



Subject: 2024 – Q4 Department Results – Operations and Development Services

Report Number: OPD -25-025

Department: Operations and Development Department

Submitted by: Carlos Reyes, Director of Operations and Development

Meeting Type: Council Meeting

Meeting Date: Monday, April 28, 2025

RECOMMENDATION

Report recommendation contained within the omnibus motion for all Department results reports.

BACKGROUND

To provide Council with a January 1st through to December 31st, 2024 project and task updates inclusive of project and/or tasks that may have carried over from 2023 and as identified “In Progress”. This report highlights operational and financial results for the Operations and Development Department for the fourth quarter of 2024.

DISCUSSION

2024 Business Objectives and Capital Projects:

Table 1: 2024 Operating Business Plan

Objective	Target Date	Q4 Project Status
Renegotiations of West Town Line Boundary Road Agreement	Q2-2021 Q4-2022 Q4-2023 Q3 Q4 2025	In progress; Waiting to meet with new CAO
Renegotiations of the Traffic Signal/Streetlights maintenance Agreement	Q3-2022 Q3-2023 Q4-2023 Q4 Q4 2025	In progress; (Transportation Master Plan evaluating)
Investigate Private Woodlot East of Runway 08-26 Removal Options	Q3-2022 Q3-2023 Q4-2023 Q4 2026	In progress

Phase 2 Streetlights and Fixtures – Van Norman Heights Subdivision	Q4	Complete
Airport Apron Extension	Q4 2027	Pending Funding
Engineering & Airport Design Manual/Standard(s) Review	Q3 Q1 2025 Q4 2025	In Progress
Meet O. Reg. 588/17 reporting obligations as per Asset Management Reg.; in partnership with Finance	July 2024 & July 2025	In progress
Municipal Drain Decommissioning	Ongoing	In progress
T:GO Intercommunity 2025 Program Refinement/Development	Q4	Complete

Table 2: 2024 Capital Business Plan

Objective	Target Date	Q4 Project Status
Kinsmen Bridge Upgrade(s) – Tender Publication	Q2 2021 Q4 2022 Q4 Q2 2025	To be tendered by Q2 2025
Cranberry Rd - Design	Q4 2023 Q4 Q2 2025	To be completed by Q2 2025
Charlotte & Clarence Street – Construction	Q4 Q2 Q4 2027	Deferred to 2027
Quarter Town Line (at Stoney Creek)	2020 Q4 2022 Q3 2023 Q2 2025	In progress – Awarded to CH Excavating
Quarter Town Line (Beech Blvd.)	2020 Q4 2022 Q3 2023 Q4 2028	Deferred to 2028
T:Go Bus Shelters	Q4 Q2 2025	In Progress
Ph 2. – Townline Rd. & Goshen St Construction	Q4	Complete – Final coat of asphalt in Q3 2025

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Devonshire Ave Culvert Replacement	Q3 / Q4 Q4 2025	In Progress - Tender awarded to Cassidy Construction
Sidewalk Connectivity - Tanager & Bobolink	Q3	Complete
Storm Pond Maintenance	Ongoing	To be included in the SWM Master Plan
Airport – OMAFRA RED Funding Program	Q4 Q4 2025	In progress
Annual Asphalt Program	Q4	Complete - Deferred to 2025
Transportation Master Plan	Q4 Q4 2025	In progress
New Town Hall	Ongoing	In progress - currently in Detail Design/Location Consideration
Light Duty Vehicles		
➤ #33 Ram 250 with Alum Dump Body (RCP)	Q4	Canceled
➤ 4300 Hybrid Bucket Truck (Hydro)	Q4 Q1/Q2	Canceled
➤ Hydraulic Mower Lift	Q4	Canceled
➤ Scissor Lift (RCP)	Q3/Q4 Q4 2025	In progress
➤ Skid Steer + Attachments	Q3/Q4	Complete
Heavy Duty Vehicles		
➤ Tandem Axle Plow with Wing (2023) #60	2025/2026	Complete
➤ Tandem Axle Plow with Wing (2024) #63	2026/2027	Awarded (Kinetic GPO purchase)
Attachment		
➤ Tractor Mower Deck	Q4	Canceled
➤ Tractor Flail Brusher	Q4	Canceled
➤ Trackless Attachment (Rotary Broom)	Q4	Complete
➤ P/U Attachment	Q4	Canceled

➤ Airflow Slide-in Sander	Q3	Complete
➤ Box Blade Attachments	Q3	Complete
➤ Sander/Plow Attachments	Q3	Canceled
Off Road Equipment		
➤ Sidewalk Machine	Q2-/ Q3	Complete
➤ Boom Flail Mower	Q2 / Q3 Q2 2025	In progress
➤ Trailer	Q3	Complete

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

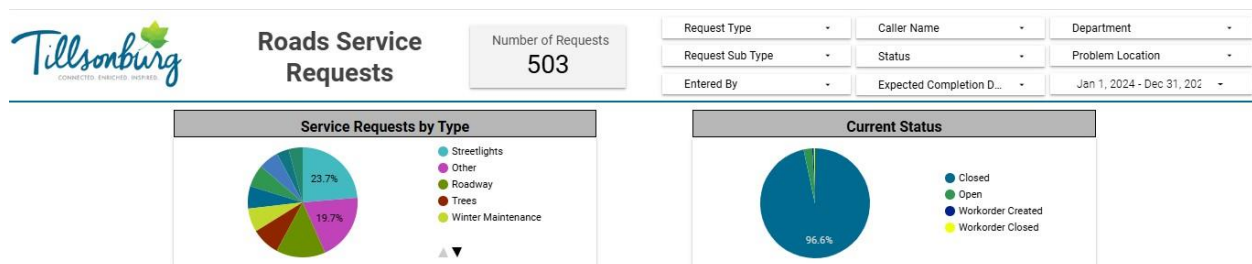
Table 3: Key Indicators

Key Indicators	2024	2023	2022	2021	2020	2019	2018	2017	2016	2015
Roads (Lane km)	276	276	276	242.3	238.3	235.4	234.1	233.6	229.4	226.8
Sidewalks (km)	138.5	135	135	117.1	107.6	98.6	97.4	96.6	94.2	91.6

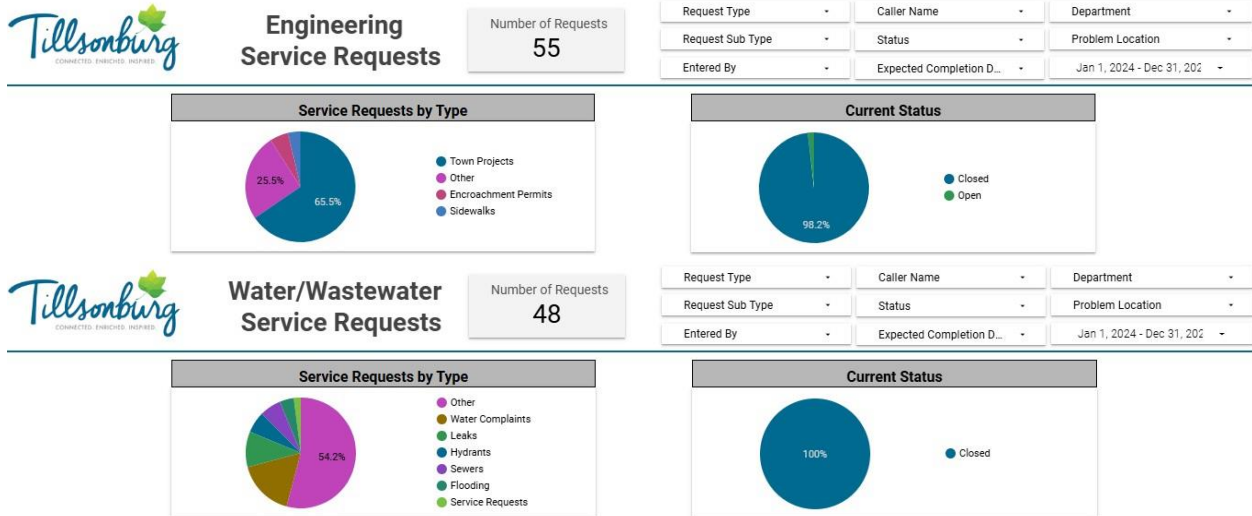
Table 4: Service Request/MESH Ticket(s)

Through the Town of Tillsonburg’s workflow management system (MESH), Town staff generate and created internal services request; furthermore, service tickets may also be created/requested from the general public using the Report a Problem function.

The following represents services tickets from January 1st through to December 31st, 2024:



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GOALS FOR NEXT QUARTER/2025

- Continue renegotiation of boundary road agreement
- Clear Plan of Subdivision Assumption By-Laws
- Implement items in the 2025 Business plan

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

For the period of January 1st through to December 31st, 2024 the consolidated Operations and Development Department overall variance is summarized in the table below:

Table 5: Fourth Quarter Budget vs. Actual Variance Summary

Department	Surplus / (Deficit)
Operations Administration	(1,312)
Engineering Services	(15,423)
Public Works	147,038
Municipal Parking	87
Airport Operations	(87,448)
Waste Management	(49,679)

Fleet Services	21,246
Transit Services	43,717
Total Variance	57,226 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


Appendix A – Operating Summaries

	Financial Plan Operating Plan - Cost Code Summary OPS Admin As of December 31, 2024				
	2024	2024	Actual	%	Note
	YTD Budget	YTD Actuals	Variance	Variance	Reference
10 Gen					
Revenues					
Contribution from Reserves	245,000	193,005	(51,995)	(21%)	1
Total Revenues	245,000	193,005	(51,995)		
Expenditures					
Labour	294,810	303,904	(9,094)	3%	
Purchases	257,087	197,410	59,677	23%	2
Interfunctional Adjustments	(65,756)	(65,856)	100		
Total Expenditures	486,141	435,458	50,683		
Total Net Levy	(241,141)	(242,453)	(1,312)		
Notes					
1 Transportation Master Plan					
2 Special Projects under - Transportation Masterplan \$51,995; Training Exp under \$3,600					

		Financial Plan Operating Plan - Cost Code Summary Engineering As of December 31, 2024			
		2024	2024	Actual	%
	YTD Budget	YTD Actuals	Variance	Variance	Reference
10 Gen					
Revenues					
User Charges	153,400	97,856	(55,544)	(36%)	1
Total Revenues	153,400	97,856	(55,544)		
Expenditures					
Labour	626,881	579,241	47,640	8%	2
Purchases	62,653	34,451	28,202	45%	3
Contracted Services		49,509	(49,509)	#DIV/0!	4
Interfunctional Adjustments	(6,020)	(19,808)	13,788	229%	5
Total Expenditures	683,514	643,393	40,121		
Total Net Levy	(530,114)	(545,537)	(15,423)		
Notes					
1 Additional Subdivision & Site plan Review Revenue - \$37,800; County Grant under - \$93,400 - Capital Project oversight					
2 FT labour under \$53,500- Vacant positions					
3 Special Projects under \$20,000 - Emergency Consultants					
4 Legal Cost over \$49,500					
5 Fleet Charges					

		Financial Plan Operating Plan - Cost Code Summary Public Works As of December 31, 2024			
		2024	2024	Actual	%
	YTD Budget	YTD Actuals	Variance	Variance	Reference
10 Gen					
Revenues					
Grants	135,200	101,000	(34,200)	(25%)	1
User Charges		10,633	10,633		2
Total Revenues	135,200	111,633	(23,567)		
Expenditures					
Labour	1,240,886	1,279,148	(38,262)	3%	3
Purchases	825,457	660,234	165,223	20%	4
Contracted Services	328,246	283,936	44,310	13%	5
Interfunctional Adjustments	568,224	569,085	(861)		
Debt Principal & Interest	486,782	486,587	195		
Total Expenditures	3,449,595	3,278,990	170,605		
Total Net Levy	(3,314,395)	(3,167,357)	147,038		
Notes 1 County Grant under \$34,200 2 Miscellaneous Revenue over \$ 10,600 - IPE File 3 FT Reg over \$38,300 - staff allocations 4 Supplies Exp under \$93,400; Heat-Light-Water Exp under \$31,900; Insurance under \$24,300 5 Subcon Exp under \$44,300					

		Financial Plan Operating Plan - Cost Code Summary Parking As of December 31, 2024			
		2024	2024	Actual	%
	YTD Budget	YTD Actuals	Variance	Variance	Reference
10 Gen					
Revenues					
Levy, PILS	162,897	164,824	1,927	(1%)	
User Charges		5,000	5,000		1
Total Revenues	162,897	169,824	6,927		
Expenditures					
Labour	34,356	7,694	26,662	78%	2
Purchases	15,539	3,899	11,640	75%	3
Contracted Services	50,000	51,538	(1,538)	3%	
Contribution to Reserves	1,570	45,102	(43,532)	2,773%	4
Interfunctional Adjustments	49,270	49,272	(2)		
Debt Principal & Interest	12,162	12,232	(70)	1%	
Total Expenditures	162,897	169,737	(6,840)		
Total Net Levy		87	87		
Notes 1 Miscellaneous Revenue over - third party snow removal 2 FT labour under - staff allocations 3 Snow removal supplies under 4 Surplus allocated to Downtown Parking Reserve					

	Financial Plan Operating Plan - Cost Code Summary Airport As of December 31, 2024				
		2024	2024	Actual	%
	YTD Budget	YTD Actuals	Variance	Variance	Reference
10 Gen					
Revenues					
User Charges	573,600	747,670	174,070	(30%)	1
Other Revenue	8,400	8,825	425	(5%)	
Total Revenues	582,000	756,495	174,495		
Expenditures					
Purchases	264,812	503,128	(238,316)	90%	2
Contracted Services	257,100	280,516	(23,416)	9%	3
Interfunctional Adjustments	39,600	39,880	(280)	1%	
Debt Principal & Interest	4,955	4,886	69	1%	
Total Expenditures	566,467	828,410	(261,943)		
Total Net Levy	15,533	(71,915)	(87,448)		
Notes					
1 Fuel Sales over \$174,100					
2 Fuel Purchases over \$217,100; Supplies Expense over \$5,100; Equipment Supplies & Repairs Expense over \$15,600; Building Repairs & Maintenance over \$ 8,100					
3 Subcontractor Exp over - JetPro data import 15,200; Maintenance Exp over \$4,500					




Financial Plan
Operating Plan - Cost Code Summary
Waste Management

As of December 31, 2024

	2024	2024	Actual	%	Note
	YTD Budget	YTD Actuals	Variance	Variance	Reference
10 Gen					
Revenues					
Grants	308,950	194,269	(114,681)	(37%)	1
User Charges	129,400	176,467	47,067	(36%)	2
Total Revenues	438,350	370,736	(67,614)		
Expenditures					
Labour	89,130	120,224	(31,094)	35%	3
Purchases	131,792	152,218	(20,426)	15%	4
Contracted Services	107,000	37,540	69,460	65%	5
Interfunctional Adjustments	144,175	144,180	(5)		
Total Expenditures	472,097	454,162	17,935		
Total Net Levy	(33,747)	(83,426)	(49,679)		

Notes

- 1 Grant revenue from Oxford County - Large Items
- 2 Tipping Fee Revenue over \$67,990; Bag Tag Revenue under \$23,800
- 3 PT labour over \$19,300; FT labour over \$9,900
- 4 Bag Tag Purchases- under \$28,100; PILS exp over \$16,700; Special Projects over \$26,900
- 5 Subcon Exp under \$71,200 - Large Items

	Financial Plan Operating Plan - Cost Code Summary Waste Management As of December 31, 2024					
		2024	2024	Actual	%	Note
		YTD Budget	YTD Actuals	Variance	Variance	Reference
10 Gen						
Revenues						
User Charges	1,757,850	1,712,968	(44,882)	(3%)		
Total Revenues	1,757,850	1,712,968	(44,882)			
Expenditures						
Labour	245,347	248,585	(3,238)	1%		
Purchases	892,643	864,301	28,342	3%	1	
Contracted Services	24,588	22,482	2,106	9%		
Contribution to Reserves	67,600	67,600				
Interfunctional Adjustments	11,500	11,496	4			
Debt Principal & Interest	516,519	477,605	38,914	8%	2	
Total Expenditures	1,758,197	1,692,069	66,128			
Total Net Levy	(347)	20,899	21,246			
Notes						
1 Fuel & Oil Exp under \$76,600; Equipment Supply & Repairs Exp over \$29,600: Lease payments over \$41,300; Training Exp under \$11,500; Insurance Exp Over 15,100 2 Delay in vehicles arriving, debt was not issued in 2024						

		2024	2024	Actual	%	Note
		YTD Budget	YTD Actuals	Variance	Variance	Reference
10 Gen						
Revenues						
Grants	624,402	581,000	(43,402)	(7%)	1	
User Charges	49,400	60,902	11,502	(23%)	2	
Total Revenues	673,802	641,902	(31,900)			
Expenditures						
Labour	114,233	91,427	22,806	20%	3	
Purchases	24,872	5,022	19,850	80%	4	
Contracted Services	668,000	635,039	32,961	5%		
Interfunctional Adjustments	-44,100	-44,100				
Total Expenditures	763,005	687,388	75,617			
Total Net Levy	(89,203)	(45,486)	43,717			
Notes						
1 Provincial Grants- Inter-community						
2 Misc Revenue - Fares						
3 Net labour under \$22,800 - portion for intercommunity partly covered by grant						
4 Advertising Exp under \$3,000; Special Projects under \$15,000 Transit Consultant IBI						