



Subject: 2025 Q4 Department Results – Operations and Development Services

Report Number: OPD 26-014

Department: Operations and Development Department

Submitted by: Carlos Reyes, Director of Operations and Development

Meeting Type: Council Meeting

Meeting Date: Monday, April 13, 2026

RECOMMENDATION

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

BACKGROUND

To provide Council with a January 1st, 2025 through to December 31st, 2025 project and task updates inclusive of project and/or tasks that may have carried over from 2024 and as identified “In Progress”. This report highlights operational and financial results for the Operations and Development Department for the fourth quarter of 2025.

DISCUSSION

2025 Business Objectives and Capital Projects:

Table 1: 2025 Operating Business Plan

Objective	Target Date	Q4 Project Status
Renegotiations of West Town Line Boundary Road Agreement	Q2-2024 Q4-2022 Q4-2023 Q3-2024 Q3-2026	In progress – Draft agreement sent to Norwich for their comments
Renegotiations of the Traffic Signal maintenance Agreement	Q3-2022 Q3-2023 Q4-2023 Q4-2024 Q3-2026	The agreement contains provisions allowing for annual extensions.
Renegotiations of the Streetlights maintenance Agreement	Q3-2022 Q3-2023 Q4-2023 Q4-2024 Q3-2026	In progress

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Investigate Private Woodlot East of Runway 08-26 Removal Options	Q3-2022 Q3-2023 Q4-2023 Q4-2024 Q4-2026	In progress
Airport Apron Extension	Q4-2024 2027	Pending Airport Land Sales
Meet O. Reg. 588/17 reporting obligations as per Asset Management Reg.; in partnership with Finance	Q3	Completed

Table 2: 2025 Capital Business Plan

Objective	Target Date	Q4 Project Status
Kinsmen Bridge Upgrade(s)	Q2-2021 Q4-2022 Q4-2024 Q2 Q4 Q2-2026	In progress – Awarded to Lancoa Contracting Inc.
Lake Lisgar Weir Repair	Q3	Completed
2025 Bridge and Culvert inspection – Ontario Structure Inspection Manual (OSIM)	Q3 Q4 Q2-2026	In progress – Awarded to RJ Burnside
2025 Road Needs Study - Pavement Condition Index (PCI)	Q3 Q3-2026	In progress
2025 Sidewalk Connectivity	Q3 Q4	Completed for 2025
Cranberry Rd - Reconstruction	Q3 Q3-2026	In progress – Awarded to Sierra Infrastructure Inc.
Charlotte & Clarence Street – Construction	Q4 Q2 Q4-2027	Deferred to 2027
Quarter Town Line (at Stoney Creek)	2020 Q4-2022 Q3-2023 Q2	Completed
T:Go Bus Shelters	Q4 Q2	Completed
Devonshire Ave Culvert Replacement	Q3 / Q4 Q4	Completed

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Storm Pond Maintenance	Ongoing	In progress – To be included in the SWM Master Plan
Airport – OMAFRA RED Funding Program	Q4-2024 Q4	Cancelled – No eligible activities were completed within the funding period (March 2023 to March 2025)
Annual Road Resurfacing Program	Q4	Completed
Transportation Master Plan	Q4 2024 Q4 2025 Q1-2026 Q2 2026	In progress – Awarded to Paradigm TSL
New Town Hall	Ongoing	In progress
Light Duty Vehicles		
Scissor Lift (RCP)	Q4 2024 Q4-2025 Q4 2026	Deferred to 2026 – Waiting for RCP to confirm fleet specifications
Heavy Duty Vehicles		
New ice resurfacers	Q2 Q1 2026	In progress – Awarded (Canoe GPO purchase)
Tandem Axle Plow with Wing (2024) #63	Q4 2026	In progress - Awarded (Canoe GPO purchase)
Off Road Equipment		
Boom Flail Mower	Q3-2024 Q2	Completed
Fire ATV	Q3 Q4 2027	Deferred to 2027

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.

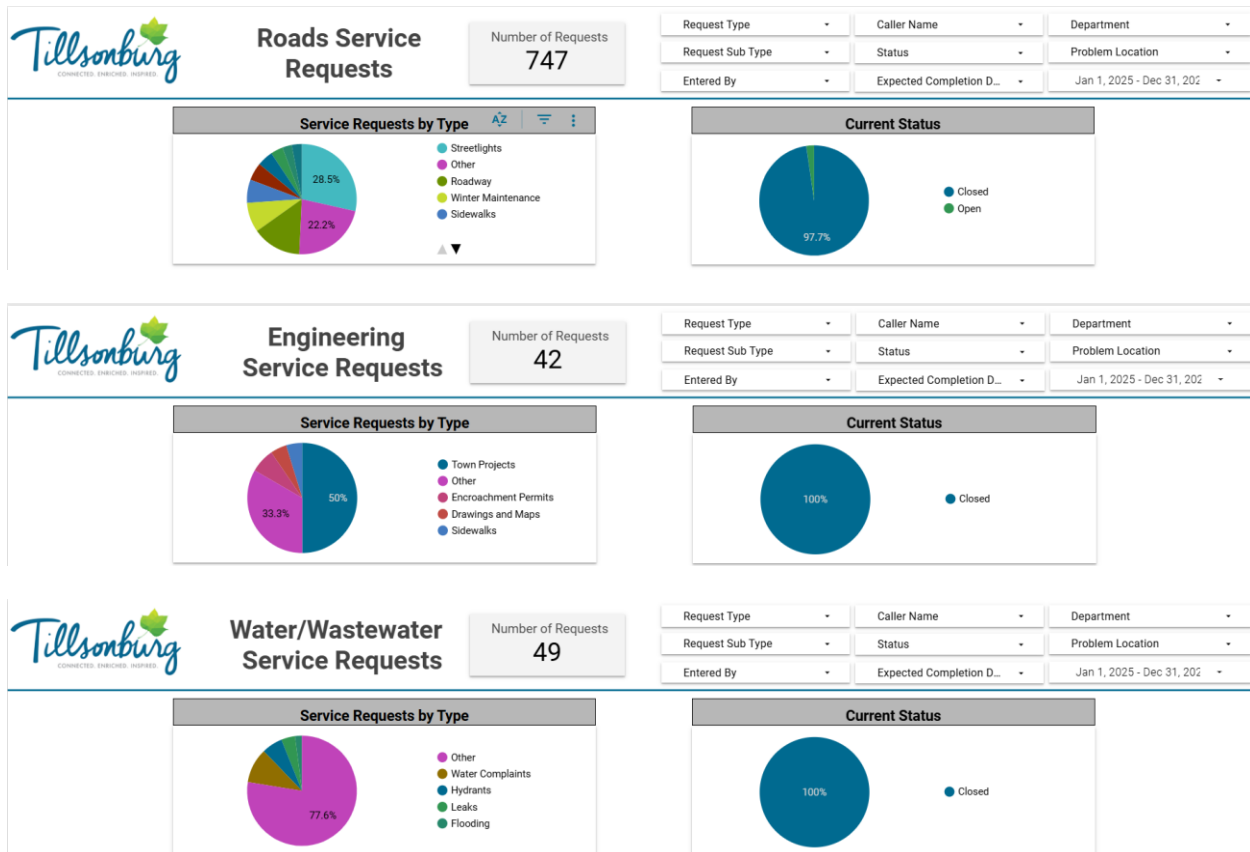
Table 3: Key Indicators

Key Indicators	2025	2024	2023	2022	2021	2020	2019	2018	2017	2016
Roads (Lane km)	237.2	276	276	276	242.3	238.3	235.4	234.1	233.6	229.4
Sidewalks (km)	115.4	138.5	135	135	117.1	107.6	98.6	97.4	96.6	94.2

*Note – Recent years were either overstated or used a different data source.

Table 4: Service Request/MESH Ticket(s)

Through the Town of Tillsonburg’s workflow management system (MESH), Town staff generate and create 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, 2025:



GOALS FOR NEXT QUARTER

- Continue renegotiation of boundary road agreement
- Implement items in the 2026 Business plan

CONSULTATION

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

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

FINANCIAL IMPACT/FUNDING SOURCE

Consolidated Operations & Development overall variance is as below:

Table 5: Fourth Quarter Budget vs. Actual Variance Summary

Department	Surplus / (Deficit)
Operations Administration	(19,833)
Engineering Services	(53,214)
Public Works	156,738
Municipal Parking	(16)
Airport Operations	33,572
Waste Management	8,797
Fleet Services	162,737
Transit Services (In-Town)	(12,056)
Total Variance	\$276,725 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


1. Appendix A – OPS Admin Q4 Report
2. Appendix B – Engineering Q4 Report
3. Appendix C – Public Works Q4 Report
4. Appendix D – Municipal Parking Q4 Report
5. Appendix E – Airport Operations Q4 Report
6. Appendix F – Waste Management Q4 Report
7. Appendix G – Fleet Services Q4 Report
8. Appendix H – Transit Services Q4 Report

Appendix A – OPS Admin Q4 Financials


OPD 26-014 2025 Q4 Department Results – Operations and Development Services

		Financial Plan Operating Plan - Cost Code Summary OPS Admin As of December 31, 2025			
	2025	2025	Actual	%	Note
	YTD Budget	YTD Actuals	Variance	Variance	Reference
Revenues					
Total Revenues					
Expenditures					
Labour	312,600	324,809	-12,209	4%	
Purchases	10,022	17,349	-7,327	73%	1
Interfunctional Adjustments	-68,409	-68,112	-297		
Total Expenditures	254,213	274,046	-19,833		
Total Net Levy	(254,213)	(274,046)	(19,833)		
Notes					
1. Special Project Expenses over \$10,257 for TMP Project					


Appendix B – Engineering Q4 Financials

	Financial Plan Operating Plan - Cost Code Summary Engineering As of December 31, 2025				
	2025	2025	Actual	%	Note
	YTD Budget	YTD Actuals	Variance	Variance	Reference
Revenues					
User Charges	199,500	138,594	(60,906)	(31%)	1
Contribution from Reserves	140,000	15,086	(124,914)	(89%)	2
Total Revenues	339,500	153,680	(185,820)		
Expenditures					
Labour	647,700	677,522	-29,822	5%	
Purchases	204,120	57,832	146,288	72%	3
Contracted Services	22,925	26,046	-3,121	14%	4
Interfunctional Adjustments	32,281	13,020	19,261	60%	5
Total Expenditures	907,026	774,420	132,606		
Total Net Levy	(567,526)	(620,740)	(53,214)		
Notes					
1. Misc. Revenue under \$31,300 and Subdivision review revenue under \$31,700					
2. Expenditures on one time projects under					
3. Supplies under \$5,400 ; Special Project Exp under \$137,800 - Roads Study (PCI) was deferred to be included in 2026					
4. Real Estate Consultant and Legal Fees					
5. Fleet Charges					


Appendix C – Public Works Q4 Financials

	Financial Plan Operating Plan - Cost Code Summary Public Works As of December 31, 2025				
	2025	2025	Actual	%	Note
	YTD Budget	YTD Actuals	Variance	Variance	Reference
Revenues					
Grants	125,000	112,661	(12,339)	(10%)	1
User Charges		31,576	31,576		2
Contribution from Reserves		48,978	48,978		3
Total Revenues	125,000	193,215	68,215		
Expenditures					
Labour	1,388,623	1,402,370	-13,747	1%	
Purchases	806,496	729,777	76,719	10%	4
Contracted Services	357,463	363,552	-6,089	2%	
Contribution to Reserves					
Interfunctional Adjustments	631,889	636,457	-4,568	1%	
Debt Principal & Interest	509,815	473,607	36,208	7%	5
Total Expenditures	3,694,286	3,605,763	88,523		
Total Net Levy	(3,569,286)	(3,412,548)	156,738		
Notes					
1. Grant revenue under					
2. \$27,838 over from incident at Lisgar - Pole, Stairs					
3. \$47,640 contributed from reserves for surface maintenance - crack sealing					
4. Supplies under \$32,700 - Sidewalk Summer maintenance & Surface Maintenance Patching; Heating-Lighting-Water expenses under \$24,700; Insurance under \$9,800					
5. Debt Principal & Interest charges under					


Appendix D – Municipal Parking Q4 Financials

	Financial Plan Operating Plan - Cost Code Summary Parking As of December 31, 2025				
		2025	2025	Actual	%
	YTD Budget	YTD Actuals	Variance	Variance	Reference
Revenues					
Levy, PILS	182,897	185,518	2,621	(1%)	
Total Revenues	182,897	185,518	2,621		
Expenditures					
Labour	35,461	11,914	23,547	66%	1
Purchases	15,633	5,297	10,336	66%	2
Contracted Services	50,000	30,202	19,798	40%	3
Contribution to Reserves	742	57,017	-56,275	7,584%	4
Interfunctional Adjustments	69,270	69,276	-6		
Debt Principal & Interest	11,791	11,828	-37		
Total Expenditures	182,897	185,534	-2,637		
Total Net Levy		(16)	(16)		
Notes					
	1. F/Tlabour under - departmental labour re-allocations				
	2. Roadway Snow Removal under \$12,500				
	3. Roadway Snow Removal subcontractor under \$19,798				
	4. Surplus at year end contributed into the Downtown Parking Lot Reserve				


Appendix E – Airport Operations Q4 Financials

	Financial Plan Operating Plan - Cost Code Summary Airport As of December 31, 2025				
		2025	2025	Actual	%
	YTD Budget	YTD Actuals	Variance	Variance	Reference
Revenues					
User Charges	868,800	604,702	(264,098)	(30%)	1
Other Revenue	8,400	10,963	2,563	(31%)	
Total Revenues	877,200	615,665	(261,535)		
Expenditures					
Purchases	568,523	274,265	294,258	52%	2
Contracted Services	270,100	268,863	1,237		
Contribution to Reserves					
Interfunctional Adjustments	19,465	19,919	-454	2%	
Debt Principal & Interest	4,750	4,684	66	1%	
Total Expenditures	862,838	567,731	295,107		
Total Net Levy	14,362	47,934	33,572		
Notes					
1. Fuel Sales under \$251,900 ; General Rent Revenue under \$11,550					
2. Fuel Purchases under \$285,000 ; no expenditures on special projects, events, meetings, or advertisement					


Appendix F – Waste Management Q4 Financials

	Financial Plan Operating Plan - Cost Code Summary Waste Management As of December 31, 2025				
		2025	2025	Actual	%
	YTD Budget	YTD Actuals	Variance	Variance	Reference
Revenues					
Grants	202,531	184,044	(18,487)	(9%)	1
User Charges	148,400	207,526	59,126	(40%)	2
Total Revenues	350,931	391,570	40,639		
Expenditures					
Labour	95,708	93,674	2,034	2%	
Purchases	70,816	184,829	-114,013	161%	3
Contracted Services	107,000	26,966	80,034	75%	4
Interfunctional Adjustments	145,783	145,680	103		
Total Expenditures	419,307	451,149	-31,842		
Total Net Levy	(68,376)	(59,579)	8,797		
Notes					
1. Grant revenue from Oxford County - timing of invoice relating to Large Items under \$15,600					
2. Bag Tag revenue over \$52,200					
3. Bag Tag and Blue Bin Purchases over \$53,600 ; Expenses and PILs related to Oxford County agreement for Large Items / Bins over \$54,750 - tipping fees					
4. Subcontractor expenses under \$80,000 for removal and disposal of large items / bins					

Appendix G – Fleet Services Q4 Financials

	Financial Plan Operating Plan - Cost Code Summary Fleet As of December 31, 2025				
		2025	2025	Actual	%
	YTD Budget	YTD Actuals	Variance	Variance	Reference
Revenues					
User Charges	1,942,323	1,905,820	(36,503)	(2%)	1
Total Revenues	1,942,323	1,905,820	(36,503)		
Expenditures					
Labour	274,600	265,927	8,673	3%	
Purchases	986,362	793,579	192,783	20%	2
Contracted Services	7,877	7,468	409	5%	
Interfunctional Adjustments	39,273	39,264	9		
Debt Principal & Interest	659,788	662,422	-2,634		
Total Expenditures	1,967,900	1,768,660	199,240		
Total Net Levy	(25,577)	137,160	162,737		
Notes					
1. Fleet Charges under - THI related					
2. Fuel & Oil Exp under \$73,200; License Exp under \$17,500 ; Equipment Service & Repairs Exp under \$85,900 ; Supplies Exp over \$27,600 ; Lease payments under \$29,200					

Appendix H – Transit Services Q4 Financials

	Financial Plan Operating Plan - Cost Code Summary Transit Services As of December 31, 2025				
		2025	2025	Actual	%
	YTD Budget	YTD Actuals	Variance	Variance	Reference
Revenues					
Grants	369,202	320,772	(48,430)	(13%)	1
User Charges	38,820	23,784	(15,036)	(39%)	2
Total Revenues	408,022	344,556	(63,466)		
Expenditures					
Labour	109,200	123,086	-13,886	13%	3
Purchases	33,256	3,455	29,801	90%	4
Contracted Services	370,569	334,944	35,625	10%	5
Interfunctional Adjustments	-44,350	-44,220	-130		
Total Expenditures	468,675	417,265	51,410		
Total Net Levy	(60,653)	(72,709)	(12,056)		
Notes					
1. Inter-Community MTO Grant under \$48,400					
2. Inter-Community fare under \$14,100 ; expenses from returned tickets from Metro and Coward Pharmacy \$12,600					
3. F/T regular labour over					
4. Supplies under \$10,400 ; Special project expenses of \$15,000 unutilized - Transit Consultant IBI					
5. Voyager Transportation sub-contractor charges under \$35,600					