Accordingly, we identified a need for an ATV to meet these growth-related emergency response challenges to these difficult to access areas in our community.

Budget

	Total	2025	2026	2027	2028	2029	2030
Expenditures							
Construction	40,000	40,000					
Expenditures Total	40,000	40,000					
Funding							
Cont.from Reserves	9,600	9,600					
Cont from DC Reserves	30,400	30,400					
Funding Total	40,000	40,000					

Town of Tillsonburg

Capital Projects

Project	X74 Ice Resurfacer for RCP		
Department	Fleet		
Version	3 - SMT final	Year	2025

Description

The Recreation, Culture and Parks Department, through Public Works Fleet Services, have demonstrated a need for the purchase of an additional ice resurfacer.

The current fleet unit is a 2020 Olympia Millenium H Resurfacer.

Justification

Asset Management Plan

Although the Asset Management Plan, as well as staff and the manufacturer, indicates a useful life expectancy of 10 years, this life cycle was based on a single unit performing duties on a single pad arena. At the Complex, since its purchase, this unit has been maintaining three ice surfaces, the two indoor pads as well as the outdoor pad.

Maintenance History

This extensive use has significantly impacted its useful life from 10 years to 4 (essentially in half). This past year, the ice resurfacer has undergone frequent repairs and maintenance issues (13 in 2024, 17 in 2023) ranging from engine, electrical, heating & cooling, steering, hydraulics and suspension. This past year also, unit breakdowns have necessitated extended out-of-service periods affecting arena operations and either cancelling of programs and/or acquiring and arranging a rental replacement unit. Also, additional expenses related to both transporting the unit to the Fleet garage (as the complex does not have adequate space to provide for any repairs on-site) as well as transporting the rental replacement unit from the rental supplier thereby adding numerous towing fees to the repairs.

Ice Resurfacer Mobility Impacts

The current facility layout where the ice resurfacer operates is such that the unit, upon exiting the ice surfaces, is required to perform a hard, nearly 90-degree turn. This turn, to successfully navigate, requires an exact movement by the operator so they can maneuver between the concrete wall, a staircase and the garage door. As stated, this maneuver must be exact.

The operating requirement to drive the ice resurfacer to the outdoor pad (as well as unloading the ice shavings) requires the unit to encounter a significant incline. An ice resurfacer is designed to operate in near level environments, (hence the lack of any ride suspension components) which stresses the unit when making this incline. Additionally, during winter months, although the incline is heated, it cannot be treated with any anti icing products (brine, salt, etc.) to deal with any ice buildup during operations.

Adding a new unit will allow the current unit to provide for backup availability on site which reduces/mitigates any losses of programs during downtime and allows to lessen stresses of each unit due to overwork.

Budget

	Total	2025	2026	2027	2028	2029	2030
Expenditures							
Construction	250,000	250,000					
Expenditures Total	250,000	250,000					
Funding							
Cont.from Reserves	250,000	250,000					
Funding Total	250,000	250,000					

Town of Tillsonburg

Capital Projects

Project	X75 Lake Lasgar Weir		
Department	Storm Sewers		
Version	3 - SMT final	Year	2025

Description

The Lake Lisgar weir acts as a valve that can be opened to let water out and lower the water level of the lake. Lowering the water level would allow equipment to be brought in to remove the sediment deposits that have been accumulating at the lake's north end. Reportedly, this weir has not been operational since 1969.



Justification

Growing sediment deposit at the Lake's north end requires removal. Restoring the weir's function will facilitate equipment access for periodic sediment removal.

Community Strategic Plan

Goal – Tillsonburg residents and businesses will be connected to each other, regional networks and the world through effective traditional and digital infrastructure.

Strategic Direction – Develop a robust, long-term asset management plan to inform evidence-based decisions on the maintenance, rehabilitation and replacement of municipal infrastructure.

Priority Project – Ongoing - Asset Management Plan

Budget

	Total	2025	2026	2027	2028	2029	2030
Expenditures							
Construction	120,000	120,000					
Expenditures Total	120,000	120,000					
Funding							
Taxation	120,000	120,000					
Funding Total	120,000	120,000					

Town of Tillsonburg

Capital Projects

Project	X96 Kinsmen Pedestrian Bridge		
Department	Public Works		
Version	3 - SMT final	Year	2025

Description

Replacement of the Kinsmen Pedestrian Bridge. (More information will be provided during budget meeting).



Justification

An enhanced structural inspection was completed in 2019 which found severe corrosion and section loss throughout the steel superstructure and further highlights that many elements have reached the end of their service life.

Overall, the structure is in poor condition with a general life expectancy remaining of 1-5 years (cerci 2019).

The bridge connects a large number of the Town's residents (including an abutting large senior's subdivision) to each other and directly "outlets" to the Town's downtown core. Approximately 250 to 500 pedestrians utilize this bridge per day depending on the season.



Budget

	Total	2025	2026	2027	2028	2029	2030
Expenditures							
Construction	4,690,000	4,690,000					
Expenditures Total	4,690,000	4,690,000					
Funding							
Cont.from Reserves	727,900	727,900					
Debt	2,056,300	2,056,300					
Cont from DC Reserves	1,004,800	1,004,800					
Taxation	901,000	901,000					
Funding Total	4,690,000	4,690,000					

Town of Tillsonburg

Capital Projects

Project	X97 Cranberry Line Reconstruction		
Department	Public Works		
Version	3 - SMT final	Year	2025

Description

Cranberry Road extends from North Street East at Tillson Avenue to Town's north limit. This construction project, which is driven by growth opportunities, will extend water, sanitary and storm services up Cranberry Road to Town Limits. Currently, only 160m of roadway is serviced. This project will extend water, sanitary and storm infrastructure 640m to the Town boundary. It will also include roadway paving and the installation of sidewalks.

Justification

Servicing this corridor will permit housing development at currently underutilized sites.

Community Strategic Plan

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Strategic Direction – Develop a robust, long-term asset management plan to inform evidence-based decisions on the maintenance, rehabilitation and replacement of municipal infrastructure.

Priority Project – Ongoing - Asset Management Plan

Budget

	Total	2025	2026	2027	2028	2029	2030
Expenditures							
Construction	3,284,100	3,284,100					
Expenditures Total	3,284,100	3,284,100					
Funding							
Grants	349,900	349,900					
Cont.from Reserves	958,000	958,000					
Cont from DC Reserves	914,600	914,600					
Taxation	1,061,600	1,061,600					
Funding Total	3,284,100	3,284,100					

Town of Tillsonburg

Capital Projects

Project	X98 Asphalt Maintenance Program		
Department	Public Works		
Version	3 - SMT final	Year	2025

Description

Resurface approximately 450 to 500 metres of existing roadways annually; segments selected based on periodic Pavement Condition Assessments

Justification

Realizing full useful service life of our roadway paving requires periodic larger scale rehabilitation

Community Strategic Plan

Goal – Tillsonburg residents and businesses will be connected to each other, regional networks and the world through effective traditional and digital infrastructure.

Strategic Direction – Develop a robust, long-term asset management plan to inform evidence-based decisions on the maintenance, rehabilitation and replacement of municipal infrastructure.

Priority Project – Ongoing - Asset Management Plan

Budget

	Total	2025	2026	2027	2028	2029	2030
Expenditures							
Construction	240,000	240,000					
Expenditures Total	240,000	240,000					
Funding							
Grants	240,000	240,000					
Funding Total	240,000	240,000					

Town of Tillsonburg

Capital Projects

Project	X99 Sidewalk Connectivity Program		
Department	Public Works		
Version	3 - SMT final	Year	2025

Description

The sidewalk connectivity program allows the Town to create a safer and more accessible network of sidewalks. This program builds new sidewalks in locations where they currently do not exist, which connects key places for pedestrians.

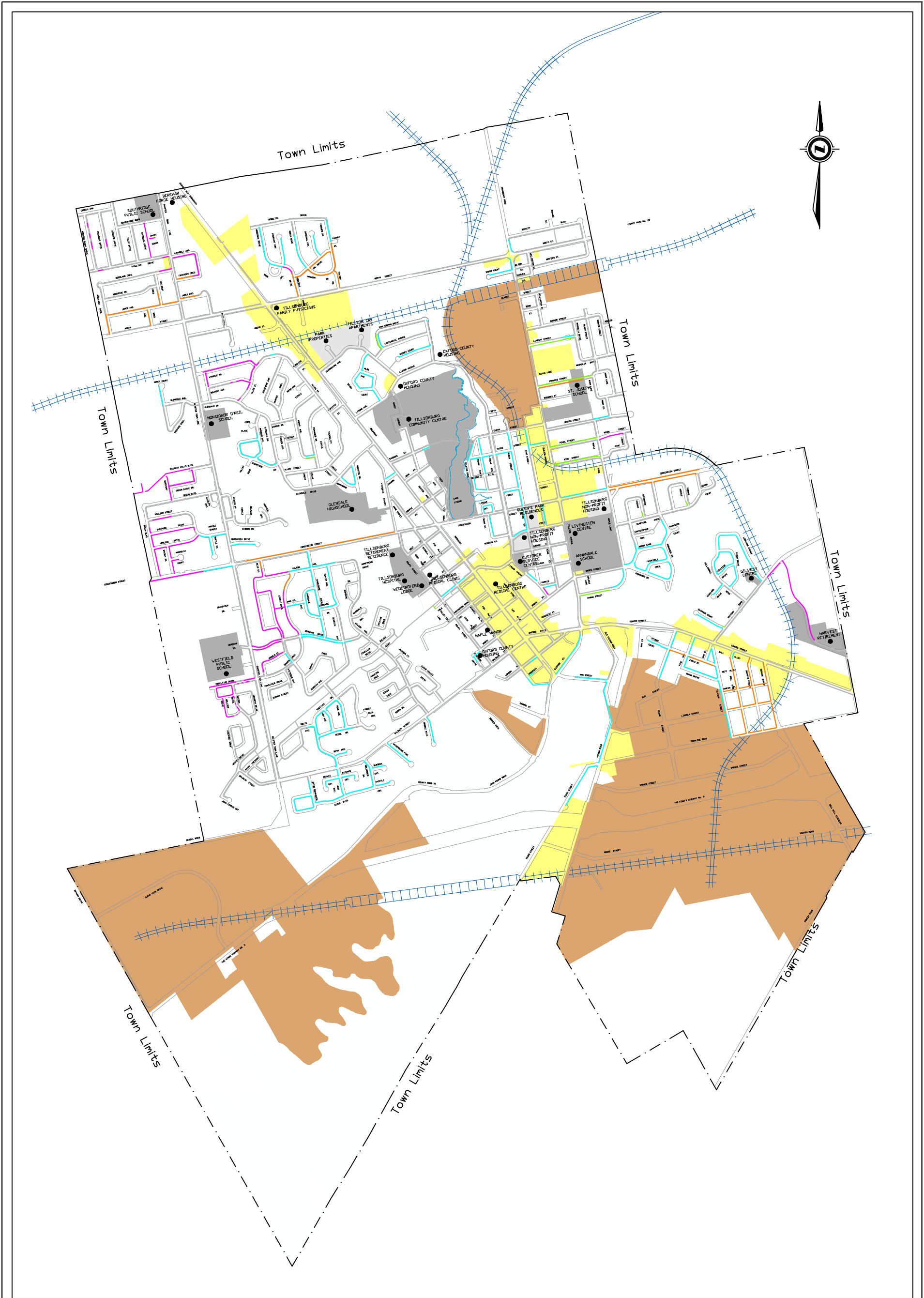
(See attached map)

Justification

The Sidewalk Connectivity Program was identified in the Development Charges study to connect sidewalks due to growth, pedestrian access and safety throughout the community

Budget

	Total	2025	2026	2027	2028	2029	2030
Expenditures							
Construction	150,000	150,000					
Expenditures Total	150,000	150,000					
Funding							
Cont.from Reserves	46,000	46,000					
Cont from DC Reserves	104,000	104,000					
Funding Total	150,000	150,000					



TOWN OF TILLSONBURG
ENGINEERING SERVICES
CUSTOMER SERVICE CENTRE
 10 LISGAR AVE, TILLSONBURG, ON, N46 5A5

**SIDEWALK
 CONNECTIVITY PLAN**

- | | | | |
|---------------|--------------------------|-----------|----------------|
| COMMERCIAL | RESIDENTIAL | EXISTING | RECONSTRUCTION |
| INDUSTRIAL | HIGH DENSITY RESIDENTIAL | INFILL | REMOVALS |
| INSTITUTIONAL | | DEVELOPER | |