

The Corporation of the Town of Tillsonburg

COUNCIL BUDGET MEETING

AGENDA



Monday, January 21, 2019

5:00 PM

Council Chambers

200 Broadway, 2nd Floor

1. **Call to Order**

2. **Adoption of Agenda**

Proposed Resolution #1

Moved By: _____

Seconded By: _____

THAT the Agenda as prepared for the Council Budget Meeting of Monday, January 21, 2019, be adopted.

3. **Disclosures of Pecuniary Interest and the General Nature Thereof**

4. **Adoption of Council Minutes of Previous Meeting**

Proposed Resolution #2

Moved By: _____

Seconded By: _____

THAT the minutes of the Council Budget Meeting on Thursday, January 17, 2019, be approved.

5. **Delegations**

5.1 **Ken Abbott - Regarding J. L. Scott McLean Outdoor Recreation Pad**

Proposed Resolution #3

Moved By: _____

Seconded By: _____

THAT Council receive the delegation from Ken Abbott, as information.

6. Budget Requests

6.1 Tab 3 - Corporate Services 2019 Business Plan and Operating Budget Details

Proposed Resolution #4

Moved By: _____

Seconded By: _____

THAT Council receives Tab 3 - Corporate Services 2019 Business Plan and Operating Budget Details, as information.

6.2 Tab 4 - Human Resources 2019 Business Plan and Operating Budget Details

Proposed Resolution #5

Moved By: _____

Seconded By: _____

THAT Council receives Tab 4 - Human Resources 2019 Business Plan and Operating Budget Details, as information.

6.3 Tab 5 - Operations 2019 Business Plan and Operating Budget Details

Proposed Resolution #6

Moved By: _____

Seconded By: _____

THAT Council receives Tab 5 – Operations 2019 Business Plan and Operating Budget Details, as information.

6.4 Tab 6 - Recreation, Culture and Parks 2019 Business Plan and Operating Budget Details

Proposed Resolution #7

Moved By: _____

Seconded By: _____

THAT Council receives Tab 6 - Recreation, Culture and Parks 2019 Business Plan and Operating Budget Details, as information.

6.5 Tab 7 - Fire Services 2019 Business Plan and Operating Budget Details

Proposed Resolution #8

Moved By: _____

Seconded By: _____

THAT Council receives Tab 7 - Fire Services 2019 Business Plan and Fire and Police Operating Budget Details, as information.

6.6 Tab 8 - Building, Planning and By-Law 2019 Business Plan and Operating Budget Details

Proposed Resolution #9

Moved By: _____

Seconded By: _____

THAT Council receives Tab 8 - 2019 Building, Planning and By-Law Business Plan and Operating Budget Details, as information.

6.7 Tab 9 - Economic Development and Marketing 2019 Business Plan and Operating Budget Details

Proposed Resolution #10

Moved By: _____

Seconded By: _____

THAT Council receives Tab 9 - Economic Development and Marketing 2019 Business Plan and Operating Budget Details, as information.

6.8 Tab 10 - Hydro Operations 2019 Business Plan and Operating Budget Details

Proposed Resolution #11

Moved By: _____

Seconded By: _____

THAT Council receives Tab 10 - Hydro Operations 2019 Business Plan and Operating Budget Details, as information.

7. Staff Reports

7.1 RCP 19-03 - Enabling Accessibility Grant Updates

Proposed Resolution #12

Moved By: _____

Seconded By: _____

THAT Council receives Report RCP 19-02 - Enabling Accessibility Grant Updates;

AND THAT Council authorizes the Mayor and Clerk to sign the Amended Agreement with the Government of Canada for EAF Project 1511576 which provides an extension to the project period, shifts the project from the overpass location to the Broadway crossing, and gives pre-budget approval to execute the project;

AND THAT Council authorizes the Mayor and Clerk to sign the Agreement with the Government of Canada for EAF Project 1591684 to improve auditory accessibility at various Town facilities;

AND THAT the 2019 draft budget and RCP workplan be amended to include Project

X97 at a cost of \$75,000, including the Enabling Accessibility Grant of \$48,750 and funding from the 2019 Asset Management program of \$26,250, with pre-budget approval to execute the project.

7.2 RCP 19-04 - Draft Results for Aquatics Facility Survey

Proposed Resolution #13

Moved By: _____

Seconded By: _____

THAT Council receives Report RCP 19-04 - Draft Results for Aquatics Facility Survey, as information.

8. Motions/Notice of Motions

9. Confirm Proceedings By-law

Proposed Resolution #14

Moved By: _____

Seconded By: _____

THAT By-Law 4256, to Confirm the Proceedings of the Council meeting held on January 21, 2019, be read for a first, second, third and final reading and that the Mayor and the Clerk be and are hereby authorized to sign the same, and place the corporate seal thereunto.

10. Adjournment

Proposed Resolution #15

Moved By: _____

Seconded By: _____

THAT the Council Budget Meeting of January 21, 2019, be adjourned at ____ p.m.

Council Delegation Request

Members of the public or citizen group may submit a Delegation Request to speak at an open meeting of Council.

First Name *

KEN

Last Name *

ABBOTT

Page 6 of 169

Street Address *

50 WOOD HAVEN DR

Town/City *

TILLSONBURG

Postal Code *

N46-0A5

Phone Number *

519-409-1224

E-mail *

KENNFRA@1cloud.com

Website

Do you or any members of your party require accessibility accommodations? *

☐ Yes

☒ No

How can we assist you? *

Council Meeting
Date *

JAN 21, 2019

Subject of Delegation *

2019 BUDGET DISCUSSION

Name(s) of Delegates and Position(s) *

KEN ABBOTT

Name of Group or Person(s) being
represented (if applicable)

I acknowledge Delegations are limited to fifteen (15) minutes each. *

☒ I accept

Brief Summary of Issue or Purpose of Delegation *

OUTDOOR RECREATION PAD

Will there be a Power Point presentation? *

☐ Yes

☒ No

Please attach a copy of your presentation.

Have you been in contact with a Staff member regarding the Delegation topic? *

☒ Yes

☐ No

If yes, please list the Staff member(s) you have been working with. *

RICK COX

I acknowledge that all presentation material must be submitted to the Clerk's Office by 4:30 p.m. the Wednesday before the Council meeting date.

☒ I accept

Thank You

Personal information on this form is collected under the legal authority of the *Municipal Act*, as amended. The information is collected and maintained for the purpose of creating records that are available to the general public, pursuant to Section 27 of the *Municipal Freedom of Information and Protection of Privacy Act*. Questions about this collection should be directed to the Municipal Clerk, Town of Tillsonburg, 200 Broadway Street, 2nd Floor, Tillsonburg, Ontario, N4G 5A7, Telephone 519-688-3009 Ext. 3224.


J.L. SCOTT McLEAN OUTDOOR RECREATION PAD

I would like these questions included in Councils package for Monday January 21st, 2019 and recorded in the minutes.

1. Cost of rink from conception to completion, including portion of 2.1M for refrigeration. Was fair market value of the land included in the cost?
2. Total amount collected from the fundraiser and put in trust. What has been paid to Tillsonburg?
3. What is owed to Tillsonburg including interest?
4. How much of the 10M town debt plus interest is attributed to the rink? What is your plan to decrease the debt?
5. Is there a separate accounting of costs from the date of competition to date?
6. Is there a separate hydro meter and water meter for associated costs, including monthly service charges?
7. What is the ongoing cost of the zamboni machine and operator?
8. Cost of any staff office hours needed, part or full time. Any change in job description which resulted in additional duties and responsibilities causing any increase in pay grades.
9. Has there been a separate accounting of electrical and mechanical repair costs, and any future plans for outdoor lighting and it's cost?
10. Has there been a separate accounting of any new machinery or trade-in loss/depreciation?

J.L. SCOTT McLEAN OUTDOOR RECREATION PAD

11. Has there been a separate accounting of all related costs, such as any office furniture, computer software, office supplies, and/or accounting programs?
12. Is there a monthly billing sent to the fundraising co-ordinators responsible for all itemized costs?
13. Does the outdoor rink take away from the revenue of the other two rinks. Should this be included in the cost of operation as a loss and billed to the fundraiser co-ordinators?
14. I suggest the outdoor rink be closed until a thorough investigative audit has been completed to determine if the city should continue to operate the rink at a loss and incur more debt, plus interest.
15. This project should never have been approved. It is time to trim the wick. No more free lunch, starting with the Mayor's dinner at \$20,000 dollars plus interest.

	Report Title	Corporate Services 2019 Business Plan and Operating Budget Details
	Report No.	Tab 3
	Author	Dave Rushton
	Meeting Type	Council Budget Meeting
	Council Date	January 21, 2019
	Attachments	2019 Corporate Services Business Plan 2019 Corporate Services Financial Plan

RECOMMENDATION

That Council receives Tab 3 - Corporate Services 2019 Business Plan and Operating Budget Details as information.

EXECUTIVE SUMMARY

The attached report summarizes the Corporate Services' Department requests recommended by the Senior Leadership Team to include in the Town's 2019 Operating Budget.

FINANCIAL IMPACT/FUNDING SOURCE

Council has \$437,500, Corporate Services has \$1,674,600 and the Customer Service Centre \$84,800 in total requests requiring tax supported funding.

COMMUNITY STRATEGIC PLAN (CSP) IMPACT

1. Excellence in Local Government
 - ☒ Demonstrate strong leadership in Town initiatives
 - ☒ Demonstrate accountability

Report Approval Details

Document Title:	Tab 3 - Corporate Services.docx
Attachments:	- 2019 Business Plan- Corporate Services.pdf - 2019 Corporate Services Budget Summary.pdf
Final Approval Date:	Jan 17, 2019

This report and all of its attachments were approved and signed as outlined below:



David Calder - Jan 17, 2019 - 10:45 AM





TOWN OF TILLSONBURG

2019 Business Plan

Corporate Services

December 17, 2018



2019 Business Objectives

Item	Owner	Budget Value	Target Date
Monthly Reporting to Management	Manager of Finance	0	Q1
Implement County Amanda Software	Director of Finance	\$0	Q1
Building Permit		\$5,100	Q4
Corporate Services – Licenses and Citizen Requests			
RFP for Audit Services	Manager of Finance	\$0	Q3
Paperless Billing Tree Program	Director of Finance Director of RCP GM Hydro Ops	\$2,000	Q1 – Q4
Cash Management – New Investment Policy	Manager of Finance	\$0	Q3

2019 Business Objectives

Item	Owner	Budget Value	Target Date
Review & Revise Purchasing Policy	Manager of Finance		Q2
Corporate Staff Plan to meet Community Growth	Director of Finance		Q2
IT – Cyber Security Plan for THI and Town	Director of Finance GM Hydro Ops	\$20,000	Q2
Development Charges	Director of Finance		Q2
Local Government Week	Clerk	\$2,500	Q4
Central Records Repository Project	Clerk	\$0	Q4
Town Hall	CAO	\$25,000	Q2
Dr. Recruitment	CAO	\$70,000	Q4
Strategic Plan	CAO	\$25,000	Q2

2019 Capital Summary

Item	Department	Budget Value	Target Date
Work Order Management	IT & Ops	2018 – \$50,000	Q4
New Conference Room AV Equip	IT Tab 12 page 4	\$4,000	Q1
Ergonomic changes at CSC	Finance Tab 12 page 6	\$8,000	Q2
Computer Replacements	IT Tab 12 page 5	\$25,000	Q4
Telephone Replacement	IT	2017 – \$40,000	Q2

Risks

- Finance
 - Asset management is now a regulated provincial act that is also tied to Provincial Funding sources
- IT
 - Cyber attacks against municipal governments are on the rise and a good plan and proper safeguards will better protect the Town

Opportunities

- Finance


- Higher interest rates are available through new channel that municipalities can now invest in with a new investment policy
- Increased use of paperless invoicing will allow the Town to save money and the environment


- IT


- Expanding AMANDA software will allow us to track licensing of business, lotteries and other property based transactions including some service requests


Future Departmental Directions: 3 year outlook

- 2020
 - RFP for banking and legal services
- 2021/2022
 - RFP for insurance in 2021

 <div> 2019 Financial Plan Operating Plan - Cost Code Summary Council </div>					
Note	2018	2019	Budget	%	Note
Reference	Budget	Budget	Variance	Variance	Reference
Revenues					
Contribution from Reserves	(85,200)	(32,500)	52,700	(62%)	1
Total Revenues	(85,200)	(32,500)	52,700	(61.9%)	
Expenditures					
Labour	156,400	195,000	38,600	25%	2
Purchases	236,900	232,300	(4,600)	(2%)	
Contracted Services	44,700	3,700	(41,000)	(92%)	1
Contribution to Reserves	5,000	7,000	2,000	40%	
Interfunctional Adjustments	25,000	24,800	(200)	(1%)	
Total Expenditures	468,000	462,800	(5,200)	(1.1%)	
Total Net Levy	382,800	430,300	47,500	12.4%	0
Notes:					
1	2018 Election Expenses				
2	Increased Councillor Wages approved 2018				

 <div> 2019 Financial Plan Operating Plan - Cost Code Summary Corporate Services </div>					
Note	2018	2019	Budget	%	Note
Reference	Budget	Budget	Variance	Variance	Reference
Revenues					
Grants	(478,300)	(336,000)	142,300	(30%)	1
User Charges	(37,000)	(38,500)	(1,500)	4%	
Other Revenue	(23,000)	(23,000)	-	0%	
Total Revenues	(538,300)	(397,500)	140,800	(26.2%)	
Expenditures					
Labour	1,356,900	1,418,800	61,900	5%	
Purchases	487,200	501,200	14,000	3%	
Contracted Services	491,500	546,700	55,200	11%	2
Contribution to Reserves	142,600	0	(142,600)	(100%)	1
Interfunctional Adjustments	(467,700)	(496,600)	(28,900)	6%	3
Debt Principal & Interest	115,000	102,000	(13,000)	(11%)	
Total Expenditures	2,125,500	2,072,100	(53,400)	(2.5%)	
Total Net Levy	1,587,200	1,674,600	87,400	5.5%	
Notes:					
1	OCIF Funding Moved to Engineering				
2	New computer programs, Increase in printer contract				
3	Increased IT Charges				

 <div> 2019 Financial Plan Operating Plan - Cost Code Summary CSC </div>					
Note	2018	2019	Budget	%	Note
Reference	Budget	Budget	Variance	Variance	Reference
Revenues					
User Charges	(266,400)	(267,000)	(600)	0%	
Total Revenues	(266,400)	(267,000)	(600)	0.2%	
Expenditures					
Labour	460,700	469,100	8,400	2%	
Purchases	103,600	95,100	(8,500)	(8%)	1
Contracted Services	18,000	32,000	14,000	78%	2
Interfunctional Adjustments	(236,200)	(247,200)	(11,000)	5%	
Debt Principal & Interest	2,900	2,800	(100)	(3%)	
Total Expenditures	349,000	351,800	2,800	0.8%	
Total Net Levy	82,600	84,800	2,200	2.7%	
Notes:					
1	Adjustments to Supplies & HLW				
2	Snow Plowing and Cleaning Increase				

	Report Title	Human Resources
	Report No.	Tab 4
	Author	Ashley Andrews, Human Resource Manager
	Meeting Type	Council Budget Meeting
	Council Date	January 21, 2019
	Attachments	Human Resource Business Plan

RECOMMENDATION

That Council receives Tab 4 – Human Resources 2019 Business Plan and Operating Budget Details as information.

EXECUTIVE SUMMARY

The attached report summarizes the Human Resources requests recommended by the Senior Leadership Team to include in the Town's 2019 Operating Budget.

FINANCIAL IMPACT/FUNDING SOURCE

Human Resource Department costs are included in Corporate Services however the cost of the Town's Human Resources, that are summarized in the attached plan, are spread throughout the various departments.

COMMUNITY STRATEGIC PLAN (CSP) IMPACT

1. Excellence in Local Government
 - ☒ Demonstrate strong leadership in Town initiatives
 - ☒ Demonstrate accountability

Report Approval Details

Document Title:	Tab 4 Human Resources.docx
Attachments:	- 2019 Business Plan- Human Resources.pdf
Final Approval Date:	Jan 16, 2019

This report and all of its attachments were approved and signed as outlined below:

Dave Rushton - Jan 16, 2019 - 2:48 PM





Town of Tillsonburg 2019 Business Plan

Human Resources

December 17, 2018





- **Recruitment**
- **Salary Administration**
- **Human Resource Information System (HRIS)**
- **Benefit Administration**
- **Policy & Procedures**
- **Employee Relations**
- **Health & Safety/Wellness**
- **Labour Relations**

2019 Business Objectives

Item	Owner	Budget Value	Target Date
2% Cost of Living Increase	Manager of Human Resources	\$116,500	Q2-Q4
Health & Dental Renewal Increase	Manager of Human Resources	\$4,900	Q1-Q4
Payroll Deduction Increase (CPP, EI, EHT, WSIB)	Manager of Human Resources	\$43,500	Q1-Q4
Ergonomics Initiative – Public Works	Health & Safety Coordinator	\$1,500	Q2
Policy Review (Health and Safety and Human Resources)	Manager of Human Resources/Health & Safety Coordinator	NA	Q1-Q4
Implementation of Contractor Management Program	Health & Safety Coordinator	NA	Q1
Benefit Consultant Review	Manager of Human Resources	NA	Q1
Implementation of Confined Space Program	Health & Safety Coordinator	\$1,500	Q2

2019 Capital Summary

	Department	Budget Value	Target Date
Implementation of updated time clocks		\$20,000 Tab 12 page 3	Q2

Risks

- Competitive compensation pressures
- Changing health and safety legislation corporate wide
- Current time clocks beyond expected life cycle
- Changing Employment Standards legislation – Bill 47

Opportunities

- Competitive remuneration supports recruitment and retention
- Review of policies to ensure consistency across organization
- Review of ergonomics within Public Works to ensure compliance with Ministry of Labour initiative
- Contractor management and confined space programs to minimize health and safety risks


Future Departmental Directions: 3 year outlook

- 2020 to 2022
 - Review and implementation of Personnel and Health and Safety policies/procedures
 - Continuation of Compensation Review
 - Fire Negotiations (Fire Fighters/Fire Communicators)
 - Health and Wellness Initiatives
 - Power Worker's Union Negotiations (Hydro)

Human Resources

	2018	2018 Revised	2019
Total FTE Requirements	132.90	133.11	135.94
Change from previous year	2.78	0.21	2.83

Department	FTE Change
Recreation, Parks & Culture	0.21 (approved by Council – April 23/18)
Recreation, Culture & Parks	0.66
Finance	1.00
Fire	1.00
Operations Services	1.00
Hydro Operations	-0.50
Building/By-Law	-0.33

	Report Title	Operations Department 2019 Business Plan and Operating Budget Details
	Report No.	Tab 5
	Author	Kevin DeLeebeeck, Director of Operations
	Meeting Type	Council Budget Meeting
	Council Date	January 21, 2019
	Attachments	2019 Operations Department Business Plan 2019 Operations Department Financial Plan

RECOMMENDATION

That Council receives Tab 5 – Operations Department 2019 Business Plan and Operating Budget Details as information.

EXECUTIVE SUMMARY

The attached report summarizes the Operations Department requests recommended by the Senior Leadership Team to include in the Town's 2019 Operating Budget.

FINANCIAL IMPACT/FUNDING SOURCE

Ops Admin has \$248,000, Engineering \$84,800 has Public Works has \$2,723,600, Airport has \$52,900, Waste Management has \$185,200 and Transit Services has \$71,200 in total requests requiring tax supported funding. Fleet will contribute \$\$166,100 and Parking has no impact on taxation.

COMMUNITY STRATEGIC PLAN (CSP) IMPACT

1. Excellence in Local Government
 - ☒ Demonstrate strong leadership in Town initiatives
 - ☒ Demonstrate accountability

Report Approval Details

Document Title:	Tab 5 - Operations.docx
Attachments:	- 2019 Business Plan - Operations Services.pdf - 2019 Operations Operating Budget Summary FINAL.pdf
Final Approval Date:	Jan 17, 2019

This report and all of its attachments were approved and signed as outlined below:



David Calder - Jan 17, 2019 - 10:45 AM





Town of Tillsonburg 2019 Business Plan

Operations Services

December 17, 2018



2019 Business Objectives

Item	Owner	Project Value	Target Date
Continue implementation of records management within Public Works, Engineering and Water/Wastewater	Director of Operations	-	Q1 – Q4
Development and Maintenance of New Transit Service	Director of Operations	-	Q1 – Q4
Continue implementation of Corporate service request and work order management system	Director of Operations	-	Q3
Continue Corporate Fleet CVOR Compliance Initiative	Manager of Public Works	-	Q1 – Q4
Downtown Sidewalk By-law 2189 Update	Manager of Public Works	-	Q2
Downtown Municipal Parking Lot accessible parking stall location improvements	Manager of Public Works	-	Q2
Renegotiations of West Town Line Boundary Road Agreement	Manager of Public Works	-	Q2/Q3
Renegotiations of Solid Waste and Recycling Collection Agreement with Oxford County	Manager of Public Works	-	Q2/Q3
Renegotiations of Urban Road Maintenance Agreement with Oxford County	Manager of Public Works	-	Q4

2019 Business Objectives

Item	Owner	Project Value	Target Date
Renegotiations of Water Distribution and Wastewater Collection Agreement with Oxford County	Manager of Water/Wastewater	-	Q3/Q4
Develop & Implement Phase 1 of the Leak Detection Program	Manager of Water/Wastewater	-	Q2
Continue Implementation of Manhole Assessment Program	Manager of Water/Wastewater	-	Q1 – Q4
Develop a Comprehensive Wastewater Inspection and Maintenance Program	Manager of Water/Wastewater	-	Q4
Update Engineering Design Criteria to current industry standards & practices	Manager of Engineering	-	Q2/Q3
Review and Revise Engineering Rates & Fees structure	Manager of Engineering	-	Q4
Asset Management ➤ Develop and Approve AMP Policy ➤ Continue AMP Implementation Project ➤ Commence Level of Service performance measures ➤ Improve Capital Plan based on detailed AMP analysis	Manager of Engineering	- - - -	Q2 Q3 Q2/Q3 Q4

2019 Capital Summary

Item	Owner	Project Value	Target Date
Airport Feasibility Analysis	Manager of Public Works	\$35,000 Tab 13 page 1	Q2
Airport Master Plan Update (reserve contribution)	Manager of Public Works	\$25,000 Tab 13 page 2	Q4
Public Works Yard Class Environmental Assessment	Manager of Public Works	\$75,000 Tab 13 page 12	Q3/Q4
Railway Crossing Safety Improvements (various locations)	Manager of PW & Engineering	\$25,000 Tab 13 page 4	Q2/Q3
Sidewalk Connectivity Program Implementation	Manager of PW & Engineering	\$25,000 Tab 13 page 13	Q3
Replacement of 2001 Survey Equipment	Manager of Engineering	\$50,000 Tab 13 page 3	Q1
Broadway & Ridout St. Intersection Audible and Accessibility Upgrades	Manager of Engineering	\$65,000 Tab 13 page 5	Q3
Broadway mid-block angled accessible parking stalls	Manager of Engineering	\$30,000 Tab 13 page 6	Q3
Broadway & Trans Canada Trail PXO	Manager of Engineering	\$90,000 Tab 13 page 7	Q3

2019 Capital Summary

Item	Owner	Project Value	Target Date
OSIM Bridge, Culvert & Retaining Wall Inspections	Manager of Engineering	\$40,000 Tab 13 page 8	Q2/Q3
Gibson Pedestrian Bridge Removal	Manager of Engineering	\$20,000 Tab 13 page 9	Q3/Q4
Kinsmen Pedestrian Bridge Enhanced OSIM Inspection	Manager of Engineering	\$80,000 Tab 13 page 10	Q3
Asphalt Resurfacing Program	Manager of Engineering	\$400,000 Tab 13 page 15	Q2/Q3
Bradburn Area Reconstruction Stage 2 of 2 (James, Hilldrop, Fairview)	Manager of Engineering	\$800,000 Tab 13 page 16	Q3
Reconstruction of Lowrie, Reid & Jane St.	Manager of Engineering	\$635,000 Tab 13 page 17	Q2
North Park Phase 1 Rehabilitation (Langrell Ave.)	Manager of Engineering	\$220,000 Tab 13 page 18	Q2/Q3
Concession St. W. Urbanization (QTL to West Town Limit)	Manager of Engineering	\$1,850,000 Tab 13 page 19	Q2/Q3
Oak Park Estates Subdivision Servicing (3 Lots)	Manager of Engineering	\$115,000 Tab 13 page 20	Q2

2019 Capital Summary

Item	Owner	Project Value	Target Date
The Links Subdivision Rehabilitation (Fairway, Green Eagle, Birdyway)	Manager of Engineering	\$210,000 Tab 13 page 21	Q2/Q3
Potters Road Streetlight Extension (Lorraine to Harvest)	Manager of Engineering	\$16,500 Tab 13 page 14	Q1
Young Street Storm Outlet Class Environmental Assessment (reserve contribution)	Manager of Engineering	\$35,000 Tab 13 page 11	Q2
Review and Investigation of alternative Airport management business models (i.e. flight school)	Manager of Public Works	\$20,000 Unfunded	
Risk assessment of Public access at the Airport	Manager of Public Works	\$5,000 Unfunded	
Northerly Extension of Taxiway G3 (25ft x 250ft)	Manager of Public Works	\$55,000 Unfunded	
Commercial Taxiway Rehabilitation	Manager of Public Works	\$40,000 Unfunded	
Airport Hydro load capacity testing	Manager of Public Works	\$TBD Unfunded	

2019 Capital Summary

Item	Owner	Project Value	Target Date
Light Duty			
➤ Roads Unit #21 – Lightly Used Pickup Truck	Manager of Public Works	\$40,000 Tab 13 page 22	Q2
➤ Engineering Unit #19 – Reassigned Pickup Truck	Manager of Public Works	\$0 Tab 13 page 22	Q2
➤ Hydro Unit #26 – Lightly Used Pickup Truck	Manager of Public Works	\$40,000 Tab 13 page 22	Q2/Q3
Medium Duty			
➤ Roads Unit #47 – New Service Truck	Manager of Public Works	\$130,000 Tab 13 page 22	Q2
Heavy Duty			
➤ Roads Unit #61 – New Cab & Chassis	Manager of Public Works	\$160,000 Tab 13 page 22	Q1 - Q3

2019 Capital Summary

Item	Owner	Project Value	Target Date
Off Road Equipment			
➤ Roads Unit #81 – New Front End Loader	Manager of Public Works	\$255,000 Tab 13 page 22	Q3
➤ Facilities Unit #116 – New Ice Resurfacer	Manager of Public Works	\$125,000 Tab 13 page 22	Q3

Risks

- Continue Corporate implementation and training of Pre-Trip Inspection, Hours of Service, Driver Evaluations and Permit system, etc. to achieve Corporate fleet CVOR compliance in advance of any potential Ministry of Transportation audit and possible sanctions/conditions placed on the Town's fleet.
- As development proceeds along West Town Line the need to negotiate a new Boundary Road Agreement is critical in managing future road capital and operating costs.
- Renegotiate the Urban Road Maintenance Agreement with Oxford County to ensure agreement accurately reflects costs associated with maintenance the Town performs on the County's behalf.
- Review and renegotiations of the Water Distribution and Wastewater Collection Agreement with Oxford County will outline Town's obligations as Operating Authority and ensure equitable compensation of services provided.

Risks

- Continue implementation of a Manhole Assessment Program will help mitigate unexpected expenditures and support asset management information for enhanced decision making and improved long-range capital plans.
- Development of a strategic Asset Management Policy, a mandatory requirement of O.Reg. 588/17, inclusion of all Corporate assets and improved capital planning based on detailed AMP analysis is essential to continue eligibility of future grant funding opportunities and position the Town meet future legislative requirements of O.Reg 588/17 and transition towards a Level of Service based Comprehensive Asset Management Plan.

Opportunities

- Continued implementation of records management within Public Works, Engineering, and Water/Wastewater will improve information retention and business continuity.
- Growth of the T:GO Transit Service through route development, installation of transit stops, institute fare structure incentives, improved communication and marketing will all help to establish the system and increase ridership.
- Continued implementation of service request and work order management system provides the Corporate ability to seamlessly receive resident concerns and issue work instruction, in real time, to crews in the field for improved levels of customer service.
- The 1982 Downtown Sidewalk By-law 2189 is in need of updating to support current Town practice as winter maintenance practices have evolved over time.

Opportunities

- Improved location and quantity of accessible parking stalls within Municipal Parking Lots support the Town's Multi-Year Accessibility Plan and position the Town to market a fully AODA compliant Downtown.
- Renegotiating the Solid Waste and Recycling Collection Agreement with Oxford County will realign agreement language with service levels and provide potential opportunity to increase funding.
- The development and implementation of Phase 1 of a Leak Detection Program will help identify areas of potable water loss through leaks reducing the associated costs.
- The development of a comprehensive Wastewater Inspection and Maintenance program will inform asset management planning and budgeting by combining and aligning existing initiatives (i.e. CCTV Manhole Assessments, etc.)

Opportunities

- Modify Engineering Design Criteria of all municipal infrastructure assets to current industry standards and practices will support operational objectives and ensure compliance with changing legislative requirements.
- Review and revision of Engineering Rates & Fee structure will provide an opportunity for more appropriate levels of compensation while encouraging increased third party accuracy in development applications.

Future Departmental Directions: 3 year outlook

2020

- Rehabilitate/Replace infrastructure identified as high risk priority in the Asset Management Plan
- Continue asset condition assessment programs and adjust deterioration curves to better predict end of life scenarios and optimize lifecycle management strategies.
- Comprehensive review and update of the Town Asset Management Plan.
- Continue with Phase 2 of the Leak Detection Program through a system wide Water Loss Audit.
- Develop & Implement an inflow and infiltration program to identify areas to reduce flow to Sewage Treatment Plant.
- Pursue available Provincial and Federal capital funding opportunities.

Future Departmental Directions: 3 year outlook

2021

- Rehabilitate/Replace infrastructure identified as high risk priority in the Asset Management Plan
- Continue asset condition assessment programs and adjust deterioration curves to better predict end of life scenarios and optimize lifecycle management strategies.
- Master Stormwater Drainage Planning Study.
- Full implementation of Wastewater Inspection and Maintenance Program.
- Determine which Hydro infrastructure upgrade/alternative is most suitable for the Airport.
- Pursue available Provincial and Federal capital funding opportunities.

Future Departmental Directions: 3 year outlook

2022

- Rehabilitate/Replace infrastructure identified as high risk priority in the Asset Management Plan
- Continue asset condition assessment programs and adjust deterioration curves to better predict end of life scenarios and optimize lifecycle management strategies.
- Explore feasibility of additional Woodlot removal to achieve a 5,000ft Runway.
- Pursue available Provincial and Federal capital funding opportunities.



2019 Financial Plan
Operating Plan - Cost Code Summary
Fleet

	2018	2019	Budget	%	Note
	Budget	Budget	Variance	Variance	Reference
Revenues					
User Charges	(1,348,800)	(1,426,800)	(78,000)	6%	1
Total Revenues	(1,348,800)	(1,426,800)	(78,000)	5.8%	
Expenditures					
Labour	308,600	339,500	30,900	10%	2
Purchases	543,400	551,400	8,000	1%	
Contracted Services	5,500	5,500	-	0%	
Interfunctional Adjustments	-	7,700	7,700	100%	3
Debt Principal & Interest	267,600	356,600	89,000	33%	4
Total Expenditures	1,125,100	1,260,700	135,600	12.1%	
Total Net Levy	(223,700)	(166,100)	57,600	(25.7%)	

Notes:

- 1 Increased Fleet Charge Revenue
- 2 0.5 FTE Transportation Coordinator \$27,200
- 3 New IT Charge
- 4 Debentures from new fleet capital purchases (i.e. Aerial Truck)



2019 Financial Plan
Operating Plan - Cost Code Summary
OPS Admin

	2018	2019	Budget	%	Note
	Budget	Budget	Variance	Variance	Reference
Revenues					
Total Revenues					
Expenditures					
Labour	237,500	242,800	5,300	2%	
Purchases	10,200	10,500	300	3%	
Interfunctional Adjustments	(6,600)	(5,300)	1,300	(20%)	
Total Expenditures	241,100	248,000	6,900	2.9%	
Total Net Levy	241,100	248,000	6,900	2.9%	



2019 Financial Plan
Operating Plan - Cost Code Summary
Engineering

	2018	2019	Budget	%	Note
	Budget	Budget	Variance	Variance	Reference
Revenues					
Grants	-	(172,400)	(172,400)	100%	1
User Charges	(34,000)	(59,400)	(25,400)	75%	2
Total Revenues	(34,000)	(231,800)	(197,800)	581.8%	
Expenditures					
Labour	453,300	552,100	98,800	22%	3
Purchases	26,000	37,500	11,500	44%	4
Contracted Services	-	76,000	76,000	100%	5
Interfunctional Adjustments	(148,100)	(128,900)	19,200	(13%)	6
Total Expenditures	331,200	536,700	205,500	62.0%	
Total Net Levy	297,200	304,900	7,700	2.6%	

Notes:

- 1 OCIF Formula Funding for Asset Management Planning (AMP)
- 2 Increased revenue from County funded components of reconstruction
- 3 AMP Financial Capital Coordinator \$86,400
- 4 AMP training \$8,000
- 5 AMP GIS Services
- 6 Removed Overhead Allocation to Hydro Operations \$15,700



2019 Financial Plan
Operating Plan - Cost Code Summary
Public Works

	2018	2019	Budget	%	Note
	Budget	Budget	Variance	Variance	Reference
Revenues					
Grants	(75,000)	(77,000)	(2,000)	3%	
Total Revenues	(75,000)	(77,000)	(2,000)	2.7%	
Expenditures					
Labour	940,000	967,700	27,700	3%	
Purchases	658,000	523,900	(134,100)	(20%)	1
Contracted Services	274,500	296,400	21,900	8%	2
Contribution to Reserves	7,800	-	(7,800)	(100%)	3
Interfunctional Adjustments	525,500	556,200	30,700	6%	4
Debt Principal & Interest	339,000	456,400	117,400	35%	5
Total Expenditures	2,744,800	2,800,600	55,800	2.0%	
Total Net Levy	2,669,800	2,723,600	53,800	2.0%	

Notes:

- 1 Reduced Streetlight Hydro by 57% (\$145,200) and Streetlight Inventory by (\$10,800);
Salt price increase 10% (14,100); Training increase (\$5,000)
- 2 Subcon expense for Locates (\$9,500); Storm Sewers (\$5,000); Cracksealing (\$3,000)
- 3 Streetlight Conversion reserve contribution removed
- 4 Fleet Charges
- 5 Streetlight Conversion P&I \$114,600



2019 Financial Plan
Operating Plan - Cost Code Summary
Parking

	2018	2019	Budget	%	Note
	Budget	Budget	Variance	Variance	Reference
Revenues					
Levy, PILS	(141,500)	(141,500)	-	0%	
Total Revenues	(141,500)	(141,500)			
Expenditures					
Labour	26,000	26,500	500	2%	
Purchases	10,500	10,000	(500)	(5%)	
Contracted Services	25,000	35,000	10,000	40%	1
Contribution to Reserves	27,500	13,800	(13,700)	(50%)	2
Interfunctional Adjustments	38,400	42,400	4,000	10%	
Debt Principal & Interest	14,100	13,800	(300)	(2%)	
Total Expenditures	141,500	141,500			
Total Net Levy					

Notes:

- 1 Increased contractor snowplowing costs
- 2 Reduced to cover operating expenses



2019 Financial Plan
Operating Plan - Cost Code Summary
Airport

	2018	2019	Budget	%	Note
	Budget	Budget	Variance	Variance	Reference
Revenues					
Grants	(5,000)	(5,000)	-	0%	
User Charges	(414,400)	(370,900)	43,500	(10%)	1
Total Revenues	(419,400)	(375,900)	43,500	(10.4%)	
Expenditures					
Labour	113,900	115,600	1,700	1%	
Purchases	265,100	228,100	(37,000)	(14%)	1
Contracted Services	39,800	31,000	(8,800)	(22%)	2
Interfunctional Adjustments	11,300	18,400	7,100	63%	3
Debt Principal & Interest	37,600	35,700	(1,900)	(5%)	
Total Expenditures	467,700	428,800	(38,900)	(8.3%)	
Total Net Levy	48,300	52,900	4,600	9.5%	

Notes:

- 1 Net Reduction in Fuel \$5,900
- 2 Reduced Subcontractor Expenses
- 3 Fleet and IT Charges



2019 Financial Plan
Operating Plan - Cost Code Summary
Waste Management

	2018	2019	Budget	%	Note
	Budget	Budget	Variance	Variance	Reference
Revenues					
Grants	(117,600)	(116,500)	1,100	(1%)	
User Charges	(122,200)	(127,200)	(5,000)	4%	1
Total Revenues	(239,800)	(243,700)	(3,900)	1.6%	
Expenditures					
Labour	69,500	70,800	1,300	2%	
Purchases	101,900	106,900	5,000	5%	1
Contracted Services	123,500	115,500	(8,000)	(6%)	2
Interfunctional Adjustments	124,100	135,700	11,600	9%	3
Total Expenditures	419,000	428,900	9,900	2.4%	
Total Net Levy	179,200	185,200	6,000	3.3%	

Notes:

- 1 Net Bag Tags
- 2 Reduced subcontractor expense
- 3 Fleet Charges




2019 Financial Plan
Operating Plan - Cost Code Summary
Transit Services

	2018	2019	Budget	%	Note
	Budget	Budget	Variance	Variance	Reference
Revenues					
Grants	(54,100)	(72,100)	(18,000)	33%	1
User Charges	-	(20,800)	(20,800)	100%	2
Total Revenues	(54,100)	(92,900)	(38,800)	71.7%	
Expenditures					
Labour	-	27,200	27,200	100%	3
Purchases	83,000	-	(83,000)	(100%)	4
Contracted Services	-	136,900	136,900	100%	5
Total Expenditures	83,000	164,100	81,100	97.7%	
Total Net Levy	28,900	71,200	42,300	146.4%	

Notes:

- 1 Estimated 12 months of Provincial Transit Gas Tax funding
- 2 Estimated Ridership Revenue at \$2/ride
- 3 0.5 FTE Transportation Coordinator
- 4 Expense towards Community Transportation Pilot Project
- 5 Service Provider costs for 12 hrs/day Mon - Fri

	Report Title	Recreation Culture and Parks 2019 Business Plan and Operating Budget Details
	Report No.	Tab 6
	Author	Rick Cox, Director of Recreation, Culture and Parks
	Meeting Type	Council Budget Meeting
	Council Date	January 21, 2019
	Attachments	2019 Recreation Culture and Parks Business Plan 2019 Recreation Culture and Parks Financial Plan

RECOMMENDATION

That Council receives Tab 6 - Recreation Culture and Parks 2019 Business Plan and Operating Budget Details as information.

EXECUTIVE SUMMARY

The attached report summarizes the Recreation Culture and Parks requests recommended by the Senior Leadership Team to include in the Town's 2019 Operating Budget.

FINANCIAL IMPACT/FUNDING SOURCE

Cemetery has \$113,900, Parks has \$684,700, Community Events has \$23,400, Recreation Programs has \$393,100, Building Maintenance has \$2,379,700 and the Museum has \$336,200 in total requests requiring tax supported funding. Elliot Fairburn Centre will contribute \$32,300.

COMMUNITY STRATEGIC PLAN (CSP) IMPACT

1. Excellence in Local Government
 - ☒ Demonstrate strong leadership in Town initiatives
 - ☒ Demonstrate accountability

Report Approval Details

Document Title:	Tab 6 - Recreation Culture and Parks.docx
Attachments:	- 2019 Business Plan- Parks Recreation.pdf - Updated RCP 2018 Budget Summary.2018-12-12 RC.pdf
Final Approval Date:	Jan 17, 2019

This report and all of its attachments were approved and signed as outlined below:



David Calder - Jan 17, 2019 - 10:44 AM





Town Of Tillsonburg 2019 Business Plan

Recreation, Culture & Parks

December 17, 2018



2019 Business Objectives

RCP Department

Item	Owner	Project Value	Target Date
Recreation Program and Business Service Review	CAO & Director	-	Q 2 - 3
Continue implementation of Memorial Park & Lake Lisgar Master Plan	Director	\$275,000	Q 1 - 4
Aquatics Facility Design Study	Director	\$75,000	Q 1 - 4
Capital Fundraising Program for Heritage Buildings - Target: \$1,000,000	Director / Culture & Heritage Manager	-	Q 1 - 4
Asset Management Plan legislative compliance	Director / Parks & Facilities Manager	\$25,000 (in RCP)	Q 1 - 4
Support community splash pad initiative	Director	-	Q 1 - 4
Tillsonburg Concert Series	RCP Team	(\$12,000)	Q 1 - 4

2019 Business Objectives

Programs & Services Division

Item	Owner	Revenue Target	Target Date
Mini-pad and Summer Ice revenue development	Business Services	(\$50,000)	Q 1 - 4
Implement Personal Training Studio, additional adult classes and grow the Corporate Membership business	Programs	(\$20,000)	Q 1 - 4
Grow Aqua cycle and home-school lessons revenue	Aquatics	(\$20,000)	Q 1 - 4

2019 Business Objectives

Culture & Heritage Division

Item	Owner	Project Value	Target Date
Produce a series of presentations that highlight the museum's collection and the unique history of the town	Museum staff	\$1,000	Q 1 - 4
Develop and implement new family event on museum lawn (Dolly & Teddy Bear Family Picnic)	Museum staff	\$1,500	Q 2 - 3
Quarterly workshops with historical themes	Museum staff	\$2,000	Q 1 - 4
Initiate pre-planning for town-wide 150 Anniversary of Incorporation celebrations in 2022	Culture & Heritage Manager/Curator	\$500	Q 4

2019 Business Objectives

Parks & Facilities Division

Item	Owner	Project Value	Target Date
Review of contracted cleaning services model	Facilities Team	-	Q 1
Complete development of the 2019-2024 Town Energy Conservation & Demand Management Plan	Facilities Team	200,000	Q 1 - 2
Host Trails event in June in collaboration with the Oxford Trails Council	Parks & Facilities Manager	\$3,500	Q 1 - 2
Continue implementation of the Asset Management Action Plan	Facilities & Parks Teams	\$755,800	Q 1 - 4
Continue implementation of Cemetery Master Plan	Parks Team	\$185,200	Q 1 - 4
Develop and implement a recycling and waste reduction strategy	Facilities & Parks Teams	-	Q 1 - 4

2019 Capital Highlights

(For complete list see Tab 14)

Item	Department	Project Value	Target Date
Cemetery works yard drive shed	Cemetery	\$50,000 <i>Tab 14 pg 4</i>	Q 1 – 3
Master Plan implementation (scattering garden, new columbaria units)	Cemetery	\$135,200 <i>Tab 14 pg 3 & 6</i>	Q 2 – 4
Annandale diamond lighting enhancement (Diamond 3)	Parks	\$50,000 <i>Tab 14 pg 9</i> (\$100,000 – 2018)	Q 1 – 2
Memorial Park Parking Expansion	Parks	\$245,000 <i>Tab 14, pg 12</i>	Q 1 – 2
Hardball Diamond #1 backstop	Parks	\$30,000 <i>Tab 14, pg 11</i>	Q 2

2019 Capital Highlights

(For complete list see Tab 14)

Item	Department	Project Value	Target Date
CNG ice resurface filling station replacement	Facilities	\$40,000 <i>Tab 14, pg 23</i>	Q 1 (Pre-budget)
Summer Place roof replacement & mold removal	Facilities	\$95,300 <i>Tab 13, pg 29 & 30</i>	Q 2 (pre-budget)
TCC hot water boiler replacement	Facilities	\$100,000 <i>Tab 13, pg 26</i>	Q 1 – 2
Design Engineering Study - eligible for 50% incentive (OPP/Fire/EMS district energy)	Facilities	\$50,000 <i>Tab 13, pg 17</i>	Q 1 – 3
Station Arts Gallery building/fire code compliance & roof replacement	Facilities	\$400,000 <i>Tab 13, pg 27 & 28</i>	Q 1 - 3
FCA scheduled building maintenance (Public Works, Museum)	Facilities	\$185,500 <i>Tab 13, pg 20 & 31</i>	Q 1 - 4
CSC bay lighting conversion to LED – eligible for rebates	Facilities	\$50,000 <i>Tab 14 pg 21</i>	Q 2 – 3

Risks

- Update required to Recreation Master Plan to guide departmental priorities
- Damage to urban forest from climate change, invasive species & past practices.
- Demand on Parks & Facilities resources to support new infrastructure (e.g. outdoor pad, TCT) and new initiatives (e.g. beautification, special events).
- Storage for Museum collection of artifacts and archives close to capacity

Opportunities

- Opportunity for a 2022 Sesquicentennial legacy project
- Continued investment in asset management program is extending usable life of facilities
- Implementation of Future Oxford Sustainability plan (e.g. Zero Waste, NetZero Energy)
- Balancing principle of being accessible/affordable with principle of user pay
- Capital fundraising campaign to establish heritage building maintenance reserve for ANHS & Station Arts buildings

Future Departmental Directions: 3 year outlook

2020


- Parks Master Plan
- Cultural Master Plan


2021


- Update to Recreation, Culture & Parks Master Plan


2022


- Tillsonburg Sesquicentennial (150th Birthday)


 <div> 2019 Financial Plan Operating Plan - Cost Code Summary Cem </div>					
Note	2018	2019	Budget	%	Note
Reference	Budget	Budget	Variance	Variance	Reference
Revenues					
User Charges	(133,600)	(133,600)	-	0%	
Other Revenue	(6,500)	(6,500)	-	0%	
Total Revenues	(140,100)	(140,100)		0.0%	
Expenditures					
Labour	102,300	114,300	12,000	12%	1
Purchases	36,600	39,200	2,600	7%	
Contracted Services	19,200	21,200	2,000	10%	
Interfunctional Adjustments	85,600	79,300	(6,300)	(7%)	
Total Expenditures	243,700	254,000	10,300	4.2%	
Total Net Levy	103,600	113,900	10,300	9.9%	
Notes:					
1	2 summer students (.66 FTE Increase)				


 <div> 2019 Financial Plan Operating Plan - Cost Code Summary Parks </div>					
Note	2018	2019	Budget	%	Note
Reference	Budget	Budget	Variance	Variance	Reference
Revenues					
Grants	(20,000)	-	20,000	(100%)	
User Charges	(21,000)	(34,300)	(13,300)	63%	1
Other Revenue	-	(4,600)	(4,600)	100%	
Contribution from Reserves	(7,800)	(7,400)	400	(5%)	
Total Revenues	(48,800)	(46,300)	2,500	(5.1%)	
Expenditures					
Labour	217,300	227,300	10,000	5%	
Purchases	113,400	125,800	12,400	11%	2
Contracted Services	162,400	188,300	25,900	16%	3
Contribution to Reserves	11,300	16,200	4,900	43%	
Interfunctional Adjustments	93,900	87,800	(6,100)	(6%)	
Debt Principal & Interest	87,900	85,600	(2,300)	(3%)	
Total Expenditures	686,200	731,000	44,800	6.5%	
Total Net Levy	637,400	684,700	47,300	7.4%	
Notes:					
1	Sportsfield advertising, 50% County share of Trans Canada Trail				
2	Supplies for sportsfields, ANHS grounds				
3	Increased contracted grass cutting / snow removal				


 <div> 2019 Financial Plan Operating Plan - Cost Code Summary Community Events </div>					
Note	2018	2019	Budget	%	Note
Reference	Budget	Budget	Variance	Variance	Reference
Revenues					
Grants	(29,000)	(29,100)	(100)	0%	
User Charges	(700)	(700)	-	0%	
Total Revenues	(29,700)	(29,800)	(100)	0.3%	
Expenditures					
Labour	7,400	11,700	4,300	58%	
Purchases	44,500	41,500	(3,000)	(7%)	1
Total Expenditures	51,900	53,200	1,300	2.5%	
Total Net Levy	22,200	23,400	1,200	5.4%	
Notes:					
1	Canada Day fireworks budget not increased but must now cover labour charge.				

 <div> 2019 Financial Plan Operating Plan - Cost Code Summary Rec - Programs </div>					
Note	2018	2019	Budget	%	Note
Reference	Budget	Budget	Variance	Variance	Reference
Revenues					
Grants	(42,700)	(42,700)	-	0%	
User Charges	(1,383,800)	(1,361,600)	22,200	(2%)	1
Other Revenue	(29,000)	(30,000)	(1,000)	3%	
Total Revenues	(1,455,500)	(1,434,300)	21,200	(1.5%)	
Expenditures					
Labour	1,517,700	1,487,700	(30,000)	(2%)	2
Purchases	278,200	258,100	(20,100)	(7%)	3
Interfunctional Adjustments	59,800	66,900	7,100	12%	4
Debt Principal & Interest	14,700	14,700	-	0%	
Total Expenditures	1,870,400	1,827,400	(43,000)	(2.3%)	
Total Net Levy	414,900	393,100	(21,800)	(5.3%)	
Notes:					
1	Increased revenue due to growth, price increases, new programs				
2	Program changes				
3	Scaled back concession inventory				
4	IT charge, new software				

 <div> 2019 Financial Plan Operating Plan - Cost Code Summary Rec - Bldg Mtce </div>					
Note	2018	2019	Budget	%	Note
Reference	Budget	Budget	Variance	Variance	Reference
Revenues					
User Charges	(6,300)	(6,300)	-	0%	
Total Revenues	(6,300)	(6,300)	-	0.0%	
Expenditures					
Labour	804,700	856,000	51,300	6%	1
Purchases	754,000	582,500	(171,500)	(23%)	2
Contracted Services	207,300	294,400	87,100	42%	3
Contribution to Reserves	7,600	7,600	-	0%	
Interfunctional Adjustments	43,300	51,000	7,700	18%	4
Debt Principal & Interest	409,000	594,500	185,500	45%	5
Total Expenditures	2,225,900	2,386,000	160,100	7.2%	
Total Net Levy	2,219,600	2,379,700	160,100	7.2%	
Notes:					
1	COLA, Outdoor Pad maintenance, Minipad increased service level (Pre-approved by council)				
2	HLW decrease from CoGen, LEDs				
3	Increased contract cleaning, maintenance on CoGen				
4	IT charge				
5	CoGen P&I payments				

 <div> 2019 Financial Plan Operating Plan - Cost Code Summary EFC </div>					
Note	2018	2019	Budget	%	Note
Reference	Budget	Budget	Variance	Variance	Reference
Revenues					
User Charges	(87,500)	(100,000)	(12,500)	14%	1
Total Revenues	(87,500)	(100,000)	(12,500)	14.3%	
Expenditures					
Purchases	15,100	14,900	(200)	(1%)	
Contribution to Reserves	6,200	20,000	13,800	223%	1
Debt Principal & Interest	33,900	32,800	(1,100)	(3%)	
Total Expenditures	55,200	67,700	12,500	22.6%	
Total Net Levy	(32,300)	(32,300)	-		
Notes:					
1	Rent increase contributed to reserves				

 <div> 2019 Financial Plan Operating Plan - Cost Code Summary Museum </div>					
Note	2018	2019	Budget	%	Note
Reference	Budget	Budget	Variance	Variance	Reference
Revenues					
Grants	(24,400)	(21,400)	3,000	(12%)	
User Charges	(24,500)	(67,500)	(43,000)	176%	1
Other Revenue	(29,000)	(24,500)	4,500	(16%)	
Total Revenues	(77,900)	(113,400)	(35,500)	45.6%	
Expenditures					
Labour	281,500	289,200	7,700	3%	
Purchases	99,200	124,300	25,100	25%	2
Contracted Services	12,000	15,000	3,000	25%	
Interfunctional Adjustments	18,400	21,100	2,700	15%	
Total Expenditures	411,100	449,600	38,500	9.4%	
Total Net Levy	333,200	336,200	3,000	0.9%	
Notes:					
1	Increased revenue, concert series				
2	Contracted cleaning services, concert series				

	Report Title	Fire Services 2019 Business Plan and Fire and Police Operating Budget Details
	Report No.	Tab 7
	Author	Jeff Smith, Fire Chief
	Meeting Type	Council Budget Meeting
	Council Date	January 21, 2019
	Attachments	2019 Fire Services Business Plan 2019 Fire and Police Services Financial Plan

RECOMMENDATION

That Council receives Tab 7 - Fire Services 2019 Business Plan and Fire and Police Operating Budget Details as information.

EXECUTIVE SUMMARY

The attached report summarizes the Fire and Police requests recommended by the Senior Leadership Team to include in the Town's 2019 Operating Budget.

FINANCIAL IMPACT/FUNDING SOURCE

Fire Services has \$1,424,600 and Police has \$2,977,900 in total requests requiring tax supported funding.

COMMUNITY STRATEGIC PLAN (CSP) IMPACT

1. Excellence in Local Government
 - ☒ Demonstrate strong leadership in Town initiatives
 - ☒ Demonstrate accountability

Report Approval Details

Document Title:	Tab 7 - Fire and Rescue Services.docx
Attachments:	- 2019 Business Plan- Fire Services.pdf - 2019 Police and Fire Budget Summary.pdf
Final Approval Date:	Jan 17, 2019

This report and all of its attachments were approved and signed as outlined below:



David Calder - Jan 17, 2019 - 10:44 AM





Town of Tillsonburg 2019 Business Plan

Fire & Rescue Services

December 17, 2018



2019 Business Objectives

Item	Owner	Budget Value	Target Date
Continued implementation of upgraded CAD system and enhanced features (continuation from 2018)	Deputy Chief	\$0	Q1-Q4
Continue to work with Oxford County to have traffic pre-emption equipment installed at key intersections	Fire Chief	\$0 (previous DC contributions)	Q2-Q3
Continuation of multi-year training plan for firefighters	Deputy Chief	\$0	Q1-Q4
Implementation of Strategic Plan recommendations (see separate slide)	Fire Chief	\$0	Various timing for specific recommendations
Training and commissioning of new aerial platform device	Deputy Chief	\$0	Q1

2019 Business Objectives

Item	Owner	Budget Value	Target Date
Update Establishing & Regulating By-law	Fire Chief	\$0	Q3
Update Fireworks By-law (for 2020 implementation)	Fire Chief	\$0	Q3
Develop and implement cancer risk reduction strategy & program	Fire Chief	\$0	Q1-Q4
Develop and implement PTSD risk reduction strategy & program	Fire Chief	\$0	Q1-Q4

2019 Capital Summary

Item	Department	Budget Value	Target Date
Technical Rescue Equipment (Phase 1 of 3)	Fire	\$40,000 Tab 15 page 2	Q3
Fireground Equipment	Fire	\$14,000 Tab 15 page 3	Q2
Hose Appliances	Fire	\$10,000 Tab 15 page 4	Q2
Accountability and Command Board	Fire	\$5,000 Tab 15 page 5	Q1
In-vehicle tablets & Horizon Set-up	Fire	\$15,000 Tab 15 page 6	Q2

2019 Capital Summary

Item	Department	Budget Value	Target Date
Medical Bag & Equipment Replacement	Fire	\$10,000 Tab 15 page 7	Q1
File Conversion	Fire	\$12,000 Tab 15 page 8	Q3
Training Room Audio & Video Replacement	Fire	\$14,000 Tab 15 page 9	Q2

Strategic Plan Recommendations

Item	Owner	Budget Value	Target Date
Continue to operate as a composite fire department		No impact	
Develop a fair and equitable remuneration structure		To be determined	
Modify Platoon system to incorporate "Duty Crew" for business hours		Dependent on implementation strategy	
Develop documented Recruitment & Retention strategy by end of 2019		Staff time, plus cost of implementation	
Develop a recognition system to acknowledge the efforts of firefighters, their families and employers		Dependent on implementation strategy	

Strategic Plan Recommendations

Item	Owner	Budget Value	Target Date
Develop and distribute information packages to existing firefighters & prospective recruits, their families and employers, describing how the service operates and the expectation on its firefighters		Staff time, plus costs of implementation	
Add one (1) F.T.E. in 2019 to assist with new legislation, Fire & Life Safety Education and Fire Prevention		Wage + benefits, Gear, uniform & equipment costs	
Revise Level of Service in Establishing & Regulating By-law to reflect recommendations from Committee, as and when approved by Council		Negligible as recommended changes reflect current services	

Strategic Plan Recommendations

Item	Owner	Budget Value	Target Date
Enhance Tiered Medical Agreement with Oxford Paramedic Service to include Obvious Immediate Threat (OIT) calls as a response level		No direct labour costs with current remuneration format. Estimate additional 65 calls per annum. Minimal increase in consumable equipment, plus wear and tear on apparatus.	
Fire Strategic Plan Review Committee be struck in 2021 to review the effects of this plan and recommend adjustments as necessary		Variable, depending on methodology – Community Committee vs consultant.	

Risks

- Increased Legislated responsibilities with regard to Mandatory Public Reporting and Mandatory Comprehensive Risk Assessment.
- Increased Legislated responsibilities to inspect and monitor occupancies with vulnerable occupants has had a direct impact on administrative workload.
- Open inspection files are a significant liability.

Risks

- Officers and firefighters need to continue to be developed and trained to meet current and future Provincial legislation, and NFPA standards.
- Self-Contained Breathing Apparatus (SCBA) replacement necessary in 2021. Cylinders have lifespan of 15 years maximum. All cylinders will expire in 2021. NFPA Standards: 1981, 1982; NIOSH Standards

Risks

- Pre-incident planning of high hazard and high risk occupancies in Tillsonburg not developed. Proficient pre-incident plans will help reduce risk to lives and property.
- Firefighter retention – decrease in experience base and increased reliance on training & simulation to develop skills.
- Training being completed but documentation is inadequate & inaccurate due to pressures on staff time.

Opportunities

- Implementation of Strategic Plan initiatives.
- Continue the Succession Management plan for firefighters, including Officer development, prospective Officer training, promotional exams, etc.
- Continue Reservist recruitment and training process to develop firefighter candidates.
- Conduct proactive Fire & Life Safety inspections:
 - Help reduce threat to life
 - Help reduce fire loss

Opportunities

- Expansion of training facilities and equipment.
- Purchase multi-discipline equipment to ensure continued delivery of core services.
- Continue to promote a Culture of Safety within the fire department:
 - High commitment to Occupational Health & Safety
 - Continued adherence to Section 21 Guidance Notes
 - Adopt industry best practices
 - Continued migration to NFPA standards and certification

Opportunities

- Mandatory Comprehensive Risk Assessment (O.Reg 378/18 – in force July 1, 2019) will help ensure fire department response capability appropriate for fire and life safety risks in the community by considering:
 - Geographic profile
 - Building stock profile
 - Critical infrastructure profile
 - Hazard profile
 - Natural hazards
 - Hazards caused by humans
 - Technological hazards
 - Public Safety response profile
 - Community services profile
 - Demographic profile
 - Economic profile
 - Past loss and event history profile

Opportunities

- Continue evolving Emergency Operations Centre (EOC) procedures, based on the Incident Management System (IMS).
- Assist industrial and commercial businesses with Continuity of Operations Planning and disaster recovery planning initiatives.
- Emergency Operations Centre enhancements, including telecommunications equipment and interoperability equipment.

Opportunities

- Build asset management into existing records management system (FirePro). Will provide better equipment end of life projections and accurate billing of consumable materials used at certain emergencies.
- Continue to market Fire Communications
- Develop Fire Communications partnership prospects and non-core business opportunities.

Future Departmental Directions: 3 year outlook

2020

- Enhance EOC Communications and functionality.
- Replacement of portable water supply pumps.
- Tech Rescue Response support, including Hazardous Materials and Confined Space response capability.
- Replace training room desks and chairs.
- Continued implementation of Strategic Plan.
- Trial & evaluation of Self-Contained Breathing Apparatus (SCBA) prior to 2021 purchase.

Future Departmental Directions: 3 year outlook


2021


- Self-Contained Breathing Apparatus (SCBA) replacement, including spare cylinders, Rescue Air Kits, masks, etc.
- Replacement of high-volume water supply Large Diameter Hose (LDH).
- Continue implementation of Strategic Plan.


Future Departmental Directions: 3 year outlook

2022

- Strategic Fire Plan (2019) outlook concluded. Development of Master Fire Plan with 10 year horizon.
- Phase 1 of 2 to replace firefighter helmets.
(NFPA 1971 standard for protective ensembles)
- Tall building (4+ story) firefighting equipment.
- Next Generation 9-1-1 (NG9-1-1) mandatory telephone system upgrades.

 <div> 2019 Financial Plan Operating Plan - Cost Code Summary Fire </div>					
Note	2018	2019	Budget	%	Note
Reference	Budget	Budget	Variance	Variance	Reference
Revenues					
User Charges	(339,000)	(362,000)	(23,000)	7%	
Total Revenues	(339,000)	(362,000)	(23,000)	6.8%	
Expenditures					
Labour	1,023,200	1,114,300	91,100	9%	1
Purchases	233,000	228,700	(4,300)	(2%)	
Contracted Services	94,800	90,800	(4,000)	(4%)	
Contribution to Reserves	45,000	45,000	-	0%	
Interfunctional Adjustments	195,100	266,200	71,100	36%	2
Debt Principal & Interest	22,600	41,600	19,000	84%	2
Total Expenditures	1,613,700	1,786,600	172,900	10.7%	
Total Net Levy	1,274,700	1,424,600	149,900	11.8%	
Notes:					
1	1/2 Year FTE Request, COLA, Negotiated Labour Increases				
2	Fleet Charges, IT Charge				

 <div> 2019 Financial Plan Operating Plan - Cost Code Summary Police </div>					
Note	2018	2019	Budget	%	Note
Reference	Budget	Budget	Variance	Variance	Reference
Revenues					
Grants	(72,800)	(72,800)	-	0%	
User Charges	(315,000)	(323,200)	(8,200)	3%	
Contribution from Reserves	(41,300)	(92,000)	(50,700)	123%	1
Total Revenues	(429,100)	(488,000)	(58,900)	13.7%	
Expenditures					
Labour	105,900	107,500	1,600	2%	
Purchases	78,200	77,600	(600)	(1%)	
Contracted Services	3,120,100	3,273,200	153,100	5%	1
Interfunctional Adjustments	8,900	7,600	(1,300)	(15%)	
Total Expenditures	3,313,100	3,465,900	152,800	4.6%	
Total Net Levy	2,884,000	2,977,900	93,900	3.3%	
Notes:					
1	Police Contract Increase				

	Report Title	Building, Planning and By-Law 2019 Business Plan and Operating Budget Details
	Report No.	Tab 8
	Author	Geno Vanhaelewyn
	Meeting Type	Council Budget Meeting
	Council Date	January 21, 2019
	Attachments	2019 Building, Planning and By-Law Business Plan 2019 Building, Planning and By-Law Financial Plan

RECOMMENDATION

That Council receives Tab 8 – 2019 Building, Planning and By-Law Business Plan and Operating Budget Details as information.

EXECUTIVE SUMMARY

The attached report summarizes the Building, Planning and By-Law Services' Department requests recommended by the Senior Leadership Team to include in the Town's 2019 Operating Budget.

FINANCIAL IMPACT/FUNDING SOURCE

Protection has \$210,200 in total requests requiring tax supported funding and Building has no demand on taxation.

COMMUNITY STRATEGIC PLAN (CSP) IMPACT

1. Excellence in Local Government
 - ☒ Demonstrate strong leadership in Town initiatives
 - ☒ Demonstrate accountability

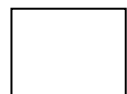
Report Approval Details

Document Title:	Tab 8 - Building, Planning and By-Law.docx
Attachments:	- 2019 Business Plan - Operations Services.pdf - 2019 Building and bylaw Budget Summary.pdf
Final Approval Date:	Jan 17, 2019

This report and all of its attachments were approved and signed as outlined below:



David Calder - Jan 17, 2019 - 10:44 AM





Town Of Tillsonburg 2019 Business Plan

Building/Planning/By-Law

December 17, 2018



2019 Business Objectives

Item	Owner	Project Value	Target Date
Implement Amanda Building Permitting Software Solution	CBO/Oxford County IT	\$0/Oxford Cty.	Q2
Building Code Amendments – Notify trades and general public on proposed amendments through handouts, verbal and website	DCBO	\$0	Ongoing
Develop Post-Disaster Event Protocol/Procedures	CBO	\$0	Q4
By-law Reviews – Noise, Animal Control, Traffic	CBO/By-Law	\$0	Q4
Camera Installation @ Library Lane – Monitor Alley Dumping	CBO/By-Law	\$5,000	Q2
Central Area Design Study/Traffic By-law - Vehicular/Pedestrian Movement Reconfiguration - Town Centre Mall Rear Entrance	CBO	\$0 (Proposal/Request for 2020 Budget)	Q3

2019 Business Objectives

Item	Owner	Project Value	Target Date
Central Area Design Study – Public Objectives – Alley Connecting Walkways	CBO	\$0 (Proposal/Request for 2020 Budget)	Q3
Central Area Design Study – Façade Improvement Program	CBO/Development Tech.	\$25,000 from Economic Dev't Budget	Q4
Review of Planning Process & Procedures	Development Tech. & Planner	\$0	Q1
Zoning By-Law Review & Housekeeping Amendments	County Planner	\$0	Q1
Review Site Plan Approval By-Law and Process	County Planner	\$0	Q1

Risks

- Increase in population and development activity has increased general inquiries and complaints
- Complex development/construction projects along with increased volumes require significant amount of staff time which may result in longer turn around times
- Continuing changes and potential 2019 updates to the Ontario Building Code require ongoing staff training and additional time to review permit applications
- Ontario Building Code Changes cause frustration for contractors, developers and owners and requires additional staff time to educate
- Increase By-Law inquiries and complaints resulting from Cannabis Legislation

Opportunities

- Improvement of departmental communications to community and development industry creates positive outcomes and transparency
- By-Law review provides updates and clarification that are relevant to current public needs
- Ongoing code training reduces liability and provides efficiencies
- Ongoing review of Central Area Design Study will provide a framework for future opportunity and development of the downtown BIA area
- Reducing the number of open permits reduces liability

Future Departmental Directions: 3 year outlook

2020

- Ontario Building Code – evaluate service review mandated by legislation
- Building Services Post-Disaster Preparedness
- Central Area Design Study – implement public objectives/recommendations
- Central Area Design Study/Traffic By-Law – implement Vehicular/Pedestrian Movement Reconfiguration - Town Centre Mall Rear Entrance
- By-Law Reviews

Future Departmental Directions: 3 year outlook


2021


- Review Permit Submission Web Portal Options & Digital Service Delivery
- Central Area Design Study – Public Realm
- By-Law Review


Future Departmental Directions: 3 year outlook

2022

- Central Area Design Study
- By-Law Review

 <div> 2019 Financial Plan Operating Plan - Cost Code Summary Protection </div>					
Note	2018	2019	Budget	%	Note
Reference	Budget	Budget	Variance	Variance	Reference
Revenues					
User Charges	(77,500)	(106,500)	(29,000)	37%	1
Contribution from Reserves	(5,100)	-	5,100	(100%)	
Total Revenues	(82,600)	(106,500)	(23,900)	28.9%	
Expenditures					
Labour	231,400	227,200	(4,200)	(2%)	
Purchases	28,400	25,800	(2,600)	(9%)	
Contracted Services	23,000	35,000	12,000	52%	2
Interfunctional Adjustments	28,400	28,700	300	1%	
Total Expenditures	311,200	316,700	5,500	1.8%	
Total Net Levy	228,600	210,200	(18,400)	(8.0%)	
Notes:					
1	Increased Revenue due to growth				
2	Docupet Software				

 <div> 2019 Financial Plan Operating Plan - Cost Code Summary Building </div>					
Note	2018	2019	Budget	%	Note
Reference	Budget	Budget	Variance	Variance	Reference
Revenues					
User Charges	(369,500)	(404,800)	(35,300)	10%	1
Contribution from Reserves	(103,100)	(81,000)	22,100	(21%)	2
Total Revenues	(472,600)	(485,800)	(13,200)	2.8%	
Expenditures					
Labour	391,000	404,300	13,300	3%	
Purchases	42,300	41,600	(700)	(2%)	
Contracted Services	6,600	6,500	(100)	(2%)	
Interfunctional Adjustments	32,700	33,400	700	2%	
Total Expenditures	472,600	485,800	13,200	2.8%	
Total Net Levy					
Notes:					
1	Increased Revenue from Permits				
2	Decreased Contribution from Reserves				

	Report Title	Economic Development and Marketing 2019 Business Plan and Operating Budget Details
	Report No.	Tab 9
	Author	Cephas Panschow, Development Commissioner
	Meeting Type	Council Budget Meeting
	Council Date	January 21, 2019
	Attachments	2019 Economic Development and Marketing Services Business Plan 2019 Economic Development and Marketing Services Financial Plan

RECOMMENDATION

That Council receives Tab 9 – Economic Development and Marketing 2019 Business Plan and Operating Budget Details as information.

EXECUTIVE SUMMARY

The attached report summarizes the Economic Development and Marketing Services' Department requests recommended by the Senior Leadership Team to include in the Town's 2019 Operating Budget.

FINANCIAL IMPACT/FUNDING SOURCE

DCS has \$95,000 and Economic Development has \$397,100 in total requests requiring tax supported funding.

COMMUNITY STRATEGIC PLAN (CSP) IMPACT

1. Excellence in Local Government
 - ☒ Demonstrate strong leadership in Town initiatives
 - ☒ Demonstrate accountability

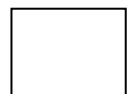
Report Approval Details

Document Title:	Tab 9 - Economic Development and Marketing.docx
Attachments:	- 2019 Business Plan - Economic Development Marketing.pdf - 2019 Economic Development Budget Summary.pdf
Final Approval Date:	Jan 17, 2019

This report and all of its attachments were approved and signed as outlined below:



David Calder - Jan 17, 2019 - 10:43 AM





Town Of Tillsonburg 2019 Business Plan

Economic Development & Marketing

December 17, 2018



2019 Business Objectives

Item	Owner	Budget Value	Target Date
Residential Marketing Campaign	Economic Development & Marketing	\$26,000	Q1-Q4
Downtown Community Improvement Plan (Façade)	Business Improvement Association	\$25,000	Q1-Q4
Community Improvement Plan	Development Commissioner	\$20,000	Q1-Q4
Mission to Asia (SOMA)	Development Commissioner	\$10,600 (SOMA Reserve)	Q4
Economic Development Strategy Review	Development Commissioner	\$10,000 (ED Reserve)	Q4
Downtown Revitalization	Development Commissioner /Others	\$2,000	Q2
Hwy 3 Business Park - Determine start of Clearview Dr Construction	Development Commissioner	2018 Budget	Q1-Q4

2019 Business Objectives

Item	Owner	Budget Value	Target Date
Chamber Sponsorship (Grant for Gala)	Development Commissioner	\$4,000	Q2
Chamber Sponsorship (Awards)	Development Commissioner	\$3,800	Q2
Youth Robotics Challenge	Development Commissioner	\$1,000	Q4
Bridges to Better Business	Development Commissioner	\$1,000	Q4
Service Delivery Review	Development Commissioner	\$0	Q4
Vacant 5 year rebates (Commercial/Retail)	Development Commissioner	\$0	Q2
Consultations for Mall Parking Lot Reconfiguration	Economic Development & Marketing/Chief Building Official	\$0	Q1-Q2
Manufacturing Acceleration Program – Review/extend MOU with Isah Software	Development Commissioner	\$0	Q1-Q2
Western Region Ringette Association – Regional Event	Marketing & Communications Officer	\$0	Q1-Q2

Risks


- Growth objectives could be jeopardized with reduced investment in resident attraction
- Lost opportunities to partner with key investors in Tillsonburg if Community Improvement Plan funding is decreased
- Deterioration in relationship between Town and Japanese owned companies in Tillsonburg
- New economy requires updated strategy
- Loss of downtown vitality due to lack of funding in downtown revitalization
- Service offerings need to reflect new market demands
- Support increased sustainability of local manufacturers by exploring trade and innovation between Europe and Canada


Opportunities


- Re-establish partnership with existing and new home builders to launch new marketing campaign for Tillsonburg
- Invest in CIP and research to support investment attraction in the downtown
- Update strategy for current realities and to drive new activities
- Support increased sustainability of local manufacturers by exploring trade and innovation between Europe and Canada

Future Departmental Directions: 3 year outlook

- 2020
 - Invest in new applications to support streamlined economic development services
 - Increase investment in staff to support increased communications demands
- 2021
 - Explore Certified Sites program
 - Explore Accredited Economic Development Organization (AEDO) program
- 2022

 <div> 2019 Financial Plan Operating Plan - Cost Code Summary DCS </div>					
Note	2018	2019	Budget	%	Note
Reference	Budget	Budget	Variance	Variance	Reference
Revenues					
User Charges	(121,000)	(90,000)	31,000	(26%)	1
Total Revenues	(121,000)	(90,000)	31,000	(25.6%)	
Expenditures					
Purchases	82,000	51,000	(31,000)	(38%)	1
Interfunctional Adjustments	-	4,000	4,000	100%	2
Debt Principal & Interest	130,000	130,000	-	0%	
Total Expenditures	212,000	185,000	(27,000)	(12.7%)	
Total Net Levy	91,000	95,000	4,000	4.4%	
Notes:					
1	Discover Tillsonburg - net levy uneffected				
2	Reallocation of IT Charge from Econ Development				

 <div> 2019 Financial Plan Operating Plan - Cost Code Summary Economic Dev </div>					
Note	2018	2019	Budget	%	Note
Reference	Budget	Budget	Variance	Variance	Reference
Revenues					
Grants	(12,500)	(27,000)	(14,500)	116%	1
User Charges	(93,600)	(93,600)	-	0%	
Other Revenue	-	(2,000)	(2,000)	100%	
Contribution from Reserves	(23,500)	(29,400)	(5,900)	25%	2
Total Revenues	(129,600)	(152,000)	(22,400)	17.3%	
Expenditures					
Labour	282,200	294,500	12,300	4%	
Purchases	117,600	138,600	21,000	18%	3
Contracted Services	25,000	25,000	-	0%	
Contribution to Reserves	76,000	76,000	-	0%	
Interfunctional Adjustments	(14,300)	(14,000)	300	(2%)	
Debt Principal & Interest	33,100	29,000	(4,100)	(12%)	
Total Expenditures	519,600	549,100	29,500	5.7%	
Total Net Levy	390,000	397,100	7,100	1.8%	
Notes:					
1	MAP Project (RED Grant)				
2	SOMA Unused Funds				
3	MAP Project, Strategy Review				

	Report Title	Hydro Operations 2019 Business Plan and Operating Budget Details
	Report No.	Tab 10
	Author	Ian McKenzie, General Manager Hydro Operations
	Meeting Type	Council Budget Meeting
	Council Date	January 21, 2019
	Attachments	2019 Hydro Operations Business Plan 2019 Hydro Operations Financial Plan

RECOMMENDATION

That Council receives Tab 10 – Hydro Operations 2019 Business Plan and Operating Budget Details as information.

EXECUTIVE SUMMARY

The attached report summarizes the Hydro Operations impact as approved by the Board of Tillsonburg Hydro Inc. and recommended by the Senior Leadership Team to include in the Town's 2019 Operating Budget.

FINANCIAL IMPACT/FUNDING SOURCE

Through a dividend, the Town as shareholder of Tillsonburg Hydro will receive a dividend of \$200,000.

COMMUNITY STRATEGIC PLAN (CSP) IMPACT

1. Excellence in Local Government
 - ☒ Demonstrate strong leadership in Town initiatives
 - ☐ Streamline communication and effectively collaborate within local government
 - ☒ Demonstrate accountability
2. Economic Sustainability
 - ☒ Support new and existing businesses and provide a variety of employment opportunities

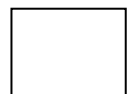
Report Approval Details

Document Title:	Tab 10 - Hydro Operations.docx
Attachments:	- 2019 Business Plan- Hydro Operations_Final.pdf - Hydro operations Budget Summary.pdf
Final Approval Date:	Jan 17, 2019

This report and all of its attachments were approved and signed as outlined below:



David Calder - Jan 17, 2019 - 10:43 AM





Town Of Tillsonburg 2019 Business Plan

Hydro Operations

December 17, 2018



2019 Business Objectives

Item	Owner	Budget Value	Target Date
Customer Satisfaction Survey	General Manager – Hydro Operations	\$20,000	Q1
Environmental Assessment (MS2 Land, behind CSC building)	General Manager – Hydro Operations	\$11,000	Q2 – Q3
Fuse Coordination Study	General Manager – Hydro Operations	\$10,000	Q2 – Q3
New Customer Engagement Portal - Paperless Billing Tree Program (Portal Installed in Q4 2018)	Director of Finance Director of RCP GM Hydro Ops	\$2,000	Q1 – Q4
Hydro Operations – Inspections (Poles / Transformers / Meters)	General Manager – Hydro Operations	\$70,000	Q1 – Q3
IT – Cyber Security Plan for THI and Town	Director of Finance GM Hydro Ops	\$25,000	Q2

2019 Capital Summary

Item	Department	Project Value	Target Date
System Access – Customer Driven Initiatives	Hydro Operations	\$532,000	2019
System Renewal – Replacement / Refurbishment of Plant	Hydro Operations	\$1,504,000	2019
System Service – Future Growth Requirements	Hydro Operations	\$527,000	2019

Risks


- IT
 - Cyber attacks against municipal governments are on the rise and a good plan and proper safeguards will better protect the Town
 - Regulatory requirement to identify current state and solutions moving forward


Opportunities

- Large 2019 Capital Expenditures
 - Removal of 4kV distribution network leading to lower level of line losses in infrastructure and minimizing customer outages through options for redundant supply system planning
- Fleet
 - Renewal of fleet – better equipment to be utilized by Lines Crew
- Updated Customer Satisfaction Survey
 - Gather feedback from customers to understand current level of service and areas for improvement
- Customer Engagement / Paperless Billing
 - Increase tree coverage in Tillsonburg
 - Increase utilization of paperless billing – cost savings / ecological benefit

Future Departmental Directions: 3 year outlook

- 2020 / 2021 / 2022
 - Continued system renewal and modernization

 <div> 2019 Financial Plan Operating Plan - Cost Code Summary Hyd </div>					
Note	2018	2019	Budget	%	Note
Reference	Budget	Budget	Variance	Variance	Reference
Revenues					
User Charges	(28,000)	-	28,000	(100%)	
Other Revenue	(150,000)	(200,000)	(50,000)	33%	1
Total Revenues	(178,000)	(200,000)	(22,000)	12.4%	
Expenditures					
Labour	11,000	-	(11,000)	(100%)	
Purchases	15,200	-	(15,200)	(100%)	
Contracted Services	5,000	-	(5,000)	(100%)	
Total Expenditures	31,200	-	(31,200)	(100.0%)	
Total Net Levy	(146,800)	(200,000)	(53,200)	36.2%	
Notes:					
1	Increased Dividend				

	Report Title	Enabling Accessibility Grant Updates
	Report No.	RCP 19-02
	Author	Rick Cox, Director of Recreation, Culture & Parks
	Meeting Type	Council Budget Meeting
	Council Date	January 17, 2019
	Attachments	<ul style="list-style-type: none"> • Letter to Tillsonburg re OSR Bridge • Amended Agreement for EAF Project 1511576 • Agreement for EAF Project 1591684

RECOMMENDATION

THAT Council receives Report RCP 19-02 – Enabling Accessibility Grant Updates;

AND THAT Council authorizes the Mayor and Clerk to sign the Amended Agreement with the Government of Canada for EAF Project 1511576 which provides an extension to the project period, shifts the project from the overpass location to the Broadway crossing, and gives pre-budget approval to execute the project;

AND THAT Council authorizes the Mayor and Clerk to sign the Agreement with the Government of Canada for EAF Project 1591684 to improve auditory accessibility at various Town facilities;

AND THAT the 2019 draft budget and RCP workplan be amended to include Project X97 at a cost of \$75,000, including the Enabling Accessibility Grant of \$48,750 and funding from the 2019 Asset Management program of \$26,250, with pre-budget approval to execute the project.

EXECUTIVE SUMMARY

The Town has been successful in securing Enabling Accessibility Fund grants from both the 2017 and 2018 application intakes. This report requests Council authorization to sign the amending agreement with the Government of Canada regarding the timing and location of Project 1511576 (barrier-free rail trail connection), authorization to sign the funding agreement with the Government of Canada to execute Project 1591684 (auditory accessibility enhancements), and authorization to amend the 2019 draft budget and RCP workplan to include the new project. By signing these agreements, Council is committing the Town to execute the projects and therefore giving pre-budget approval for that work to proceed.

BACKGROUND

Project 1511576 – Connecting to Canada

In 2017, the Town of Tillsonburg submitted an application to the Enabling Accessibility Fund (EAF) to create a barrier-free connection between two railtrails maintained by the Town, one of which is the Oxford – Tillsonburg stretch of the Trans-Canada Trail. The application was successful and the project was included in the 2018 capital budget and RCP workplan. After the project design was complete but before procurement of the construction had started, Oxford

County staff indicated that there was a strong possibility that a decision to remove the existing overpass bridge would be made during 2018. Town staff delayed procurement of the construction of the barrier-free connection until the County decision was made, as the removal of the bridge would address the barrier-free requirement.

Once the County decision to remove the bridge was finalized, Town staff sought permission from the EAF program to redirect the funding to a similar project and extend the project timeline. The attached Amending Agreement changes the project completion date to December 31, 2019 and shifts the project focus from the overpass location to the Broadway crossing location.

By authorizing the amended agreement, Council is also committing to the amended project, which essentially gives pre-budget approval for the project. As a result staff can proceed sooner with making the required submissions for approval from the Ministry of Transport (MTO) for the work to be done on a King's Highway.

Project 1591684 – Community Inclusion

In 2018, the Town submitted an application to the EAF program to enhance the auditory accessibility in select Town facilities. The project description included with the approved application states:

The main objective of this project is to address audibility barriers in several Town-owned and operated facilities. Specifically, auditory assistant technology is planned for the Town Museum program room (Annandale NHS), the Town Council Chambers, the Lions Auditorium and the Tillsonburg Senior Centre event room. These spaces have been identified as having inadequate acoustics resulting in the creation of auditory barriers for patrons affected by auditory impairments. All of these facilities host many programs, meetings and events at which those affected by auditory impairments are in attendance.

The project was not included in the draft budget presented to Council as there had not yet been a decision about the grant. The project has now received funding approval from Employment and Social Development Canada. The attached Agreement requires the Town to complete the project between February 1, 2019 and January 31, 2020.

If Council approves the Agreement, the project will need to be added to the 2019 budget and RCP workplan. In addition, by approving the Agreement, Council is committing the Town to execute the project and essentially giving pre-budget approval to begin procurement of the work.

FINANCIAL IMPACT/FUNDING SOURCE

The approval of the EAF program was required in order for the \$50,000 grant funding to be shifted from the redundant project at the overpass location to the Broadway PXO project. The 2019 draft budget reflects this change.

The approval for the auditory accessibility enhancement project was received the week of January 7, 2019. With Council approval, the \$75,000 project cost can be incorporated into the 2019 draft budget. The funding sources will reflect the Enabling Accessibility Grant for \$48,750, with the Town's contribution of \$26,250 funded from the unallocated portion of the 2019 Asset Management taxation component.

COMMUNITY STRATEGIC PLAN (CSP) IMPACT

1. Excellence in Local Government
 - ☒ Demonstrate strong leadership in Town initiatives
 - ☐ Streamline communication and effectively collaborate within local government
 - ☒ Demonstrate accountability
2. Economic Sustainability
 - ☐ Support new and existing businesses and provide a variety of employment opportunities
 - ☐ Provide diverse retail services in the downtown core
 - ☐ Provide appropriate education and training opportunities in line with Tillsonburg's economy
3. Demographic Balance
 - ☐ Make Tillsonburg an attractive place to live for youth and young professionals
 - ☐ Provide opportunities for families to thrive
 - ☒ Support the aging population and an active senior citizenship
4. Culture and Community
 - ☒ Promote Tillsonburg as a unique and welcoming community
 - ☐ Provide a variety of leisure and cultural opportunities to suit all interests
 - ☒ Improve mobility and promote environmentally sustainable living

Report Approval Details

Document Title:	RCP 19-03 - Enabling Accessibility Grant Updates.docx
Attachments:	
Final Approval Date:	Jan 14, 2019

This report and all of its attachments were approved and signed as outlined below:

Dave Rushton - Jan 14, 2019 - 8:21 AM



ARTICLES OF AGREEMENT

BETWEEN

HER MAJESTY THE QUEEN IN RIGHT OF CANADA

(HEREINAFTER REFERRED TO AS "CANADA"), AS REPRESENTED BY

THE MINISTER OF EMPLOYMENT AND SOCIAL DEVELOPMENT

AND

The Corporation of the Town of Tillsonburg

(HEREINAFTER REFERRED TO AS "THE RECIPIENT")

HEREINAFTER COLLECTIVELY REFERRED TO AS "THE PARTIES"

Whereas the Recipient has applied to Canada for funding to carry out the project;

Whereas Canada has determined that the Recipient is eligible for a grant under the Program mentioned in Schedule A - Project Description and Signatures and that the Project qualifies for support; and

Whereas Canada has agreed to provide a grant to the Recipient to help it to implement the project;

Now, therefore, the Parties agree as follows:

1.0 AGREEMENT

1.1 The following documents, and any amendments thereto, constitute the entire agreement between the Parties with respect to its subject matter and supersedes all previous understandings, agreements, negotiations and documents collateral, oral or otherwise between them relating to its subject matter:

- (a) These Articles of Agreement
- (b) Schedule A - Project Description and Signatures



2.0 INTERPRETATION

2.1 Unless the context requires otherwise, the expressions listed below have the following meanings for the purposes of this Agreement:

"Eligible Expenditures" means the expenditures listed in the Project budget in *Schedule A - Project Description and Signatures*;

"Fiscal Year" means the period commencing on April 1 in one calendar year and ending on March 31 in the next calendar year;

"Grant" means the grant funds provided by Canada under this Agreement;

"Project" means the project described in *Schedule A - Project Description and Signatures*;

"Project Period" means the period beginning on the Project Start Date and ending on the Project End Date specified in *Schedule A - Project Description and Signatures*; and

"Working Day" means Monday through Friday except statutory holidays.

3.0 EFFECTIVE DATE AND DURATION

3.1 This Agreement shall come into effect on the date it is signed by both Parties and, subject to section 3.2, shall expire at the end of the Project Period unless the Agreement is terminated on a prior date in accordance with the terms of this Agreement.

3.2 Notwithstanding section 3.1, the rights and obligations of the parties, which by their nature, extend beyond the expiration or termination of this Agreement shall survive such expiration or termination.

4.0 PURPOSE OF THE GRANT

4.1 The purpose of the funding granted by Canada according to the terms of this Agreement is to enable the Recipient to carry out the Project. The Recipient shall use the grant for paying the Eligible Expenditures of the Project.

5.0 PAYMENT OF THE GRANT

5.1 Canada will pay the Recipient a grant in the amount specified in *Schedule A - Project Description and Signatures*. The grant will be paid in instalments in accordance with the instalment schedule set out under Payment Method *Schedule A - Project Description and Signatures*.

6.0 APPROPRIATION

6.1 Any payment under this Agreement is subject to the appropriation of funds by Parliament for the Fiscal Year in which the payment is to be made.

7.0 REDUCTION OR TERMINATION OF FUNDING

7.1 Canada may, upon not less than ninety (90) days' notice, reduce its funding under this Agreement or terminate the Agreement as per article 15.0 if:

- (a) the level of funding for the Program named in this Agreement for the Fiscal Year in which the payment is to be made under the Agreement is reduced as a result of a governmental or departmental spending decision, or
- (b) Parliament reduces the appropriation of funds for grants under the Program named in this Agreement.

7.2 Where, Canada gives notice of its intention to reduce its funding pursuant to section 7.1, and the Recipient is of the opinion that it will be unable to complete the Project in the manner desired by the Recipient, the Recipient may terminate the Agreement upon not less than thirty (30) days notice to Canada.



8.0 RECIPIENT DECLARATIONS

8.1 The Recipient

- (a) declares that it has provided Canada with a true and accurate list of all amounts owing to the Government of Canada under legislation or funding agreements which were past due and in arrears at the time of the Recipient's Application for Funding under the Program named in this Agreement;
- (b) agrees to declare any amounts owing to the Government of Canada under legislation or funding agreements which have become past due and in arrears following the date of its Application for Funding;
- (c) recognizes that Canada may recover any amounts referred to in paragraph (a) or (b) that are owing by deducting or setting off such amounts from any sum of money that may be due or payable to the Recipient under this Agreement; and
- (d) declares to use a fair, accountable and transparent process when procuring goods and/or for services in relation to the Project.

8.2 The Recipient declares that any person who has been lobbying on its behalf to obtain the grant that is the subject of this Agreement was in compliance with the provisions of the *Lobbying Act* (R.S.C., 1985, c. 44 (4th Supp.)), as amended from time to time, at the time the lobbying occurred and that any such person to whom the Lobbying Act applies has received, or will receive, no payment, directly or indirectly, from the Recipient that is in whole or in part contingent on obtaining this Agreement.

9.0 PROJECT RECORDS

9.1 The Recipient shall keep proper books and records of the grant received and of all expenditures made using the grant relating to the Project.

9.2 The Recipient shall retain the books and records referred to in section 9.1 for a period of three (3) years following the Project Period.

9.3 During the period of the project as well as the period referred to in section 9.2, the Recipient shall give access to its files, books and records related to the project, upon request and within a reasonable time, to representatives of Canada for the purpose of verifying the use of the grant and compliance with the terms and conditions of this Agreement. The Recipient shall permit Canada's representatives to take copies and extracts from such books and records. The Recipient shall also provide Canada with such additional information as Canada may require with reference to such books and records.

10.0 INQUIRY BY THE AUDITOR GENERAL OF CANADA

10.1 If, during the Project Period or within the period referred to in 9.2, the Auditor General of Canada, in relation to an inquiry conducted under subsection 7.1(1) of the *Auditor General Act* (R.S.C., 1985, c. A-17), requests that the Recipient provide him or her with any records, documents or other information pertaining to the utilization of the funding provided under this Agreement, the Recipient shall provide the records, documents or other information within such period of time as may be reasonably requested in writing by the Auditor General of Canada. (Not applicable to municipalities or other recipients excluded by the application of the Act)

11.0 REPORTING

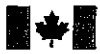
11.1 The Recipient shall submit to Canada, a complete final report acceptable to Canada that outlines the results of the Project within thirty (30) days following the Project Period.

12.0 CONTINUOUS ELIGIBILITY

12.1 The Recipient must, during the Project Period, continue to meet the eligibility requirements of the Program named in this Agreement which were effective upon signature of the agreement. As such, the Recipient agrees to promptly notify Canada should a change in the Recipient's status or a change in Project activities result in the Project no longer meeting the eligibility criteria of the Program which were effective upon signature of this Agreement.

13.0 EVALUATION

13.1 The Recipient recognizes that Canada is responsible for the evaluation of the Program named in this Agreement. The Recipient agrees to cooperate with Canada for the duration of the Project and within a period of three (3) years thereafter by providing access to the information required to carry out the evaluation.



14.0 TERMINATION OF AGREEMENT

Termination for Default

14.1 (1) The following constitute Events of Default:

- (a) the Recipient becomes bankrupt, has a receiving order made against it, makes an assignment for the benefit of creditors, takes the benefit of a statute relating to bankrupt or insolvent debtors or an order is made or resolution passed for the winding up of the Recipient (section 14.1(1)(a) not applicable to municipalities or school boards);
- (b) the Recipient ceases to operate (section 14.1(1)(a) not applicable to municipalities or school boards);
- (c) the Recipient is in breach of the performance of, or compliance with, any provision of this Agreement;
- (d) the Recipient, in support of its Agreement, has made materially false or misleading representations, statements or declarations, or provided materially false or misleading information to Canada; or
- (e) in the opinion of Canada, the risk in the Recipient's ability to complete the Project has changed substantially and unfavorably.

(2) If

- (a) an Event of Default specified in paragraph (1)(a) or (b) occurs (section 14.1(1)(a) not applicable to municipalities or school boards); or
- (b) an Event of Default specified in paragraphs (1)(c), (d) or (e) occurs and has not been remedied within thirty (30) days of receipt by the Recipient of written notice of default or within such longer period as Canada may specify, or a plan satisfactory to Canada to remedy such Event of Default has not been put into place within such time period

Canada may terminate the Agreement immediately by written notice. Effective on that date, Canada has no more obligations to pay any remaining instalments of the grant as specified in the Agreement.

(3) Pursuant to paragraph 14.1 (2)(b), Canada may suspend payment of any further instalment of the grant under this Agreement.

(4) The fact that Canada refrains from exercising a remedy it is entitled to exercise under this Agreement shall not be considered to be a waiver of such right and, furthermore, partial or limited exercise of a right conferred upon Canada shall not prevent Canada in any way from later exercising any other right or remedy under this Agreement or other applicable law.

14.2 Either Parties may also terminate this Agreement at any time without cause upon not less than ninety (90) days written notice of intention to terminate.

15.0 REPAYMENT REQUIREMENTS

15.1 (1) When a written notice is provided by either one of the Parties pursuant to section 7 or section 14:

- (a) the Recipient must not make any new commitment related to the project which may generate eligible expenditures and must cancel any ongoing commitments, or where possible, reduce the amount of such expenditures arising from any commitment; and
- (b) all eligible expenditures incurred by the Recipient up to the date of termination will be paid by Canada, including direct costs and incidentals related to the cancellation of obligations of the Recipient for the termination of the agreement; a payment or a reimbursement will be made under this paragraph only if it has been demonstrated to the satisfaction of Canada that the Recipient has actually incurred the expenses and they are reasonable and related to the termination of the agreement.

(2) If this Agreement is terminated by the Recipient in accordance with section 14.2, the latter shall reimburse Canada the unused grant funds in its possession or under its control within thirty (30) days.

15.2 Notwithstanding section 15.1, if the Agreement is terminated under section 14.1 by Canada because the Recipient uses the grant for a purpose or expenditures not agreed upon under this Agreement, Canada may in addition to the rights conferred upon it under this Agreement or in law or in equity, demand from the Recipient the repayment of the grant funds that were used by the Recipient for purposes other than the Project or used for costs that were not Eligible Expenditures.

15.3 If Canada demands the repayment of any part of the grant pursuant to section 15.1 or section 15.2, the amount demanded shall be deemed to be a debt due and owing to Canada and the Recipient shall pay the amount to Canada immediately unless Canada directs otherwise.



15.4 Interest shall be charged on overdue repayments owing under this Agreement in accordance with the *Interest and Administrative Charges Regulations (SOR/96-188)* (the "Regulations") made pursuant to the *Financial Administration Act (R.S.C., 1985, c. F-11)*. Interest is calculated and compounded monthly at the "average bank rate", within the meaning of such expression as contained in the Regulations, plus three per cent (3%) during the period beginning on the due date specified in the notice to repay and ending on the day before the day on which payment is received by Canada.

16.0 INDEMNIFICATION

16.1 The Recipient shall, both during and following the Project Period, indemnify and save Canada harmless from and against all claims, losses, damages, costs, expenses and other actions made, sustained, brought, threatened to be brought or prosecuted, in any manner based upon, occasioned by or attributable to any injury or death of a person, or loss or damage to property caused or alleged to be caused by any wilful or negligent act, omission or delay on the part of the Recipient or its employees or agents in connection with anything purported to be or required to be provided by or done by the Recipient pursuant to this Agreement or done otherwise in connection with the implementation of the Project. It is understood that Canada cannot claim compensation under this section in case of accident, loss or damage caused by Canada or its employees.

17.0 RELATIONSHIP BETWEEN THE PARTIES AND NON-LIABILITY OF CANADA

17.1 The management and supervision of the Project are the sole and absolute responsibility of the Recipient. The Recipient is not in any way authorized to make a promise, agreement or contract on behalf of Canada. This Agreement is a funding agreement only, not a contract obtaining services or a contract of service or employment. Canada's responsibility is limited to providing financial assistance to the Recipient in support of the Project. The parties hereto declare that nothing in this Agreement shall be construed as creating a partnership, an employer-employee, or agency relationship between them. The Recipient shall not represent itself as an agent, employee or partner of Canada.

17.2 Nothing in this Agreement creates any undertaking, commitment or obligation by Canada respecting additional or future funding of the Project beyond the Project Period, or that exceeds the amount of Canada's funding as indicated in the Agreement. Canada shall not be liable for any loan, capital lease or other long-term obligation which the Recipient may enter into in relation to carrying out its responsibilities under this Agreement or for any obligation incurred by the Recipient toward another party in relation to the Project.

18.0 CONFLICT OF INTEREST

18.1 No current or former public servant or public office holder to whom the *Conflict of Interest Act (S.C. 2006, c. 9, s. 2)*, the *Policy on Conflict of Interest and Post-Employment* or the *Values and Ethics Code for the Public Sector* applies shall derive a direct benefit from the Agreement unless the provision or receipt of such benefit is in compliance with the said legislation or codes.

18.2 No member of the Senate or the House of Commons shall be admitted to any share or part of the Agreement or to any benefit arising from it that is not otherwise available to the general public.

19.0 INFORMING CANADIANS OF THE GOVERNMENT OF CANADA'S FUNDING

19.1 The Recipient shall allow Canada sixty (60) days from the date of signature of the Agreement to announce the Project. The parties will collaborate for the first public announcement of the project, including all communication, event or ceremony used to promote the project. The time, place and agenda for such communication activities must be appropriate for Canada.

19.2 To enable Canada's participation in any subsequent communications activities about the project the Recipient will inform Canada no later than twenty (20) calendar days preceding such communication activities.

19.3 The Recipient shall ensure that all communication activities, publications and advertising (including on social media or websites) relating to the project include the recognition of Canada's financial assistance to the satisfaction of Canada.

20.0 ACCESS TO INFORMATION

20.1 The Recipient acknowledges that Canada is subject to the *Access to Information Act (R.S.C., 1985, c. A-1)*, and information obtained by Canada pertaining to this Agreement may be disclosed by Canada to the public upon request under the aforementioned act.

21.0 PROACTIVE DISCLOSURE

21.1 The Recipient acknowledges that the name of the Recipient, the amount of Canada's funding and the general nature of the Project may be made publicly available by Canada in accordance with the Government of Canada's commitment to proactively disclose the awarding of grants and contributions.



22.0 NOTICES

22.1 Any notices to be given and all reports, information, correspondence and other documents to be provided by either party under this Agreement shall be given or provided by personal delivery, mail, courier service, fax or email to the postal address, fax number or email address, as the case may be, of the receiving party. If there is any change to the postal address, fax number or email address or contact person of a party, the party concerned shall notify the other in writing of the change as soon as possible.

22.2 Notices, reports, information, correspondence and other documents that are delivered personally or by courier service shall be deemed to have been received upon delivery, or if sent by mail five (5) working days after the date of mailing, or in the case of notices and documents sent by fax or email, one (1) working day after they are sent.

23.0 ASSIGNMENT OF THE AGREEMENT

23.1 The Recipient shall not assign this Agreement or any part thereof without the prior written consent of Canada.

24.0 SUCCESSORS AND ASSIGNS

24.1 This Agreement is binding upon the parties and their respective successors and assigns.

25.0 COMPLIANCE WITH LAWS

25.1 This Agreement shall be governed by and interpreted in accordance with the applicable laws of the province or territory where the Project will be performed. The parties agree that the Court of the province or territory where the Project will be performed is competent to hear any dispute arising out of this agreement.

25.2 The Recipient shall carry out the Project in compliance with all applicable laws, by-laws and regulations, including any environmental legislation and any legislation regarding protection of information and privacy. The Recipient shall obtain, prior to the commencement of the Project, all permits, licenses, consents and other authorizations that are necessary to the carrying out of the Project.

26.0 AMENDMENT

26.1 This Agreement may be amended, with respect to applicable laws, by mutual consent of the parties. To be valid, any amendment to this Agreement shall be in writing and signed by the parties.

27.0 UNINCORPORATED ASSOCIATION

27.1 If the Recipient is an unincorporated association, it is understood and agreed by the persons signing this Agreement on behalf of the Recipient that in addition to signing this Agreement in their representative capacities on behalf of the members of the Recipient, they shall be personally, jointly and severally liable for the obligations of the Recipient under this Agreement, including the obligation to pay any debt that may become owing to Canada under this Agreement.

28.0 COMMUNICATION WITH THE PUBLIC

28.1 The Recipient shall clearly identify the project's clientele, and shall take the appropriate steps to communicate with the target audience

29.0 AGREEMENT WITHOUT PREJUDICE [clause applicable only in Québec]

29.1 This Agreement is without prejudice to discussions underway between the Quebec Government and Canada for the purpose of establishing new standard agreements for the application of *An Act respecting the Ministère du Conseil exécutif* (CQLR, chapter M-30) in regards to Funding Agreements related to the programs of the Department of Employment and Social Development.

SECTION C Schedule A - Project Description and Signatures (to be completed by ESDC)

Common System for Grants and Contributions (CSGC) File Number: 1511576

Project Title: Connecting to Canada - An Accessible Connection to the Trans

Program Name: Enabling Accessibility Fund - Grants

This Application is: ☒ Approved ☐ Not Approved

Grant Amount:



Amount Requested: \$ 50000

Amount Approved: \$ 50000

Project description and Budget adjustments:

Activities:
Amendment #1:

The proposed amendment is to provide a time extension from February 25, 2019 to December 31, 2019 in order to complete the project activities. The activities will remain the same but the project location will be modified to make another section of the path accessible.

The organization will make the section of the path "the trail crossing of Broadway" by the Trans-Canada Trail accessible to PWD including a signalized PXO crossing.

Original Project Activities:

The proposed project consists of constructing an accessible trail (Trans-Canada Trail connection).

Budget:
NA

Other Conditions:
Does not apply to this project

Specific Obligations Related to the Project:
i.e.: publication or research, or other tool printed or published in both languages.
NA

Project Period:

From: 2018/02/26

To: 2019/12/31

Payment Method:

Number of Installment(s): 1 1st Installment Amount: \$ 50000

1st Installment Date: 2018/03/26

Date of Approval: 2019/01/09

Canada signing authority on behalf of the Minister of Employment and Social Development

CANADA



FOR THE RECIPIENT (to be completed by the recipient)

- I certify that I have the capacity and that I am authorized to sign the Articles of Agreement of this grant on behalf of the "Recipient" organization;
- I have read, understand and agree to these Articles of Agreement and I agree that once approved and signed by both parties, these Articles of Agreement will be effective immediately and shall constitute a legally binding agreement.

Signatory Name (please print)

Title (please print)

Signature

Date (yyyy-mm-dd)

Signatory Name (please print)

Title (please print)

Signature

Date (yyyy-mm-dd)

Signatory Name (please print)

Title (please print)

Signature

Date (yyyy-mm-dd)



ARTICLES OF AGREEMENT

BETWEEN

HER MAJESTY THE QUEEN IN RIGHT OF CANADA

(HEREINAFTER REFERRED TO AS "CANADA"), AS REPRESENTED BY

THE MINISTER OF EMPLOYMENT AND SOCIAL DEVELOPMENT

AND

The Corporation of the Town of Tillsonburg

(HEREINAFTER REFERRED TO AS "THE RECIPIENT")

HEREINAFTER COLLECTIVELY REFERRED TO AS "THE PARTIES"

Whereas the Recipient has applied to Canada for funding to carry out the project;

Whereas Canada has determined that the Recipient is eligible for a grant under the Program mentioned in Schedule A - Project Description and Signatures and that the Project qualifies for support; and

Whereas Canada has agreed to provide a grant to the Recipient to help it to implement the project;

Now, therefore, the Parties agree as follows:

1.0 AGREEMENT

1.1 The following documents, and any amendments thereto, constitute the entire agreement between the Parties with respect to its subject matter and supersedes all previous understandings, agreements, negotiations and documents collateral, oral or otherwise between them relating to its subject matter:

- (a) These Articles of Agreement
- (b) Schedule A - Project Description and Signatures



2.0 INTERPRETATION

2.1 Unless the context requires otherwise, the expressions listed below have the following meanings for the purposes of this Agreement:

"**Eligible Expenditures**" means the expenditures listed in the Project budget in *Schedule A - Project Description and Signatures*;

"**Fiscal Year**" means the period commencing on April 1 in one calendar year and ending on March 31 in the next calendar year;

"**Grant**" means the grant funds provided by Canada under this Agreement;

"**Project**" means the project described in *Schedule A - Project Description and Signatures*;

"**Project Period**" means the period beginning on the Project Start Date and ending on the Project End Date specified in *Schedule A - Project Description and Signatures*; and

"**Working Day**" means Monday through Friday except statutory holidays.

3.0 EFFECTIVE DATE AND DURATION

3.1 This Agreement shall come into effect on the date it is signed by both Parties and, subject to section 3.2, shall expire at the end of the Project Period unless the Agreement is terminated on a prior date in accordance with the terms of this Agreement.

3.2 Notwithstanding section 3.1, the rights and obligations of the parties, which by their nature, extend beyond the expiration or termination of this Agreement shall survive such expiration or termination.

4.0 PURPOSE OF THE GRANT

4.1 The purpose of the funding granted by Canada according to the terms of this Agreement is to enable the Recipient to carry out the Project. The Recipient shall use the grant for paying the Eligible Expenditures of the Project.

5.0 PAYMENT OF THE GRANT

5.1 Canada will pay the Recipient a grant in the amount specified in *Schedule A - Project Description and Signatures*. The grant will be paid in instalments in accordance with the instalment schedule set out under *Payment Method Schedule A - Project Description and Signatures*.

6.0 APPROPRIATION

6.1 Any payment under this Agreement is subject to the appropriation of funds by Parliament for the Fiscal Year in which the payment is to be made.

7.0 REDUCTION OR TERMINATION OF FUNDING

7.1 Canada may, upon not less than ninety (90) days' notice, reduce its funding under this Agreement or terminate the Agreement as per article 15.0 if:

- (a) the level of funding for the Program named in this Agreement for the Fiscal Year in which the payment is to be made under the Agreement is reduced as a result of a governmental or departmental spending decision, or
- (b) Parliament reduces the appropriation of funds for grants under the Program named in this Agreement.

7.2 Where, Canada gives notice of its intention to reduce its funding pursuant to section 7.1, and the Recipient is of the opinion that it will be unable to complete the Project in the manner desired by the Recipient, the Recipient may terminate the Agreement upon not less than thirty (30) days notice to Canada.

8.0 RECIPIENT DECLARATIONS

8.1 The Recipient

- (a) declares that it has provided Canada with a true and accurate list of all amounts owing to the Government of Canada under legislation or funding agreements which were past due and in arrears at the time of the Recipient's Application for Funding under the Program named in this Agreement;
- (b) agrees to declare any amounts owing to the Government of Canada under legislation or funding agreements which have become past due and in arrears following the date of its Application for Funding,
- (c) recognizes that Canada may recover any amounts referred to in paragraph (a) or (b) that are owing by deducting or setting off such amounts from any sum of money that may be due or payable to the Recipient under this Agreement; and
- (d) declares to use a fair, accountable and transparent process when procuring goods and/or for services in relation to the Project.

8.2 The Recipient declares that any person who has been lobbying on its behalf to obtain the grant that is the subject of this Agreement was in compliance with the provisions of the *Lobbying Act* (R.S.C., 1985, c. 44 (4th Supp.)), as amended from time to time, at the time the lobbying occurred and that any such person to whom the Lobbying Act applies has received, or will receive, no payment, directly or indirectly, from the Recipient that is in whole or in part contingent on obtaining this Agreement.

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9.1 The Recipient shall keep proper books and records of the grant received and of all expenditures made using the grant relating to the Project.

9.2 The Recipient shall retain the books and records referred to in section 9.1 for a period of three (3) years following the Project Period.

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10.1 If, during the Project Period or within the period referred to in 9.2, the Auditor General of Canada, in relation to an inquiry conducted under subsection 7.1(1) of the *Auditor General Act* (R.S.C., 1985, c. A-17), requests that the Recipient provide him or her with any records, documents or other information pertaining to the utilization of the funding provided under this Agreement, the Recipient shall provide the records, documents or other information within such period of time as may be reasonably requested in writing by the Auditor General of Canada. (Not applicable to municipalities or other recipients excluded by the application of the Act)

11.0 REPORTING

11.1 The Recipient shall submit to Canada, a complete final report acceptable to Canada that outlines the results of the Project within thirty (30) days following the Project Period.

12.0 CONTINUOUS ELIGIBILITY

12.1 The Recipient must, during the Project Period, continue to meet the eligibility requirements of the Program named in this Agreement which were effective upon signature of the agreement. As such, the Recipient agrees to promptly notify Canada should a change in the Recipient's status or a change in Project activities result in the Project no longer meeting the eligibility criteria of the Program which were effective upon signature of this Agreement.

13.0 EVALUATION

13.1 The Recipient recognizes that Canada is responsible for the evaluation of the Program named in this Agreement. The Recipient agrees to cooperate with Canada for the duration of the Project and within a period of three (3) years thereafter by providing access to the information required to carry out the evaluation.



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Termination for Default

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- (b) the Recipient ceases to operate (section 14.1(1)(a) not applicable to municipalities or school boards);
- (c) the Recipient is in breach of the performance of, or compliance with, any provision of this Agreement;
- (d) the Recipient, in support of its Agreement, has made materially false or misleading representations, statements or declarations, or provided materially false or misleading information to Canada; or
- (e) in the opinion of Canada, the risk in the Recipient's ability to complete the Project has changed substantially and unfavorably.

(2) If

- (a) an Event of Default specified in paragraph (1)(a) or (b) occurs (section 14.1(1)(a) not applicable to municipalities or school boards); or
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(4) The fact that Canada refrains from exercising a remedy it is entitled to exercise under this Agreement shall not be considered to be a waiver of such right and, furthermore, partial or limited exercise of a right conferred upon Canada shall not prevent Canada in any way from later exercising any other right or remedy under this Agreement or other applicable law.

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17.1 The management and supervision of the Project are the sole and absolute responsibility of the Recipient. The Recipient is not in any way authorized to make a promise, agreement or contract on behalf of Canada. This Agreement is a funding agreement only, not a contract obtaining services or a contract of service or employment. Canada's responsibility is limited to providing financial assistance to the Recipient in support of the Project. The parties hereto declare that nothing in this Agreement shall be construed as creating a partnership, an employer-employee, or agency relationship between them. The Recipient shall not represent itself as an agent, employee or partner of Canada.

17.2 Nothing in this Agreement creates any undertaking, commitment or obligation by Canada respecting additional or future funding of the Project beyond the Project Period, or that exceeds the amount of Canada's funding as indicated in the Agreement. Canada shall not be liable for any loan, capital lease or other long-term obligation which the Recipient may enter into in relation to carrying out its responsibilities under this Agreement or for any obligation incurred by the Recipient toward another party in relation to the Project.

18.0 CONFLICT OF INTEREST

18.1 No current or former public servant or public office holder to whom the *Conflict of Interest Act (S.C. 2006, c. 9, s. 2)*, the *Policy on Conflict of Interest and Post-Employment* or the *Values and Ethics Code for the Public Sector* applies shall derive a direct benefit from the Agreement unless the provision or receipt of such benefit is in compliance with the said legislation or codes.

18.2 No member of the Senate or the House of Commons shall be admitted to any share or part of the Agreement or to any benefit arising from it that is not otherwise available to the general public.

19.0 INFORMING CANADIANS OF THE GOVERNMENT OF CANADA'S FUNDING

19.1 The Recipient shall allow Canada sixty (60) days from the date of signature of the Agreement to announce the Project. The parties will collaborate for the first public announcement of the project, including all communication, event or ceremony used to promote the project. The time, place and agenda for such communication activities must be appropriate for Canada.

19.2 To enable Canada's participation in any subsequent communications activities about the project the Recipient will inform Canada no later than twenty (20) calendar days preceding such communication activities.

19.3 The Recipient shall ensure that all communication activities, publications and advertising (including on social media or websites) relating to the project include the recognition of Canada's financial assistance to the satisfaction of Canada.

20.0 ACCESS TO INFORMATION

20.1 The Recipient acknowledges that Canada is subject to the *Access to Information Act (R.S.C., 1985, c. A-1)*, and information obtained by Canada pertaining to this Agreement may be disclosed by Canada to the public upon request under the aforementioned act.

21.0 PROACTIVE DISCLOSURE

21.1 The Recipient acknowledges that the name of the Recipient, the amount of Canada's funding and the general nature of the Project may be made publicly available by Canada in accordance with the Government of Canada's commitment to proactively disclose the awarding of grants and contributions.



22.0 NOTICES

22.1 Any notices to be given and all reports, information, correspondence and other documents to be provided by either party under this Agreement shall be given or provided by personal delivery, mail, courier service, fax or email to the postal address, fax number or email address, as the case may be, of the receiving party. If there is any change to the postal address, fax number or email address or contact person of a party, the party concerned shall notify the other in writing of the change as soon as possible.

22.2 Notices, reports, information, correspondence and other documents that are delivered personally or by courier service shall be deemed to have been received upon delivery, or if sent by mail five (5) working days after the date of mailing, or in the case of notices and documents sent by fax or email, one (1) working day after they are sent.

23.0 ASSIGNMENT OF THE AGREEMENT

23.1 The Recipient shall not assign this Agreement or any part thereof without the prior written consent of Canada.

24.0 SUCCESSORS AND ASSIGNS

24.1 This Agreement is binding upon the parties and their respective successors and assigns.

25.0 COMPLIANCE WITH LAWS

25.1 This Agreement shall be governed by and interpreted in accordance with the applicable laws of the province or territory where the Project will be performed. The parties agree that the Court of the province or territory where the Project will be performed is competent to hear any dispute arising out of this agreement.

25.2 The Recipient shall carry out the Project in compliance with all applicable laws, by-laws and regulations, including any environmental legislation and any legislation regarding protection of information and privacy. The Recipient shall obtain, prior to the commencement of the Project, all permits, licenses, consents and other authorizations that are necessary to the carrying out of the Project.

26.0 AMENDMENT

26.1 This Agreement may be amended, with respect to applicable laws, by mutual consent of the parties. To be valid, any amendment to this Agreement shall be in writing and signed by the parties.

27.0 UNINCORPORATED ASSOCIATION

27.1 If the Recipient is an unincorporated association, it is understood and agreed by the persons signing this Agreement on behalf of the Recipient that in addition to signing this Agreement in their representative capacities on behalf of the members of the Recipient, they shall be personally, jointly and severally liable for the obligations of the Recipient under this Agreement, including the obligation to pay any debt that may become owing to Canada under this Agreement.

28.0 COMMUNICATION WITH THE PUBLIC

28.1 The Recipient shall clearly identify the project's clientele, and shall take the appropriate steps to communicate with the target audience

29.0 AGREEMENT WITHOUT PREJUDICE [clause applicable only in Québec]

29.1 This Agreement is without prejudice to discussions underway between the Quebec Government and Canada for the purpose of establishing new standard agreements for the application of *An Act respecting the Ministère du Conseil exécutif* (CQLR, chapter M-30) in regards to Funding Agreements related to the programs of the Department of Employment and Social Development.

SECTION C Schedule A - Project Description and Signatures (to be completed by ESDC)

Common System for Grants and Contributions (CSGC) File Number: 1591684

Project Title: Community Inclusion - An Auditory Accessibility Up-grade for

Program Name: Enabling Accessibility Fund - Grants

This Application Is: ☒ Approved ☐ Not Approved

Grant Amount:



Amount Requested: \$ 48750

Amount Approved: \$ 48750

Project description and Budget adjustments:

Activities:

The proposed project consists of installing an auditory assistant technology system.

Budget:

N/A

Other Conditions:

Does not apply to this project

Specific Obligations Related to the Project:

I.e.: publication or research, or other tool printed or published in both languages.

Project Period:

From: 2019/02/01

To: 2020/01/31

Payment Method:

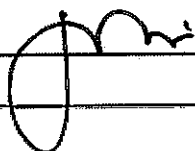
Number of Installment(s): 1

1st Installment Amount: \$ 48750

1st Installment Date: 2019/02/01

Date of Approval: 2018/12/12

Canada signing authority on behalf of the Minister of Employment and Social Development

 2019-01-11.
CANADA



FOR THE RECIPIENT (to be completed by the recipient)

- I certify that I have the capacity and that I am authorized to sign the Articles of Agreement of this grant on behalf of the "Recipient" organization;
- I have read, understand and agree to these Articles of Agreement and I agree that once approved and signed by both parties, these Articles of Agreement will be effective immediately and shall constitute a legally binding agreement.

Signatory Name (please print)

Title (please print)

Signature

Date (yyyy-mm-dd)

Signatory Name (please print)

Title (please print)

Signature


Date (yyyy-mm-dd)

Signatory Name (please print)

Title (please print)

Signature

Date (yyyy-mm-dd)

	Report Title	Draft Results for Aquatics Facility Survey
	Report No.	RCP 19-04
	Author	Rick Cox, Director of Recreation, Culture & Parks
	Meeting Type	Council Budget Meeting
	Council Date	January 17, 2019
	Attachments	Draft Survey Results

RECOMMENDATION

THAT Council receives Report RCP 19-04 – Draft Results for Aquatics Facility Survey for information.

EXECUTIVE SUMMARY

At the Council Budget Meeting on January 7, 2019, Council requested to see the results from the survey carried out during December 2018 as soon as possible. The attached draft includes preliminary summary analysis of the survey results. The final report is expected by the end of January, 2019.

COMMUNITY STRATEGIC PLAN (CSP) IMPACT

1. Excellence in Local Government
 - ☒ Demonstrate strong leadership in Town initiatives
 - ☐ Streamline communication and effectively collaborate within local government
 - ☒ Demonstrate accountability
2. Economic Sustainability
 - ☐ Support new and existing businesses and provide a variety of employment opportunities
 - ☐ Provide diverse retail services in the downtown core
 - ☐ Provide appropriate education and training opportunities in line with Tillsonburg's economy
3. Demographic Balance
 - ☐ Make Tillsonburg an attractive place to live for youth and young professionals
 - ☒ Provide opportunities for families to thrive
 - ☒ Support the aging population and an active senior citizenship
4. Culture and Community
 - ☐ Promote Tillsonburg as a unique and welcoming community
 - ☒ Provide a variety of leisure and cultural opportunities to suit all interests
 - ☐ Improve mobility and promote environmentally sustainable living

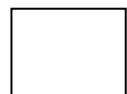


Report Approval Details

Document Title:	RCP 19-04 - Draft Results for Aquatics Facility Survey.docx
Attachments:	- RCP 19-04 - ATT 01 - Aquatics Survey Summary_DRAFT_Jan9.pdf
Final Approval Date:	Jan 14, 2019

This report and all of its attachments were approved and signed as outlined below:

Dave Rushton - Jan 14, 2019 - 11:08 AM



Community Input Received

The consultation period spanned a six-week period between November 21, 2018 and January 1, 2019, consisting of the following feedback opportunities:

1. Community Survey
2. Online & Emailed Feedback
3. Aquatics Staff Workshop

A summary of themes from each consultation activity is summarized in the pages that follow.

Community Survey

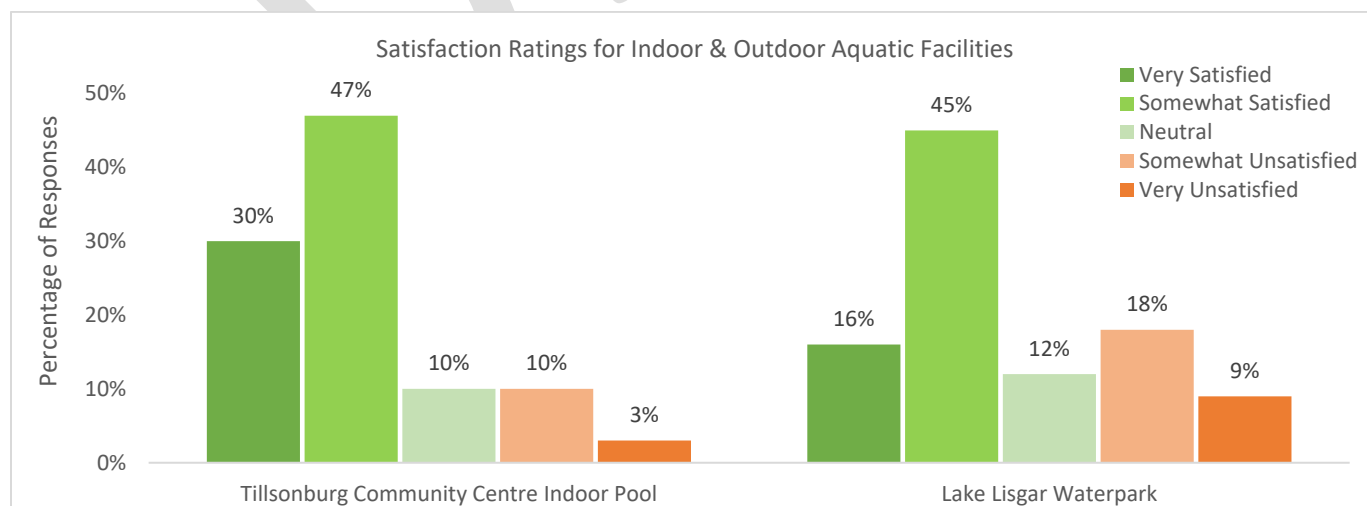
Survey Sample Characteristics

The community survey generated responses from 652 individuals, noting that the total number of responses per question varied (i.e. respondents were not obligated to answer any particular question). The survey sample was comprised of both Tillsonburg residents (78%) and non-residents (22%), were more likely to be female (82%), and 58% reported an annual household income over \$75,000. The average age of survey respondents was 44 years and reported an average of 2.2 persons per household, slightly younger than the Census average age for the Town (46 years) and the same as the Census average household size.

Greater than four out of every five responses (83%) were received from individuals that have used the Tillsonburg Community Centre indoor pool during the past year. Conversely, 54% of respondents visited the Lake Lisgar Waterpark over the past twelve years. When expanded to visits over the past two years, 57% of survey respondents visited the Tillsonburg Community Centre indoor pool more than 16 times while 68% of responses visited the Lake Lisgar Waterpark less than 6 times.

Overall Experience at Tillsonburg Aquatics Facilities

More than three out of four respondents' reported being satisfied with their last visit to the Tillsonburg Community Centre indoor pool (77%). The Lake Lisgar Waterpark received a slightly lower, but nonetheless adequate, satisfaction rating of 61%.



Reasons for Not Visiting a Tillsonburg Aquatic Facility

For the 96 survey respondents that had not visited the Tillsonburg Community Centre indoor pool in the past year, 23% reported the reason as being that programs were not offered at a time convenient to them while another 20% were simply not interested in swimming. Other reasons receiving between included those that felt the design of the pool is outdated, programs were too expensive, or that they did not know enough about the indoor pool or its programs (these other reasons each amounted to between 10% and 12% of responses).

Among the 239 respondents reporting that they did not use the Lake Lisgar Waterpark in the past year, 34% indicated that admission is too expensive or that they prefer to use free splash pads found within parks (in other municipalities). Another 19% stated that the facility is too busy while 12% indicated that they are not interested in swimming or waterplay.

Importance of Selected Indoor Aquatic Activities & Amenities

Respondents prioritized a number of indoor aquatic programs and activities. Frequently cited examples of activities that were somewhat important or very important included swimming lessons (90%), leisure swims (88%), lifeguarding and leadership programs (85%), aquafit (84%), and family/parent-tot swims (83%).

Within an indoor pool setting, survey respondents were most likely to place importance on deepwater (84% rated this as somewhat or very important), special needs and accessibility features (83%), warm water (83%) and family changerooms (82%). In total, 86% of respondents indicated that they would likely use the Tillsonburg Community Centre indoor pool more frequently than they do at present if it were modernized/enhanced with amenities that were appealing to themselves.

Importance of Selected Outdoor Aquatic Activities & Amenities

Respondents also prioritized a number of outdoor aquatic programs and activities. Whereas respondents placed strong priority on lessons and aquatic leadership in an indoor pool setting, this was less so for outdoor pools. Instead, respondents placed the greatest importance on waterplay programs and activities with 83% rating outdoor waterplay as somewhat important or very important. Another 78% stated some level of importance for leisure swims and family/parent-tot swims (76%), which were followed by aquatic leadership and lessons (64% and 52%, respectively).

Within an outdoor aquatics setting, survey respondents were most likely to place importance on shaded areas (93% rated this as somewhat or very important), family changerooms (85%), on-deck viewing space (84%), zero-depth entry (83%), and special needs and accessibility features (82%). In total, 86% of respondents indicated that they would likely use the Lake Lisgar Waterpark more frequently than they do at present if it were modernized/enhanced with amenities that were appealing to themselves.

Values and Future Directions

Respondents were asked to state their level of agreement or disagreement with a number of value statements and potential future directions to be contemplated. The following is a summary

- 97% agreed in some form that it is important that the indoor pool at the Tillsonburg Community Centre continues to serve current and future residents; another 96% agreed that the indoor pool is an important part of the quality of life that is afforded in Tillsonburg.

- By comparison, 83% agreed in some form that it is important that the Lake Lisgar Waterpark should continue to serve current and future residents while 82% agreed that it is an important part of the quality of life that is afforded in Tillsonburg.
- 89% of respondents agreed that the indoor pool provides a fun and enjoyable experience compared to 85% that agreed with the same for the Lake Lisgar Waterpark.
- 87% agreed with the preliminary thought of expanding the Tillsonburg Community Centre's indoor aquatic pool to allow new types of activities to be offered while 78% agreed in principle with the idea of refurbishing the Lake Lisgar Waterpark to bring it up to a modern level of quality.
- 86% agreed that the indoor pool provides their household with good value in relation to its program and admission fees (8% disagreed in some form); by comparison, 70% agreed that Lake Lisgar Waterpark provides good value in relation to its admission rate (15% disagreed in some way).
- 71% agree that the indoor pool is accessible to persons with disabilities, seniors, families with young children and others with special needs (18% disagree in some form); by comparison 80% of responses agree with the same for the Lake Lisgar Waterpark (6% disagreed).
- While over half of responses (53%) support replacing Lake Lisgar Waterpark with an expanded indoor aquatic centre at the Tillsonburg Community Centre, this concept also generated the highest level of disagreement with 34% somewhat or strongly disagreeing with such direction (14% neither agreed nor disagreed).

For additional information regarding the community survey, the complete summary of tabulated survey responses is contained in **Appendix A**.

Appendix A: Community Survey Results

DRAFT

Tillsonburg Community Centre & Indoor Aquatics

1. Has anybody in your household used the indoor pool located inside the Tillsonburg Community Centre during the past year?

	#	%
Yes	538	83%
No	114	17%
Total	652	

2. If you answered "No" to the previous question, please tell us what has prevented you from swimming here (select up to two reasons).

	#	%
Programs are not offered at the convenient time	24	23%
Not interested in swimming	21	20%
Programs are too expensive	13	12%
I don't know enough about the pool or its programs	12	11%
The pool design is outdated	11	10%
Cleanliness of the pool or changerooms is not up to my level of expectation	11	10%
Programs are too busy	9	8%
No longer able to swim due to health condition / injury	6	6%
The pool is located too far away from my home or place of work	6	6%
The water temperature is uncomfortable	5	5%
The pool is not fully accessible for persons with disabilities or limited mobility	4	4%
There are no family changerooms	3	3%
Don't know how to swim	1	1%
Not enough parking	1	1%
Don't Know	10	
Number of People Answering	96	

Other Reasons

- Lack of Time (4)
- Have my own pool (2)
- Not a Tillsonburg resident (2)
- Age-related limitation
- Just moved to Tillsonburg
- Cannot go with my young children

3. How would you rate your overall experience during your last visit to the Tillsonburg Community Centre's indoor pool?

	#	%
Very Satisfied	158	30%
Somewhat Satisfied	251	47%
Neither Satisfied or Unsatisfied	53	10%
Somewhat Unsatisfied	51	10%
Very Unsatisfied	18	3%
I Have Never Used the Pool	1	0%
Don't Know / Unsure	1	0%
Total	532	

4. Please rate how important the following types of aquatic activities are to you in an indoor pool setting.

	Not Important at All / Not Important		Neutral		Somewhat Important / Very Important		Total
	#	%	#	%	#	%	
Swimming Lessons	38	7%	21	4%	507	90%	566
Leisure Swims	21	4%	48	9%	490	88%	559
Lifeguarding / Leadership Programs	38	7%	46	8%	473	85%	557
Aquatic Fitness (Aquafit) Programs	36	6%	58	10%	479	84%	573
Family / Parent and Tot Swims	52	9%	44	8%	460	83%	556
Therapeutic Programs	42	8%	78	14%	437	78%	557
Water Play (Shallow Water)	77	14%	76	14%	398	72%	551
Competitive Swimming (Masters, Swim Teams, etc.)	108	20%	126	23%	308	57%	542
Lane Swimming	112	20%	127	23%	313	57%	552
Aquatic Sports (e.g., Synchro, Water Polo, etc.)	106	20%	142	26%	292	54%	540
Platform Diving	177	33%	171	32%	189	35%	537
Scuba Diving	204	38%	186	35%	143	27%	533

Other Activities

- Aqua Jogging & Bicycling (2)
- Fun swims
- Community swims
- Special Needs programs
- Free swims

5. Please rate how important the following types of aquatic amenities are to you in an indoor pool setting.

	Not Important at All / Not Important		Neutral		Somewhat Important / Very Important		Total
	#	%	#	%	#	%	
Deepwater	36	6%	56	10%	481	84%	573
Special Needs / Accessibility Features	37	6%	58	10%	480	83%	575
Warm Water (30 degrees Celsius or 86 degrees Fahrenheit)	53	9%	46	8%	484	83%	583
Family Changerooms	52	9%	49	9%	475	82%	576
On-deck Viewing Space	87	15%	87	15%	402	70%	576
Ramp / Beach / Zero Depth Entry	114	20%	102	18%	347	62%	563
Hot Tub	214	37%	104	18%	254	44%	572
Waterslide	212	37%	109	19%	247	43%	568
Interactive Spray Features in the Pool	227	40%	125	22%	219	38%	571

Other Amenities

- Larger/better changerooms (5)
- Therapeutic pool (2)
- Better viewing area (2)
- Clean and welcoming areas
- Competition sport designs/features
- Non-slip flooring
- Float belts for deep-water exercise
- Food concession

6. If the indoor pool at the Tillsonburg Community Centre is modernized or enhanced with some of the amenities or activities that you chose in the previous questions, how likely would your household be to USE THE POOL MORE OFTEN than you do right now?

	#	%
Very Likely	324	55%
Likely	180	31%
Neither Likely or Unlikely	46	8%
Unlikely	18	3%
Very Unlikely	14	2%
I Have Never Used the Indoor Pool Before	2	0%
Total	584	

Lake Lisgar Waterpark & Outdoor Aquatics

7. Has anybody in your household used the Lake Lisgar Waterpark during the past year?

	#	%
Yes	320	54%
No	273	46%
Total	593	

8. If you answered "No" to the previous question, please tell us what has prevented you from swimming here (select up to two reasons).

	#	%
The Waterpark is too busy	46	19%
Prefer to use a free splash pad in a park	45	19%
Admission is too expensive	36	15%
Not interested in swimming / waterplay	28	12%
The Waterpark design is outdated	20	8%
Cleanliness of the Waterpark or changerooms is not up to my level of expectation	19	8%
The water temperature is uncomfortable	15	6%
The Waterpark was closed for maintenance when I wanted to use it	15	6%
I don't know enough about the Water Park	9	4%
No longer able to swim due to health condition / injury	5	2%
Don't know how to swim	4	2%
The Waterpark is not fully accessible for persons with disabilities or limited mobility	4	2%
Not enough parking	4	2%
Prefer to use privately operated Waterparks (e.g., East Park in London)	4	2%
The Waterpark is located too far from my home or place of work	4	2%
There are no family changerooms	4	2%
Don't Know	30	
Number of People Answering	239	

Other Reasons

- Don't have children / grandchildren that would use it (17)
- Only participate in lane swims or aquafit (6)
- Too "old" to use a waterpark (6)
- My children are too young (5)
- Hours of operation do not work for me (5)
- Have my own pool (5)
- My children are too old for it (4)
- Prefer to use indoor pools (3)
- Too busy (2)
- Just moved to Tillsonburg
- Not enough waterplay features
- No aquafit programs are offered
- Too many unsupervised youth

9. How would you rate your overall experience during your last visit to the Lake Lisgar Waterpark?

	#	%
Very Satisfied	50	16%
Somewhat Satisfied	143	45%
Neither Satisfied or Unsatisfied	37	12%
Somewhat Unsatisfied	58	18%
Very Unsatisfied	30	9%
I Have Never Used the Waterpark	3	1%
Don't Know / Unsure	1	0%
Total	322	

10. Please rate how important the following types of aquatic activities are to you in an outdoor pool setting.

	Not Important at All / Not Important		Neutral		Somewhat Important / Very Important		Total
	#	%	#	%	#	%	
Water Play (Shallow Water)	58	11%	31	6%	448	83%	537
Leisure Swims	63	12%	54	10%	414	78%	531
Family / Parent and Tot Swims	72	13%	57	11%	408	76%	537
Lifeguarding / Leadership Programs	94	18%	98	18%	341	64%	533
Swimming Lessons	155	29%	106	20%	279	52%	540
Aquatic Fitness (Aquafit) Programs	175	33%	121	23%	241	45%	537
Competitive Swimming (Masters, Swim Teams, etc.)	253	49%	158	30%	109	21%	520
Lane Swimming	284	54%	133	25%	107	20%	524

11. Please rate how important the following types of aquatic amenities are to you in an outdoor pool setting.

	Not Important at All / Not Important		Neutral		Somewhat Important / Very Important		Total
	#	%	#	%	#	%	
Shade / Sun-Shelters	23	4%	13	2%	501	93%	537
Family Changerooms	45	8%	35	7%	453	85%	533
On-deck Viewing Space	54	10%	33	6%	445	84%	532
Beach / Zero Depth Entry	56	10%	35	7%	443	83%	534
Special Needs / Accessibility Features	44	8%	49	9%	437	82%	530
Waterslide	70	13%	42	8%	420	79%	532
Interactive Spray Features in the Pool	63	12%	53	10%	420	78%	536
Warm Water (30 degrees Celsius or 86 degrees Fahrenheit)	58	11%	81	15%	396	74%	535
Concessions / Food Area	76	14%	72	13%	388	72%	536
Inflatable Toys	110	21%	57	11%	366	69%	533

	Not Important at All / Not Important		Neutral		Somewhat Important / Very Important		Total
	#	%	#	%	#	%	
Deepwater	100	19%	89	17%	345	65%	534

12. If Lake Lisgar Waterpark is modernized or enhanced with some of the amenities or activities that your chose in the previous questions, how likely would you household be to use the Waterpark more often than you do right now?

	#	%
Very Likely	225	40%
Likely	180	32%
Neither Likely or Unlikely	74	13%
Unlikely	26	5%
Very Unlikely	31	5%
I Have Never Used the Waterpark Before	17	3%
Don't Know / Unsure	15	3%
Total	553	

Statements regarding Indoor and Outdoor Aquatics

13. Please rate your level of agreement with each of the following statements.

	Strongly Disagree / Somewhat Disagree		Neutral		Strongly Agree / Somewhat Agree		Total
	#	%	#	%	#	%	
Tillsonburg Community Centre							
It is important to me and my household that the Tillsonburg Community Centre's indoor swimming pool continues to serve current and future residents of Tillsonburg.	10	2%	8	1%	540	97%	558
The Tillsonburg Community Centre's indoor pool is an important part of the quality of life for the Town as a whole.	4	1%	21	4%	532	96%	557
I support the refurbishment of the Tillsonburg Community Centre's existing indoor pool to bring it and its supporting features up to a modern level of quality.	23	4%	34	6%	490	90%	547
The Tillsonburg Community Centre's indoor pool provides a fun and enjoyable aquatic experience.	21	4%	38	7%	489	89%	548

	Strongly Disagree / Somewhat Disagree		Neutral		Strongly Agree / Somewhat Agree		Total
	#	%	#	%	#	%	
I support the expansion of the Tillsonburg Community Centre's indoor pool and supporting features to allow new types of aquatic programs and activities to be offered.	34	6%	35	6%	481	87%	550
The Tillsonburg Community Centre's indoor pool provides my household with good value in relation to its program and admission fees.	41	8%	33	6%	472	86%	546
The Tillsonburg Community Centre's indoor pool is accessible to persons with disabilities, seniors, families with young children, and others with special needs.	96	18%	58	11%	370	71%	524
Lake Lisgar Waterpark							
The Lake Lisgar Waterpark provides a fun and enjoyable outdoor aquatic experience.	28	5%	51	10%	452	85%	531
It is important to me and my household that the Lake Lisgar Waterpark continues to serve current and future residents of Tillsonburg.	36	7%	55	10%	458	83%	549
The Lake Lisgar Waterpark is an important part of the quality of life for the town as a whole.	21	4%	74	14%	446	82%	541
The Lake Lisgar Waterpark is accessible to persons with disabilities, seniors, families with young children, and others with special needs.	31	6%	66	14%	390	80%	487
I support the refurbishment of the lake Lisgar Waterpark to bring its existing pool and supporting features up to a modern level of quality.	48	9%	68	13%	420	78%	536
The Lake Lisgar Waterpark provides good value in relation to its admission rate.	76	15%	75	15%	360	70%	511
I support replacing the Lake Lisgar Waterpark with an expanded indoor aquatic centre at the Tillsonburg Community Centre (that is, having one centralized location for aquatic programs and waterplay is preferable to having two separate locations).	180	34%	74	14%	281	53%	535

14. In what year were you born?

	#	%
1990 and After	83	15%
1980 - 1989	178	33%
1970 - 1979	115	21%
1960 - 1969	68	12%
1950 - 1959	63	12%
1940 - 1949	30	5%
1930 - 1939	10	2%
Total	547	
Average Age	44	

15. Please indicate the number of people in the following age groups that currently live in your household.

Age Group	#	%
0 to 4 years	177	15%
5 to 9 years	166	14%
10 to 19 years	171	14%
20 to 34 years	199	17%
35 to 54 years	296	25%
55 to 69 years	128	11%
70+ years	55	5%
Number of People Answering	551	
Total Persons Reported	1,192	
Persons Per Household	2.2	

16. How many times have you visited the Tillsonburg Community Centre indoor pool and the Lake Lisgar Waterpark during the past two years?

Tillsonburg Community Centre Indoor Pool	#	%
0 times	42	8%
1 to 5 times	88	16%
6 to 15 times	102	19%
16 to 30 times	86	16%
30+ times	220	41%
Don't Know / Unsure	5	1%
Total	538	

Lake Lisgar Waterpark	#	%
0 times	163	30%
1 to 5 times	204	38%
6 to 15 times	91	17%

16 to 30 times	44	8%
30+ times	31	6%
Don't Know / Unsure	3	1%
Total	533	

17. As an optional question, please indicate the range applicable to your household's annual income.

	#	%
Less than \$35,000	32	8%
\$35,000 to \$74,999	130	33%
\$75,000 to \$124,999	146	37%
\$125,000 and over	84	21%
Number of People Answering	392	
Don't Know / Prefer Not to Answer	122	

18. As an optional question, please indicate your gender.

	#	%
Male	87	17%
Female	431	82%
Non-Binary/Other	5	1%
Total	523	

19. Are you a Tillsonburg resident?

	#	%
Yes	438	78%
No	120	22%
Total	558	

20. If you are not a Tillsonburg resident, please indicate where you are visiting us from.

	#	%
Norwich, Norfolk County, or Thames Centre	54	46%
Southwest Oxford	25	21%
Bayham	17	14%
Aylmer	7	6%
Malahide	5	4%
London	3	3%
Woodstock	2	2%
Brant County	1	1%
Zorra Township	1	1%
Other (please specify)	3	
Answered	118	

Other Municipalities

- St. Thomas
- East Zorra-Tavistock
- Greater Toronto Area

THE CORPORATION OF THE TOWN OF TILLSONBURG

BY-LAW NUMBER 4256

BEING A BY-LAW to confirm the proceedings of Council at its meeting held on the 21st day of January, 2019.

WHEREAS Section 5 (1) of the *Municipal Act, 2001, as amended*, provides that the powers of a municipal corporation shall be exercised by its council;

AND WHEREAS Section 5 (3) of the *Municipal Act, 2001, as amended*, provides that municipal powers shall be exercised by by-law;

AND WHEREAS it is deemed expedient that the proceedings of the Council of the Town of Tillsonburg at this meeting be confirmed and adopted by by-law;

NOW THEREFORE THE MUNICIPAL COUNCIL OF THE CORPORATION OF THE TOWN OF TILLSONBURG ENACTS AS FOLLOWS:

1. All actions of the Council of The Corporation of the Town of Tillsonburg at its meeting held on January 21, 2019, with respect to every report, motion, by-law, or other action passed and taken by the Council, including the exercise of natural person powers, are hereby adopted, ratified and confirmed as if all such proceedings were expressly embodied in this or a separate by-law.
2. The Mayor and Clerk are authorized and directed to do all the things necessary to give effect to the action of the Council of The Corporation of the Town of Tillsonburg referred to in the preceding section.
3. The Mayor and the Clerk are authorized and directed to execute all documents necessary in that behalf and to affix thereto the seal of The Corporation of the Town of Tillsonburg.
4. This by-law shall come into full force and effect on the day of passing.

READ A FIRST AND SECOND TIME THIS 21st DAY OF JANUARY, 2019.

READ A THIRD AND FINAL TIME AND PASSED THIS 21st DAY OF JANUARY, 2019.

MAYOR – Stephen Molnar

TOWN CLERK – Donna Wilson