

# The Corporation of the Town of Tillsonburg

## COUNCIL BUDGET MEETING

### AGENDA



Tuesday, February 19, 2019

4:30 PM

Council Chambers

200 Broadway, 2nd Floor

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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 Tuesday, February 19, 2019, be adopted.

3. **Moment of Silence**

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

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

Proposed Resolution #2

Moved By: \_\_\_\_\_

Seconded By: \_\_\_\_\_

THAT the Minutes of the Council Budget Meeting of January 29, 2019, be approved.

6. **Staff Reports**

6.1 **FIN 19-06 - Summary of 2019 Budget Changes to January 29, 2019**

Proposed Resolution #3

Moved By: \_\_\_\_\_

Seconded By: \_\_\_\_\_

THAT Council receives Report FIN 19 -06 Summary of 2019 Budget Changes to January 29, 2019, as information;

AND THAT the 2019 Budget and Business Plans be brought forward at the February 28, 2019 Council Meeting for consideration.

## 6.2 FRS 19-01 - Budget Issue Paper: Strategic Plan Implementation & Costing Analysis

### Proposed Resolution #4

Moved By: \_\_\_\_\_

Seconded By: \_\_\_\_\_

THAT Report FRS 19-01 Budget Issue Paper: Strategic Plan Implementation & Costing Analysis is received, as information;

AND THAT the Fire Chief is directed to implement the Recommendations as contained within the Fire Services Strategic Planning Committee Final Report dated November, 2018.

## 6.3 RCP 19-11 - Station Arts Building Order Compliance

### Proposed Resolution #5

Moved By: \_\_\_\_\_

Seconded By: \_\_\_\_\_

THAT Council receives Report RCP 19-11 Station Arts Building Compliance;

AND THAT Council gives pre-budget approval for up to \$20,000 from reserves for staff to proceed with assembling the necessary design work to apply for a building permit by April 1, 2019;

AND THAT Council approves Option 2 - With sprinklers to meet the requirements of Unsafe Building Order UBO 10-15-2018.

## 7. Motions/Notice of Motions for which Previous Notice Was Given

### 7.1 Councillor Rosehart

#### Proposed Resolution #6

Moved By: \_\_\_\_\_

Seconded By: \_\_\_\_\_

THAT the Town contract the grass cutting at the cemetery in order to improve the operational standards at the cemetery.

#### Proposed Resolution #7

Moved By: \_\_\_\_\_

Seconded By: \_\_\_\_\_

THAT The Concert Series in the Amount of \$12,000 be removed from the 2019 Budget.

Proposed Resolution #8

Moved By: \_\_\_\_\_

Seconded By: \_\_\_\_\_

THAT The FTE Financial Coordinator position be removed from the 2019 Budget

Proposed Resolution #9

Moved By: \_\_\_\_\_

Seconded By: \_\_\_\_\_

THAT The Fire Prevention Officer Coordinator position be removed from the 2019 Budget.

Proposed Resolution #10

Moved By: \_\_\_\_\_

Seconded By: \_\_\_\_\_

That project X06 – Gibson Pedestrian Bridge Removal from the 2019 Budget.

Proposed Resolution #11

Moved By: \_\_\_\_\_

Seconded By: \_\_\_\_\_

THAT The Health & Safety Coordinator position be removed from the 2019 Budget.

Proposed Resolution #12

Moved By: \_\_\_\_\_

Seconded By: \_\_\_\_\_

THAT Project X51 Replace 81924G Loader be removed from the 2019 budget.

Proposed Resolution #13

Moved By: \_\_\_\_\_

Seconded By: \_\_\_\_\_

THAT The Transportation Coordinator position be removed from the 2019 Budget.

Proposed Resolution #14

Moved By: \_\_\_\_\_

Seconded By: \_\_\_\_\_

THAT Project X16 Public Works Yard Assessment in the amount of \$75,000 be removed from the 2019 budget.

Proposed Resolution #15

Moved By: \_\_\_\_\_

Seconded By: \_\_\_\_\_

THAT the Volunteer Appreciation Event be held once during the final year of the term of Council ;

AND THAT the \$10,000 designated for this event in the 2019 budget be removed.

Proposed Resolution #16

Moved By: \_\_\_\_\_

Seconded By: \_\_\_\_\_

THAT the Manager of Recreation Programs & Services position be reviewed and not be filled at this time.

**7.2 Councillor Gilvesy**

Proposed Resolution #17

Moved By: \_\_\_\_\_

Seconded By: \_\_\_\_\_

THAT the 2019 Draft Budget be brought back for council's consideration with a 1.8% levy increase which represents a reduction of 1% from the current proposed budget;

AND THAT no additional funds shall be derived from reserves or debentured to cover this reduction in the 2019 Budget;

AND THAT a budget meeting be set for \_\_\_\_\_ 2019.

**8. Motions/ Notice of Motions**

**9. Confirm Proceedings By-law**

Proposed Resolution #18

Moved By: \_\_\_\_\_

Seconded By: \_\_\_\_\_

THAT By-Law 4273, To Confirm the Proceedings of the Council Meeting held on February 19, 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 #19

Moved By: \_\_\_\_\_

Seconded By: \_\_\_\_\_

THAT the Council Budget Meeting of Tuesday, February 19, 2019, be adjourned at \_\_\_\_ p.m.

# MINUTES



Tuesday, January 29, 2019

9:00 AM

Council Chambers

200 Broadway, 2nd Floor

Regrets: Mayor Molnar  
Deputy Mayor Beres  
Councillor Esseltine  
Councillor Gilvesy  
Councillor Luciani  
Councillor Parker  
Councillor Rosehart

Regrets: David Calder, CAO  
Donna Wilson, Town Clerk  
Kevin De Leebeeck, Director of Operations  
Dave Rushton, Director of Finance  
Rick Cox, Director of Recreation, Culture and Parks  
Jeff Smith, Fire Chief

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## 1. Call to Order

THAT the meeting be called to order at 9:00 a.m.

## 2. Adoption of Agenda

### Resolution # 1

Moved By: Councillor Rosehart

Seconded By: Councillor Gilvesy

THAT the Agenda as prepared for the Council Budget Meeting of Tuesday January 29, 2019, be adopted

Carried

## 3. Moment of Silence

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

No disclosures of pecuniary interest were declared.

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

**Resolution # 2**

Moved By: Councillor Gilvesy

Seconded By: Councillor Rosehart

THAT the Minutes of the Council Budget Meeting of January 24, 2019 be approved.

Carried

**6. 2019 Municipal Budget and Business Plans**

**6.1 FIN 19-05 Parked Budget Items**

**Resolution # 3**

Moved By: Councillor Parker

Seconded By: Councillor Esseltine

THAT Council receives Report FIN 19-05, Parked Budget Items, as information.

Carried

**6.2 Memo - 2019-01-25 - potential cost to install a splash pad at LLWP.complete**

Discussion took place regarding the possibility of receiving/applying for a Trillium Grant.

Staff to look at maintenance costs regarding a splash pad.

**Resolution # 4**

Moved By: Councillor Esseltine

Seconded By: Councillor Parker

THAT Council receives Memo - Potential Cost to Install a Splash Pad, as information.

Carried

**6.3 Memo - 2019-01-25 - potential demolition costs for LLWP and Summer Place**

**Resolution # 5**

Moved By: Deputy Mayor Beres

Seconded By: Councillor Esseltine

THAT Council receives Memo - potential demolition costs for LLWP and Summer Place, as information.

Carried

**7. Pre Budget Approval Requests**

**7.1 OPS 18 - Operations Capital Pre-Budget Approval**

**Resolution # 6**

Moved By: Councillor Gilvesy

Seconded By: Councillor Rosehart

THAT Council receive Report OPS 19-02 Operations Capital Pre-Budget Approval Request;

AND THAT Council provide 2019 pre-budget approval for project X13 Bradburn Area Reconstruction – Stage 2 of 2 (James, Hilldrop, Fairview) in the amount of \$800,000;

AND THAT Council provide 2019 pre-budget approval for project X11 North Park Phase 1 Rehabilitation (Langrell Ave.) in the amount of \$220,000;

AND THAT Council provide 2019 pre-budget approval for project X08 The Links Rehabilitation (Fairway, Green Eagle, Birdyway) in the amount of \$210,000;

AND THAT Council provide 2019 pre-budget approval for project X26 Survey Equipment Replacement in the amount of \$50,000.

Carried

Staff to provide a final list of approved budget items in the 2019 budget.

## **7.2 RCP 19-11 Capital Pre-Budget Approval Request**

Discussion took place regarding the hardball diamond and the cost of the hardball backstop.

The Memorial Park and Lake Lisgar Master Plan includes moving the diamond - this would come to council prior to the project going forward to move the diamond

Staff to provide a report on the final location and determine a final plan on the hardball diamond. The Memorial Park Committee to review options and make recommendations on the final location of the diamond.

### **Resolution # 7**

**Moved By:** Councillor Gilvesy

**Seconded By:** Councillor Rosehart

THAT Council receives Report RCP 19-11 Capital Pre-Budget Approval Request;

AND THAT Council provide 2019 pre-budget approval for project X67 PKS – Annandale Diamond Lighting Phase 2 in the amount of \$50,000;

AND THAT Council provide 2019 pre-budget approval for project X72 PKS – Hardball #1 Backstop in the amount of \$30,000, be separated from the motion;

AND THAT Council provide 2019 pre-budget approval for project X88 TCC – DHW Replacement & Heat Recovery Integration.

### **Amendment:**

**Moved By:** Councillor Esseltine

**Seconded By:** Councillor Gilvesy

THAT paragraph two, “THAT Council provide 2019 pre-budget approval for project X72 PKS – Hardball #1 Backstop in the amount of \$30,000”, be separated from the motion and dealt with separately.

Carried



**Resolution:****Moved By:** Councillor Gilvesy**Seconded By:** Councillor Rosehart

THAT Council receives Report RCP 19-11 Capital Pre-Budget Approval Request;

AND THAT Council provide 2019 pre-budget approval for project X67 PKS – Annandale Diamond Lighting Phase 2 in the amount of \$50,000;

AND THAT Council provide 2019 pre-budget approval for project X88 TCC – DHW Replacement & Heat Recovery Integration.

Carried

**Resolution:****Moved By:** Councillor Gilvesy**Seconded By:** Councillor Rosehart

THAT Council provide 2019 pre-budget approval for project X72 PKS – Hardball #1 Backstop in the amount of \$30,000.

Defeated

**8. Motions/ Notice of Motions****8.1 Councillor Esseltine**

Resolution No. 8 - Airport

It was noted that any lands at the airport that would be sold would come to council for approval.

**Resolution # 8****Moved By:** Councillor Esseltine**Seconded By:** Councillor Parker

THAT funding for capital projects relating to the Tillsonburg Airport, including the Airport Feasibility Study (X03) and the Airport Master Plan (X28) as well as any other capital projects proposed for 2019 and beyond comes from the tax stabilization reserves to be replenished after the sale of town owned lands adjacent to the airport

Carried

**Resolution # 9**

Moved By: Councillor Esseltine

Seconded By: Councillor Parker

THAT \$10,000 from the allocation for contracted services in the Parks budget be shifted to the Beautification program budget as a five-year contract for spring garden cleanup in 29 areas throughout the town has ended;

AND THAT an additional \$20,000 be allotted to the Parks budget to sustain the town-wide Beautification program initiated in 2017 and further developed in 2018 as an additional \$20,000 contributed to Beautification through a provincial downtown improvement grant in 2018 will not be available in 2019;

AND THAT a portion of the additional allocation be used for an increase of 0.66 FTE in seasonal and summer Parks staff for beautification work.

Defeated

**Resolution # 11**

Moved By: Councillor Esseltine

Seconded By: Deputy Mayor Beres

That council approve Capital Project X73 – Memorial Park Parking Expansion project on the condition that the plans and designs for each of the parking areas included in this project be brought back to council for final review and approval prior to construction.

Carried

**Resolution No. 12 – Scattering Gardens**

It was noted that regulations have changed and it is recommended that the Cemetery Committee provide recommendations and that staff review other communities to determine demand for this service.

**Resolution # 12**

Moved By: Councillor Esseltine

Seconded By: Councillor Parker

THAT council consideration of Capital Project X70 – Scattering Gardens Implementation be deferred until 2020 to allow time for an analysis of the local demand for this service at the cemetery, as well as for what impact

changed government regulations relating to scattering remains may have on the provision of this service.

Carried

#### Resolution No. 13 – Station Arts Building

Staff to provide a report on the costs of meeting the code requirements and what is required to continue occupancy for that building after April 1, 2019.

To provide the costs to relocate the programs and the time that this building would need to be closed in order to complete the required work.

#### **Resolution # 13**

**Moved By:** Councillor Esseltine

**Seconded By:** Councillor Parker

THAT funding for Capital Project X92 (Station Arts Building and Fire Code Compliance) be deferred until a plan for the continued use of the facility and the extent of the remediation required is determined;

AND THAT a Staff report be brought back to Council by February 11, 2019.

Carried

#### Resolution No. 14 – Summer Place

It was suggested that public consultation take place prior to any action moving forward with these buildings.

#### **Resolution # 14**

**Moved By:** Councillor Esseltine

**Seconded By:** Councillor Parker

THAT Capital Projects X94 SP – Summer Place Mould Abatement (\$25,000) and project X98 PBS – SP – Summer Place Roof Replacement (\$70,300) be removed from the 2019 budget;

AND THAT Council approve that the dollars budgeted from taxation for these projects be applied instead to the demolition of the Summer Place and Rowing Club facilities, as well as restoration including landscaping the area, and the development of plans to replace these facilities as required;

AND FURTHER THAT this issue be forwarded to the MPRPC for discussion and possible public consultation.

Carried

## **8.2 Councillor Gilvesy**

Resolution No. 18 - Waterpark

Clarification was provided that the waterpark would continue to run as it did last season for 2019.

### **Resolution # 18**

**Moved By:** Councillor Gilvesy

**Seconded By:** Councillor Rosehart

THAT \$75,000 be put into reserves until all decisions with regards to the Waterpark, outdoor pool and waterpark building including Item X52FAC Aquatic Design Study until Council has had the opportunity to have consultation with associated service clubs who have invested both time and money to bring the Waterpark to fruition;

AND THAT staff send a letter of request to all associated service clubs of the waterpark and the Memorial Park Revitalization Committee and the Parks & Rec Committee, to provide their feedback and vision with regards to the future of the outdoor slide, outdoor pool and Waterpark building;

AND THAT said letter include the full costs for short term and long term repairs which will be required for all of the above items.

Carried

Resolution No. 19 – Drive Shed

### **Resolution # 19**

**Moved By:** Councillor Gilvesy

**Seconded By:** Councillor Rosehart

THAT Item #X78 CEM – Drive Shed be removed from Budget 2019.

Defeated

Resolution No. 20 – OPP Visitor Parking

It was suggested that staff look at public parking at the side rather than the front.

**Resolution # 20**

**Moved By:** Councillor Gilvesy

**Seconded By:** Councillor Rosehart

That Report RCP-17-50 - Visitor Parking Improvements at the OPP Station be included in Budget deliberations 2019, with provisions for staff to look at further enhancing the size of the visitor location than what is indicated in the planned drawing to help alleviate pressure on the back parking lot.

Carried

Resolution No. 21 – Parking Site Plan

**Resolution # 21**

**Moved By:** Councillor Gilvesy

**Seconded By:** Councillor Rosehart

That Item #X66 FAC Parking/site plan design for OPP/Fire/EMS be removed from Budget 2019.

Defeated

**Resolution** – Extend Taxiway G3

Moved By: Councillor Gilvesy

Seconded By: Councillor Rosehart

THAT due to time constraints the extension of Taxiway G3 included in unfunded capital projects in Budget 2019 planning begin as soon as possible and the associated costs be fronted by the Town with reimbursement by the sale of the land in the future;

AND THAT any excess funds from the land sale be placed in reserve for future development at the airport.

Carried

Councillor Rosehart left the meeting at 11:35 a.m.

### 8.3 Councillor Parker

Resolution No. 22 – Gibson Bridge

Staff will follow the public engagement policy to provide notice for the closure of the Gibson Bridge.

**Resolution # 22**

**Moved By:** Councillor Parker

**Seconded By:** Councillor Esseltine

THAT project X06 – Gibson Pedestrian Bridge Removal be included in the 2019 Budget.

Carried

Resolution No. 22 – Ice Resurfacer

**Resolution # 23**

**Moved By:** Councillor Parker

**Seconded By:** Deputy Mayor Beres

That X42 Replace #116 Ice Resurfacer be included in Budget 2019;

AND THAT Staff prepare a report with alternatives to dumping the snow outside of the Tillsonburg Community Centre;

AND THAT Staff investigate a service agreement with a company that specializes in Ice Resurfacing machines.

Carried

Resolution No. 24 – Security Gate

**Resolution # 24**

**Moved By:** Councillor Parker

**Seconded By:** Deputy Mayor Beres

That X68 TCC – Security Gate to secure Auditorium lobby be removed from 2019 Budget.

Carried

The following motions in item 8.4 to be deferred to the next Council Budget Meeting.

**8.4 Councillor Rosehart****Resolution # 25**

THAT the Town contract the grass cutting at the cemetery in order to improve the operational standards at the cemetery.

**Resolution # 26**

THAT The Concert Series in the Amount of \$12,000 be removed from the 2019 Budget.

**Resolution # 27**

THAT The FTE Financial Coordinator position be removed from the 2019 Budget

**Resolution # 28**

THAT The Fire Prevention Officer Coordinator position be removed from the 2019 Budget.

**Resolution # 29**

That project X06 – Gibson Pedestrian Bridge Removal from the 2019 Budget.

**Resolution # 30**

THAT the Town contract the grass cutting at the cemetery in order to enhance the operational standards at the cemetery.

**Resolution # 31**

THAT The Health & Safety Coordinator position be removed from the 2019 Budget.

**Resolution # 32**

THAT Project X51 Replace 81924G Loader be removed from the 2019 budget.

**Resolution # 33**

THAT The Transportation Coordinator position be removed from the 2019 Budget.

**Resolution # 34**

THAT Project X16 Public Works Yard Assessment in the amount of \$75,000 be removed from the 2019 budget.

**9. Confirm Proceedings By-law****9.1 By-Law 4263, To Confirm the Proceedings of the Council Meeting of January 29, 2019****Resolution # 35**

**Moved By:** Councillor Parker

**Seconded By:** Councillor Esseltine

THAT By-Law 4263, To Confirm the Proceedings of the Council Meeting held on January 29, 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.

Carried

**10. Adjournment****Resolution # 36**


**Moved By:** Councillor Gilvesy

**Seconded By:** Deputy Mayor Beres

THAT the Council Budget Meeting of Thursday, January 29, 2019, be adjourned at 11:57 a.m.

Carried



	<b>Report Title</b>	SUMMARY OF 2019 BUDGET CHANGES TO JANUARY 29, 2019
	<b>Report No.</b>	FIN 19 -06
	<b>Author</b>	Dave Rushton, Director of Finance
	<b>Meeting Type</b>	Council Budget Meeting
	<b>Council Date</b>	February 19, 2019
	<b>Attachments</b>	Summary of 2019 Capital Budget Changes to January 29, 2019

## RECOMMENDATION

That Council receives Report Fin 19 -06 SUMMARY OF 2019 BUDGET CHANGES TO JANUARY 29, 2019 as information;

AND THAT the 2019 Budget and Business Plans be brought forward to the February 28, 2019 Council Meeting for consideration.

## EXECUTIVE SUMMARY

Council has requested a summary of the changes to the 2019 Budget as at January 29, 2019.

## BACKGROUND

Council has met on December 17, January 7, 9, 17, 21, 24 and 29 to review the budget and its component parts. During that time, consideration was given to the various component parts of the both the operating and the capital budgets. The rates and fees were established for 2019, grants and services from committees and organizations were received and key budget items were viewed in a municipal wide tour. The Business Plans from each department were received and details of Capital Projects were discussed. Council has given pre-budget approval to \$2,020,000 for 11 of those projects.

## FINANCIAL IMPACT/FUNDING SOURCE

The operating budget has currently had an increase recommended of \$8,900 to facilitate an increase in Community Grants. The Capital Allocation to the Asset Management Reserve remains unchanged with an increase of \$31,800 in the unallocated monies from this year's funding bringing it to a total of \$61,400.

## COMMUNITY STRATEGIC PLAN (CSP) IMPACT

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

2. Demographic Balance

- ☒ Make Tillsonburg an attractive place to live for youth and young professionals
- ☒ Support the aging population and an active senior citizenship

3. 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:	FIN 19 - 06 Summary of 2019 Capital Budget Changes to January 29, 19.docx
Attachments:	- 2019 Budget Summary - Jan 29 2019.xlsx
Final Approval Date:	Feb 8, 2019

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

**No Signature - Task assigned to David Calder was completed by workflow administrator Donna Wilson**

**David Calder - Feb 8, 2019 - 3:45 PM**



	2018 Budget	2019 Budget	Variance \$	Variance %	2019 Budget - Revised	Variance \$	Variance %
<b>Budget Requirements</b>							
<b>Sub-total</b>	<b>14,815,000</b>	<b>15,813,800</b>	<b>998,800</b>	<b>6.74%</b>	15,822,700	8,900	6.80%
Municipal Taxes - Phase in Growth		(330,000)	(330,000)		(330,000)	-	
Municipal Taxes - New Growth		(251,000)	(251,000)		(251,000)	-	
<b>Consolidated Budget Requirement - SLT Recommendation</b>	<b>14,815,000</b>	<b>15,232,800</b>	<b>417,800</b>	<b>2.82%</b>	<b>15,241,700</b>	<b>8,900</b>	<b>2.88%</b>
<b>Operating Plan</b>							
<b>Sub-total</b>	<b>13,356,400</b>	<b>14,025,200</b>	<b>668,800</b>	<b>5.01%</b>	14,034,100	8,900	5.07%
Municipal Taxes - New Growth		(251,000)	(251,000)		(251,000)	-	
<b>Total Operating Budget - SLT Recommendation</b>	<b>13,356,400</b>	<b>13,774,200</b>	<b>417,800</b>	<b>3.13%</b>	<b>13,783,100</b>	<b>8,900</b>	<b>3.19%</b>
<b>Capital Asset Management</b>							
<b>Sub-total</b>	<b>1,458,600</b>	<b>1,788,600</b>	<b>330,000</b>	<b>22.62%</b>	1,788,600	-	22.62%
Municipal Taxes - Phase in Growth		(330,000)	(330,000)		(330,000)	-	
<b>Total Asset Management - SLT Recommendation</b>	<b>1,458,600</b>	<b>1,458,600</b>	<b>-</b>	<b>-</b>	<b>1,458,600</b>	<b>-</b>	<b>0.00%</b>

<u>Item</u>	<u>Date</u>	<u>Department</u>	<u>Change</u>
Net Council Grant Expense to Community Groups	#####	Council	8,900

Revised Operating Plan Requirement	8,900
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Tillsonburg

CONNECTED. ENRICHED. INSPIRED.

2019 Capital Project Listing - New Requests

Town

		Contribution		Grants	Debentures	Reserves	DC	Donation	Miscellaneous	User Pay	Asset	Comments
	Expenditures	to Reserves					Reserves			Debt	Management	
Total Project Listing - Starting Point	\$6,245,000	\$159,600		(\$660,000)	(\$1,063,500)	(\$948,300)	(\$1,449,000)	\$0	(\$115,200)	(\$380,000)	\$1,788,600	
Balance of 2019 unutilized AMP Contribution from Taxation											29,600	
Draw from Asset Management for 2019 Capital Projects											1,759,000	
Pre-budget Approval Projects												
X08 The Links Rehabilitation (Fairway, Green Eagle, Birdyway)	210,000			(\$100,000)	\$0	(\$110,000)	\$0	\$0	\$0	\$0		Gas Tax & Development Remediation
X11 North Park Phase 1 Rehabilitation (Langrell Ave)	220,000			\$0	\$0	(\$154,800)	\$0	\$0	(\$65,200)	\$0		Security Deposit & Development
X12 Reconstruction of Lowrie, Reid, Jane - Roads	340,000			\$0	(\$340,000)	\$0	\$0	\$0	\$0	\$0		pre-budget approval OPS18-18
X12 Reconstruction of Lowrie, Reid, Jane - Storm Sewers	95,000			\$0	\$0	\$0	\$0	\$0	\$0	\$0	95,000	pre-budget approval OPS18-18
X13 Bradburn Area Recon - Stage 2 of 2 (James, Hilldrop, Fairview) - Storm Sewer	100,000			\$0	(\$100,000)	\$0	\$0	\$0	\$0	\$0		
X13 Bradburn Area Recon - Stage 2 of 2 (James, Hilldrop, Fairview) -Roads	390,000			\$0	(\$390,000)	\$0	\$0	\$0	\$0	\$0		
X14 Annual Asphalt Resurfacing Program	400,000			(\$400,000)	\$0	\$0	\$0	\$0	\$0	\$0		Gas Tax
X26 2001 Survey Equipment Replacement	50,000			\$0	\$0	\$0	\$0	\$0	\$0	\$0	50,000	
X50 Replace # 61 7400 Plow/Wing Truck	160,000			\$0	(\$160,000)	\$0	\$0	\$0	\$0	\$0		
X67 PKS - Annandale diamond lighting phase 2	50,000			\$0	\$0	\$0	\$0	\$0	\$0	\$0	50,000	
X84 PBA - TCC - CNG Refill station replacement	40,000			\$0	\$0	\$0	\$0	\$0	\$0	\$0	40,000	
X88 TCC - DHW Replacement & Heat Recovery Integration	100,000			(\$5,000)	\$0	\$0	\$0	\$0	\$0	(\$95,000)		Rebates / Operational Savings
X97 TCC/Corp/ANHS - Auditory Accessibility Enhancements	75,000			(\$48,800)	\$0	\$0	\$0	\$0	\$0	\$0	26,200	Enabling Accessibility Fund app
	\$ 2,020,000	0		(\$453,800)	(\$990,000)	(\$154,800)	\$0	\$0	(\$65,200)	(\$95,000)	\$ 261,200	
Balance in Budget for 2019 Approval	4,225,000	159,600		(\$206,200)	(\$73,500)	(\$793,500)	(\$1,449,000)	\$0	(\$50,000)	(\$285,000)	1,527,400	
Council Direction to Date ( Jan 29, 2019)												
X01 Hawkins Bridge Shoreline Protection	25,000			\$0	\$0	\$0	\$0	(\$12,500)	\$0	\$0	\$12,500	Kinsman Club Donation
X97 TCC/Corp/ANHS - Auditory Accessibility Enhancements	75,000			(\$48,800)	\$0	\$0	\$0	\$0	\$0	\$0	\$26,200	Enabling Accessibility Fund app #1591684
X03 Airport Feasibility Analysis	35,000			\$0	\$0	(\$29,100)	\$0	\$0	\$0	\$0	(\$29,100)	Airport Reserve/Tax Rate Stabilization Reserve
X28 Airport Master Plan Update		25,000		\$0	\$0	(\$25,000)	\$0	\$0	\$0	\$0	(\$25,000)	Tax Rate Stabilization Reserve
X73 PKS - Memorial Park Parking expansion												On hold until final review
X70 CEM - Scattering Garden implementation	(\$99,200)					\$42,600	\$2,600	\$0	\$0	\$54,000		Deferred until 2020
X92 SAG - Station Arts Building and Fire Code Compliance												Deferred in 2019, report to be provided
X94 SP - Summer Place Mould Abatement	25,000			\$0	\$0	\$0	\$0	\$0	\$0	\$0	(\$25,000)	Not final until Consultation Process
X98 PBA - SP - Summer Place Roof Replacement	70,300			\$0	\$0	\$0	\$0	\$0	\$0	\$0	(\$70,300)	Not final until Consultation Process
New - Summer Place Demolition - Estimate	60,400										\$60,400	Not final until Consultation Process
X52 FAC - Aquatic Facility Design Study												On hold for Consultation
New- OPP Visitor Parking Lot	28,500										\$28,500	
Northerly Extension of Taxiway G3 (25ft x 250ft)	55,000					(\$55,000)						Tax Rate Stabilization Reserve
X68 TCC - Security Gate to secure Aud lobby	10,000			\$0	\$0	\$0	\$0	\$0	\$0	\$0	(\$10,000)	
											(31,800)	
Amended Balance to Approve											1,495,600	
Balance of 2019 unutilized AMP Contribution from Taxation											61,400	

	<b>Report Title</b>	Budget Issue Paper: Strategic Plan Implementation & Costing Analysis
	<b>Report No.</b>	FRS 19-01
	<b>Author</b>	Jeff Smith, Fire Chief
	<b>Meeting Type</b>	Budget Meeting
	<b>Council Date</b>	February 19, 2019
	<b>Attachments</b>	

## RECOMMENDATION

THAT Report FRS 19-01 Budget Issue Paper: Strategic Plan Implementation & Costing Analysis is received as information;

AND THAT the Fire Chief is directed to implement the Recommendations as contained within the Fire Services Strategic Planning Committee Final Report dated November, 2018.

## EXECUTIVE SUMMARY

At the June 11, 2015 Council meeting the Terms of Reference of the Fire Services Strategic Planning Committee were approved by Council and subsequently directed the Fire Department to form this committee. The inaugural meeting of this Committee was held on May 31, 2016. The committee met on a regular basis, gathering and evaluating information on current fire department operations, community needs and expectations, community profile, and community fire & life safety risks. The attached Final Report was presented to Council by Committee Chairperson Shane Curtis at the November 26, 2018 regular Council meeting. During this meeting, Council directed that the recommendations and supporting materials be forwarded to the 2019 Business Plan & Budget deliberations for further discussion.

At the January 21, 2019 Council meeting, the Fire Chief was directed to evaluate the ten committee recommendations and provide Council with potential Target Dates for effecting the recommendations as well as implementation options and associated costing.

## ANALYSIS

PFSG 03-02-13 (Master Planning Process for Fire Protection Services) outlines the process to develop a Master Fire Plan as the strategic blueprint for the delivery of fire protection services that address the *“local needs and circumstances”* as defined by the Fire Protection & Prevention Act, RSO. 1997, and in determining the level of fire protection services the community can afford.

An excerpt from PFSG 03-02-13 guiding principles indicates the following:

- *The residents of any community are entitled to the most effective, efficient and safe fire services possible;*
- *The content of existing collective agreements will be respected and the collective bargaining process will be recognized as the appropriate channel for resolving labour relations issues under collective agreements and the Fire Protection and Prevention Act;*
- *Collective bargaining issues affecting public safety will be identified; and*
- *Those responsible must work within these parameters in making recommendations for improving municipal fire services.*

The final report of the Fire Service Strategic Planning Committee contained ten (10) recommendations. Herein is the staff analysis of the ten (10) Committee recommendations. As noted in the Committee Chairperson's presentation to Council on November 26, 2018, the recommendations and outlook of the final report is for a two (2) year period, specifically 2019 – 2020, with a recommended review in 2021.

### **Recommendation #1**

**THAT Tillsonburg Fire and Rescue Services continue to operate as a composite Fire Department staffed with on-call paid firefighters for the immediate future.**

#### **Committee comments:**

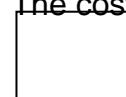
*While difficulties currently exist with fully staffing vehicles during the work day, it is felt that changes in the scheduling, remuneration and acknowledgement of employers that follow in further recommendations, will address the issues for the near future. Changes in legislation will likely have impacts to this staffing model in the mid to long-term.*

#### **Staff comments:**

TFD staff concurs with this analysis of the current and near-term staffing prognosis. While there are difficulties in obtaining sufficient members responding to weekday incidents, there is not currently sufficient concern to justify the addition of full-time suppression staff. In addition to a number of recommendations in the final report designed to prolong the effectiveness of the current staffing model, there are several capital projects in the 2019 Budget and forecasted in subsequent budgets.

Further, Recommendation #1 of the Fire Service Strategic Planning Committee should be read in conjunction with Recommendation #7 (additional FTE for the Fire Department). Recognizing that there is a service delivery gap in the Fire Service Delivery Model due to the response time of the paid on-call fire service versus a career department, it is prudent to increase another aspect of fire & life safety protection services. Recommendation #7 supports increasing the fire and life safety inspection and education capacity of the Tillsonburg Fire Department to counter the response delay of the paid on-call fire delivery model.

There are no additional costs associated directly with this recommendation. Continuing contract negotiations with the Tillsonburg Firefighters Association will determine future costs. The cost



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related to Recommendation #7 is contained within that section. As a comparison, a full time day crew of 6 firefighters (Monday to Friday, 08:00hrs to 17:00hrs) would cost \$700,000 - \$800,000 per annum, not including equipment and materials.

## **Recommendation #2**

**THAT the Town of Tillsonburg develop a fair and equitable remuneration structure that accounts for the varying hours worked by its firefighters during training and attending emergencies.**

### **Committee Comments:**

*The current compensation system allows some firefighters to adjust their attendance to obtain the best compensation, rather than providing the most availability to the community. The remuneration structure should provide more compensation for those with greater activity, than those with less activity. No firefighter should be "out-of-pocket" for a response that takes them away from work.*

### **Staff Comments:**

The current paid on-call compensation model employs a mix of hourly work and an honorarium. Training, public education and other duties as approved are compensated at an hourly rate. The response to emergency incidents is covered under the honorarium.

The committee's concern is that a paid on-call member with excellent attendance at emergency incidents is compensated the same dollar amount as a member with poor attendance. The recommendation's intent is to reduce or eliminate the fiscal imbalance. The intent is to remove the honorarium and to compensate the firefighters hourly for emergency call-outs.

Town staff does support this recommendation and will work with to develop a remuneration structure for attending emergency incidents that is fair and equitable to both the residents and the firefighters while adequately compensating department members for their attendance.

## **Recommendation #3**

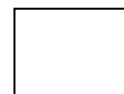
**THAT the Fire Service modify their existing platoon system and incorporate a "Duty Crew" system where firefighters commit to responding during a specific time frame each month during business hours.**

### **Committee Comments:**

*Under this arrangement, an employer would know in advance that his or her employee would only be responding during business hours a given week per month, rather than at any time. This could be further limited to structure fires or other major calls.*

### **Staff Comments:**

The current staffing model of the Tillsonburg Fire Department uses a Platoon System where half of the fire department members are "on-call" for 2 weeks of each month. Certain incidents, such as fires, alarms at high risk properties, etc., are an "All-call" response where all members are paged to attend.



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Historically, the Platoons were further subdivided into Companies. Each Company was on-call for 1 week of the month. Alpha and Bravo Companies comprise First Platoon, and Charlie and Delta Companies comprise Second Platoon. Company calls included Carbon Monoxide calls and lift assist calls. Due to poor attendance and response times, the aforementioned incidents were made Platoon calls.

The current staffing model using the Platoon system achieves the intent of the Committee's recommendation.

Expanding further, the Committee's recommendation takes in part a staffing model used in western Canada where paid on-call firefighters are "retained" to respond to emergency incidents during specific shifts. The level of retention can range from actual 8 – 12 hour shifts in the fire hall to a guarantee of availability for specific, scheduled hours.

Employing "retained" firefighters would incur increased labour costs for the Fire Department. Assuming that there would be sufficient interest from the current members to be "retained", the cost for a duty crew of four to be on-call during normal business hours would be in the \$40,000 to \$45,000 range per annum. This calculation assumes 4 firefighters on-call for 8 hours a day, 5 days a week at a "retained" premium of \$5.00/hour. The hourly "retained" rate would have to be negotiated with the Association and may only be a starting point. Regardless of the hourly "retained" rate, there would be 160 "retained" hours per week, or 8,320 per annum.

Consequentially, the act of regularly scheduling employees may have Ontario labour law implications that would need to be researched further.

Given the current Platoon system, there does not seem to be sufficient advantage to the enhancement of the fire department service level to justify an expense of this magnitude at this time. Staff does not recommend Council consider a "retained" firefighter program at this time.

#### **Recommendation #4**

**THAT the Fire Service develop a documented recruitment and retention strategy by the end of 2019.**

#### **Committee Comments:**

*Attracting new firefighters is more and more challenging. The reasons vary, but include: an aging population; workplaces with less "flex" to accommodate missing workers; increasingly transient populations; residents who work out-of-town; families where both parents work and cannot leave children alone. In addition to the recommended remuneration update, the strategy should include working with employers in the area (including the Town itself) to encourage volunteers from amongst their employees and to permit those employees to respond to day-time calls.*

#### **Staff Comments:**

There are no direct costs beyond staff time associated with this Recommendation. Without additional staff work capacity, the addition of this project to the 2019 Fire Department work plan will require an adjustment of the Department's business plan.



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**Recommendation #5**

**THAT the Town of Tillsonburg develop a recognition system to acknowledge the efforts of firefighters, their families and employers.**

**Committee Comments:**

*Appropriate recognition of all the parties essential in the provision of an on-call fire service, is critical to any retention effort. The annual acknowledgement of firefighters and employers together in a newspaper ad, a recognition dinner, a simple plaque, or something more tangible such as a rebate on business licence fees will help to encourage participation from local businesses. Recognition events need the active support of elected officials to be fully effective.*

**Staff Comments:**

Fire Department management agrees wholeheartedly with this recommendation. While no additional operational funds have been included in the 2019 Budget, a number of smaller initiatives have been considered and a date booked for a family event.

Larger events, such as the mentioned recognition dinner, would be a 2020 budget consideration for Council, as well as an ongoing recognition amount.

Since Tillsonburg does not charge businesses license renewal fees on business licenses, alternate recognition of employers will have to be determined.

Costs for this initiative will be contained within the 2019 Operating budget, and if successful, funds for an enhanced recognition program will be requested as part of the 2020 Operating budget deliberations.

**Recommendation #6**

**THAT the Fire Service develop and distribute information packages to existing firefighters and prospective recruits, their families and employers, describing how the Service operates and the expectations on its firefighters.**

**Committee Comments:**

*There should be no surprises as to the expectations placed on a firefighter. These packages should serve as a starting point for important discussions with families and employers.*

**Staff Comments:**

There are no direct costs beyond staff time associated with this Recommendation. Without additional staff work capacity, the addition of this project to the 2019 Fire Department work plan will require an adjustment of the Department's business plan.



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**Recommendation #7**

**THAT the Town of Tillsonburg add financial capacity in the 2019 Budget to hire a Full Time Equivalent position for the Fire Service, to assist with the implementation of the new regulations from the Province relating to Mandatory Certification, Mandatory Reporting Times, and Mandatory Comprehensive Risk Assessments. Once these tasks are completed, this position will also be responsible for enhancing the Fire Prevention practices of the Department.**

**Committee Comments:**

*This full-time position is necessary to complete the newly legislated requirements. The Comprehensive Risk Assessments are required next steps. The Committee would normally also have recommended a full-time position to fill the gaps long identified in the Town's Fire Prevention program. Understanding the limitations of available funding, it was determined that an acceptable compromise would have this position working on the legislated requirements with any remaining time spent on Fire Prevention, and then transitioning over time to a more fulsome Fire Prevention role. Since we developed this recommendation the provincial government has repealed the legislation set to commence in July 2019 and plans to release a revised version of the legislation but there is no definitive timeline as of now.*

**Staff Comments:**

To achieve the pending legislative responsibilities, the fire department will see significantly reduced capacity to continue the current work load without a staffing level increase. The cost for a Fire Prevention Officer, assuming mid-year starting date, has been included in the 2019 Operational Budget as a new FTE employee. The annualized cost of this position is \$91,400.

This position is an important part of the work being done to ensure the near term viability of the paid on-call staffing model of the Tillsonburg Fire Department for the immediate future (see Recommendation #1).

Refer to Budget Discussion Paper in Tab 4 (Human Resources) for the Business Case: Fire Prevention Officer, and Pages 3 & 20 of Fire Department Business Plan in Tab 7.

**Recommendation #8**

**THAT in addition to the existing Tiered Medical Responses that form part of Automatic Aid agreements, and the limited assistance the Fire Service provides locally to Oxford County Paramedics, e.g., lift assists and motor vehicle collisions, the Fire Service add Tiered Medical Response without delay for patients in the Town of Tillsonburg with Obvious Immediate Threat to life (OIT), i.e, unconscious, cardiac arrest, choking and drowning. The Committee further recommends that the delivery model to respond to these calls, do so with the minimum number of staff required, and within the current remuneration system.**



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Committee Comments:

*This will standardize the level of service provided across the Department and throughout Oxford, and improve the level of service to Town of Tillsonburg residents. While the Oxford Paramedic Service has recently added hours of service in the Town, the OIT calls described are all labour intensive and would benefit from the “extra hands” provided by a limited number of Tillsonburg firefighters. This change was requested by the Oxford Paramedic Service and supported by the firefighters as enabling them to “make a difference” in the lives of Tillsonburg residents. The number of additional calls is estimated at approximately 65 per year.*

Staff Comments:

Staff has reviewed three deployment models for this increased level of service with the Strategic Plan Committee and recommends that an internal team, similar to the Special Operations Team, be created for responding to medical assist incidents.

The costs associated with implementing this Recommendation include training costs and some nominal costs associated with training (consumables, reference materials, etc.). Core equipment costs are normally incurred by Oxford County Paramedic Services. Assuming a team size of 12 members, and allowing for 16 – 20 hours training per annum, the estimated increased training costs to the fire department would be around \$8,400.

Should an hourly incident response compensation system be implemented (see Recommendation #2) and, assuming an average attendance of 6 team members of the medical team to these incidents, the estimate of labour costs would be \$13,650 in addition to the above identified training costs.

Staff does support this recommendation. The additional training costs (\$8,400) are not currently included in the proposed 2019 Operating Budget.

**Recommendation #9**

**THAT the Town of Tillsonburg adopt the following changes to Schedule A of By-Law No. 3910:**

**Under Emergency Response:**

- 26. Change “confined space rescue” to “confined space and trench rescue” and show as “Approved”.**
- 27. Change “farm/silo rescue” to “machine rescue” and show as “Approved”.**

**Under Fire Administration:**

- 1. Show “projecting station locations and reallocations” as “Approved”**

**Under Training & Education:**

- 1. Change “developing trainer facilitators” to “developing instructors” and show as “Approved”.**

**Under Maintenance:**

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1. Show “acceptance testing and approval of new apparatus and equipment” as “Approved”.
- Change “central supply facility” from “Not Approved” to “Not Applicable”.
3. Show “providing input re design and construction considerations for fire stations” to “Approved”.

**Under Support Services:**

1. Show “bulk purchasing through local and area organizations” and “developing standardized specifications for all apparatus and equipment” as “Approved”.
3. Show all risk management practices, including assessing changing risk; operationalizing risk management into every function; providing insurance; prevention planning; risk avoidance; loss control; loss reduction; separation and diversification of losses; and risk transfer to “Approved”.

Committee Comments:

*These changes reflect the current practice of the Fire Service as having evolved through changes in Town industrial mix and building stock, legislation, additional training and equipment being acquired.*

Staff Comments:

These recommended changes to the level of service contained within the Establishing & Regulating By-law are in the best interest of the citizens of Tillsonburg and reflect industry best practices. Updating the current Establishing & Regulating By-law is a 2019 Business Plan objective currently and has been slated for Q3 completion.

**Recommendation #10**

**THAT a Fire Strategic Plan Review Committee be struck in 2021 to review the effects of this plan and recommend adjustments as necessary.**

Committee Comments:

*The changes to the legislated requirements for the Fire Service are significant, and the results of elements such as Mandatory Certification, Mandatory Reporting Times, and Mandatory Comprehensive Risk Assessments may result in significant service changes during the next Council term. The Committee was unable to determine the level of these impacts at this time.*

Staff Comments:

Staff will report back to Council in 2020 with a recommendation on this process.

## FINANCIAL IMPACT/FUNDING SOURCE

A summary of the estimated implementation costs in the two budget years is provided below. Funding for six months of the Fire Prevention Officer position has been included in the 2019 Operating budget. No funding has been included in the 2019 Operating budget for tiered medical, as it is anticipated that the initial training will be conducted mid-year and can be funded from within the existing firefighter training budget. Further, the Retained Firefighter costs have not been included in the proposed 2019 Operating Budget. The identified funding source for all projects will be the municipal tax levy.

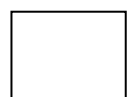
Recommendation		Annualized Budget Impact		
		Fiscal 2019	Fiscal 2020	Comments
1	THAT Tillsonburg Fire and Rescue Services continue to operate as a composite Fire Department staffed with on-call paid firefighters for the immediate future.	\$0	\$0	
2	THAT the Town of Tillsonburg develop a fair and equitable remuneration structure that accounts for the varying hours worked by its firefighters during training and attending emergencies.	NIL	Increase only as negotiated	<i>Current Agreement ends Dec. 31, 2019</i>
3	THAT the Fire Service modify their existing platoon system and incorporate a "Duty Crew" system where firefighters commit to responding during a specific time frame each month during business hours.	\$0 Using exiting Platoon System	\$0 Using existing Platoon System	
		\$45,000 paying Retained Fee	\$46,000 paying Retained Fee	
4	THAT the Fire Service develop a documented recruitment and retention strategy by the end of 2019.	Staff Time & Work Plan impact	--	
5	THAT the Town of Tillsonburg develop a recognition system to acknowledge the efforts of firefighters, their families and employers.	\$0	\$4,000	
6	THAT the Fire Service develop and distribute information packages to existing firefighters and prospective recruits, their families and employers, describing how the Service operates and the expectations on its firefighters.	Staff Time & Work Plan impact	--	
7	THAT the Town of Tillsonburg add financial capacity in the 2019 Budget to hire a Full Time Equivalent position for the Fire Service, to assist with the implementation of the new regulations from the Province relating to Mandatory Certification, Mandatory Reporting Times, and Mandatory Comprehensive Risk Assessments. Once these tasks are completed, this position will also be responsible for enhancing the Fire Prevention practices of the Department.	\$45,700	\$91,400	<i>Estimate excludes Cost of Living Allowance</i>
8	THAT in addition to the existing Tiered Medical Responses that form part of Automatic Aid agreements, and the limited assistance the Fire Service provides locally to Oxford County Paramedics, e.g., lift assists and motor vehicle collisions, the Fire Service add Tiered Medical Response without delay for patients in the Town of Tillsonburg with Obvious Immediate Threat to life (OIT), i.e, unconscious, cardiac arrest, choking and drowning. The Committee further recommends that the delivery model to respond to these calls, do so with the minimum number of staff required, and within the current remuneration system	\$8,400	\$8,400 + \$13,650* = \$22,050	<i>Estimate excludes Cost of Living Allowance</i>
9	THAT the Town of Tillsonburg adopt the following changes to Schedule A of By-Law No. 3910.	\$0 <i>Negligible impact to call volume</i>	\$0 <i>Negligible impact to call volume</i>	
10	THAT a Fire Strategic Plan Review Committee be struck in 2021 to review the effects of this plan and recommend adjustments as necessary.	--	--	

\* - estimate assumes compensation system of hourly pay in lieu of honorarium

## 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



**Report Approval Details**

Document Title:	FRS 19-01 Budget Paper - Strategic Plan Implementation and Costing.docx
Attachments:	
Final Approval Date:	Feb 8, 2019

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

**Dave Rushton - Feb 8, 2019 - 2:24 PM**




**David Calder - Feb 8, 2019 - 2:33 PM**

**Donna Wilson - Feb 8, 2019 - 3:18 PM**





	<b>Report Title</b>	Station Arts Building Order Compliance
	<b>Report No.</b>	RCP 19-11
	<b>Author</b>	Rick Cox, Director of Recreation, Culture & Parks
	<b>Meeting Type</b>	Council Meeting
	<b>Council Date</b>	February 11, 2019
	<b>Attachments</b>	Feb 3 Letter from TDCG Updated Compliance Options Cost Estimates

## RECOMMENDATION

THAT Council receives Report RCP 19-11 – Station Arts Building Compliance;

AND THAT Council gives pre-budget approval for up to \$20,000 from reserves for staff to proceed with assembling the necessary design work to apply for a building permit by April 1, 2019;

AND THAT Council approves Option 2 - With Sprinklers to meet the requirements of Unsafe Building Order UBO 10-15-2018.

## EXECUTIVE SUMMARY

At the Council Budget Meeting on January 29, staff was directed to report back by February 11 on:

- the costs of meeting the code requirements at the Station Arts Building;
- what is required to continue occupancy for that building after April 1, 2019;
- the costs to relocate the programs; and
- the time that this building would need to be closed in order to complete the required work.

This report provides as much of that information as is currently available. It also requests pre-budget approval to proceed with the design work to achieve compliance, and to select the preferred option for achieving that compliance.

## BACKGROUND

In October 2018, a+LiNK Architects Inc. conducted a Facility Condition Analysis at the 41 Bridge Street location which identified building code compliance concerns. As a result the Town's Chief Building Official issued an Unsafe Building Order and required that no public use of the basement took place.

There are two main components to the non-compliance status identified in the report:

1. **Containment;** the floor assembly over the basement is not appropriately fire separated as required by OBC part 3.2.1.4. This separation is to have a ¾ hour fire resistance rating and appropriate rated closers on door openings.
2. **Evacuation;** There are no code compliant exits from the basement. The existing basement access to exit stair wells are not fire separated and exit into the ground floor occupied spaces. This is not permitted in accordance with OBC part 3.4. The stairs from

the basement also have a number of deficiencies including uneven riser heights, low headroom, and missing handrail extensions that are not in compliance with code requirements.

Station Arts Centre Building Condition Assessment Report - a+LiNK Architects Inc. – November 2018

### **Estimated Cost to Meet Compliance**

The cost to prepare a design solution and building specifications for any of the three options is the same. In the report, a+LiNK identifies three potential approaches to achieve compliance:

#### **Option 1: W/O Sprinklers - cost estimate \$181,800**

- install the required fire separation on the existing basement structure
- build a code-compliant stairwell exiting directly outside the building
- rebuild existing communication stairs to be compliant including fire rated doors at the top and bottom and reconfigure lobby
- recommended to decommission west stairwell.

The Consultants do not recommend this option: *“While this option is possible, the cost implications and intrusions on the facility are perceived to be too great to recommend and requires the communication stairs to have fire rated doors.”* This option would return the building usage to pre-order status.

#### **Option 2: With Sprinklers - cost estimate \$170,136**

- install a sprinkler system in the building
- build a code-compliant stairwell exiting directly outside the building
- recommended to decommission west stairwell.

The Consultants recommend this option: *“This option utilizes Part 11 of the OBC to have sprinklering in lieu of fire separations. This is more cost effective than upgrading the fire ratings and adding fire dampers and doors. With sprinklering, only one exit is required from the basement. Also the communication stairs are permitted as part of an interconnected floor space that is sprinklered.”* This option would return the building usage to pre-order status.

#### **Option 3: Reduce area - cost estimate \$170,568\***

- permanently reduce basement floor area to less than 150m<sup>3</sup>
- install the required fire separation on the resulting basement structure
- build a code-compliant stairwell exiting directly outside the building
- rebuild existing communication stairs to be compliant including fire rated doors at the top and bottom and reconfigure lobby
- decommission west stairwell.

The Consultants found this option to not be feasible: *“This option investigated the possibility of reducing the occupied area of the basement to eliminate the requirement for a second exit from the basement... Option 2 does not require this reduction as sprinklering increases that allowable area for 1 exit. All the requirements listed for option 1 would be required for this option as well. This option was deemed to be infeasible.”*

\* It should be noted that this cost estimate **has been updated** to include an allowance for the cost of reducing the floor space. Costing for this element is considerable as this space must be permanently and completely removed; essentially it will need to be walled off and filled in.

This option has been selected as the preferred option by the Tillsonburg District Craft Guild on the assumption that a building expansion to create a ground-level classroom would be built in

the near future to offset the lost floor space in the basement. While the Guild is prepared to assist with the fundraising to fund this new space, their position is that the building would be a Town asset and therefore be the Town's responsibility to put in place. The President noted in her presentation to Council on January 28, 2019 that *"As a Municipal building, we feel the addition becomes part of the structure & therefore Town owned. We are, however, willing to: possibly invest, search out grant opportunities & speak with businesses & Station supporters to enable moving the project forward in the most efficient way possible."*

With the updated cost estimate narrowing the cost differential to basically zero, it does not make sense to spend the same amount of money for a smaller facility as it would cost to maintain the existing facility.

While an expansion that creates a barrier-free, modern classroom space is a long-term aspiration, it does not seem feasible in the short term given the Town's other capital infrastructure needs. There are buried sanitary and natural gas utilities located in the area between the Station Arts building and the adjacent church property which compromise the potential of using this space for an expansion.

### **The Cost to Relocate Programs**

The Craft Guild has not provided an estimate for this cost as they do not want to go down this route. The reasons for this include the logistics of moving staff, equipment and supplies back and forth between the Station and the alternative location, as well as the workload of staffing and supervising two locations. Finally, the impact to the profile of the Station Arts Centre not being at the Station detracts from their hard work to establish their brand.

The Town does not have adequate alternative space to provide for the summer programming needs of the Guild in addition to the Town's programs. It may be possible to accommodate some of the classes and workshops at Town-owned facilities, depending on the nature of the class.

The President of the Guild has provided an outline of the potential impact on revenue in the attached letter from the President. They acknowledge that a smaller basement area would result in a negative revenue impact from smaller class sizes.

### **The Time the Building Would Be Closed.**

Without clear direction on the preferred compliance option, it is difficult to estimate the construction window and impact on building operations. If decisions are made quickly there is a chance that the required construction could take place during the months of May and June in order to meet compliance by July 1. The President has indicated in her letter that the least-worst window for their operations would be for compliance to be achieved by July 1. If that is not possible, the Guild has requested that construction not begin until fall. This approach will not meet with the Unsafe Building Order.

Potential ideal timeline:

- February 11 – approval to proceed with design for preferred option
- April 1 – permit application submission and procurement begins
- May 1 through June 15 - Construction

### **Requirements to Maintain Occupancy After April 1, 2019**

As per Unsafe Building Order UBO 10-15-2018, in order to be compliant with the Order, the Town must “Make application, obtain a building permit to repair the unsafe condition as per the architect/consultant’s report and proceed in completing the work in a timely manner.”

To that end, design work and construction planning must commence well in advance of April 1 in order to have the required drawings and specifications in time to submit the building permit application on or before that date. As a result, staff is asking for pre-budget approval to spend up to \$25,000 on architectural services to prepare this material.

### **Staff Recommendation:**

Staff agree with the consultants that the most feasible and cost-effective choice for the Town in the long term is Option 2 – With Sprinklers. This option achieves compliance and also protects the whole building and contents with sprinklers in case of fire. It does not compromise the existing floor space or the potential for future expansion.

Alternative Recommendation: Council could decide to proceed with Option 3 – Reduce Floor Area. Discussion with both the architects and with the Craft Guild would need to take place to determine the layout which would achieve the floor space reduction while minimizing disruption to the usability of the space. The resolution would need to be amended to reflect this change.

### **FINANCIAL IMPACT/FUNDING SOURCE**

The 2019 draft budget includes \$400,000 for work at the 41 Bridge Street location, including \$80,000 for scheduled roof repairs and \$320,000 for work identified as high priority in the Facility Condition Analysis report including the building code compliance items. Currently the funding sources for this allocation are identified as \$40,000 from taxation and \$360,000 from reserves.

During the budget discussions scheduled for February 19, Council can decide whether to proceed with all three components of the project (1. compliance, 2. roofing, & 3. other repairs) in 2019, or to defer the roofing and or other repairs to a future budget year.

Pre-budget approval for the design work is needed so it can begin as soon as possible. It will be impossible to meet the April 1 compliance deadline without obtaining this approval on February 11, 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 19-11 - Station Arts Building Order Compliance.docx
Attachments:	- RCP 19-11 - ATT 01 - Building Compliance project option to Town Feb 2019.pdf - RCP 19-11 - ATT 02 - Updated Compliance Option Cost Estimates.pdf
Final Approval Date:	Feb 6, 2019

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



**David Calder - Feb 6, 2019 - 3:17 PM**



41 Bridge St. W., Tillsonburg, Ontario N4G 5P2  
519-842-6151

February 3, 2019

Town of Tillsonburg  
200 Broadway  
Tillsonburg, Ontario  
N4G 5A7

Mayor Molnar, Deputy Mayor Beres, Councilors

In discussion with Staff Liaison, Rick Cox, the Board of Directors, Station Arts Centre provides the following information:

Based on our previous letter of recommendation as to choosing compliance option #3 being - reduce size of basement..

Impact to Station Arts Centre

Option 1 (Choice Option)

Reach compliance by July 1 2019. Impact to Guild should be minimal.

Impact has been projected at (but not limited to):

Smaller basement resulting in smaller class sizes and less revenue generated, however both summer programs will be able to continue.

Option 2

Construction compliance held off until fall (or later)

Impact to the Guild will be greater.

Impact has been projected at (but not limited to):

Only 1 summer program will be able to run, resulting in noticeably less revenue, less summer care options to families in Tillsonburg and the removal of 2 summer student positions at the Guild.

### Option 3

Construction compliance occurring during summer months (July and August).

This option has the greatest impact to the Guild.

Impact has been projected at (but not limited to):

No summer programming occurring, resulting in massive loss of revenue, loss of summer care options to families in Tillsonburg and the removal of 3 summer student positions at the Guild.

This will also greatly impact the tourism season at the Station, as there will be ongoing noise, dust and dangers associated with construction.

It should be noted that the staff have worked tirelessly to create new and exciting programming.

We have seen increased momentum with these programs, Option 2 and Option 3 will cause a stall in program growth, we cannot predict the long term damage.

Yours truly,

Gale Connor

President, Board of Directors



**Project:** Station Arts Centre - Fire & Life Safety Condition Assessment**Location:** Tillsonburg, Ontario**Gross Floor Area:** 5,600 sq.ft. [520m<sup>2</sup>]**Client:** Town of Tillsonburg**Elemental Cost Analysis**

Prepared By: a+LINK Architecture Inc., London, On

20-Nov-2018 Updated 05-Feb. 2019

Preliminary Budget

1831

Reference	Description	Maintenance Priority (1,2,3)	Option 1 Sprinklers	W/O Estimate	Option 2 With Sprinklers	Estimate	Option 3 Reduce Area	Estimate
<b>Station Arts Centre - Building Condition Assessment</b>								
<b>12.0 Fire &amp; Life Safety</b>								
1.	Provide 3/4 hour fire separation to floor assembly above basement. 3.2.1.4	1	Is required		FRR is not required if sprinklered under Table 11.4.3.4A		Is required	
.a	Remove existing ceiling finishes and provide new GWB membrane.			\$ 17,600		\$ -		\$ 17,600
.b	Upgrade walls separating the basement to 3/4 hr. FRR.			\$ 10,500		\$ -		\$ 10,500
.c	Provide new labeled doors, closers, and hardware to 3/4 hr. FRR in fire sep.			\$ 6,000		\$ -		\$ 6,000
.d	Provide fire dampers and fire stopping at penetrations in fire sep.			\$ 5,000		\$ -		\$ 5,000
.e	Provide new sprinkler system whole building.					\$ 65,000		
2.	Provide 3/4 hour fire separation for supports. 3.2.1.4	1	Is required		Is not required		Is required	
.a	Coordinate with item 1 above.			\$ 4,000		\$ -		\$ 4,000
3.	Provide direct exits from basement.	1	Is required		Is required		Is required	
.a	See item 4 below.							
4.	Provide 2 exits or reduce floor area.	1	Two exits are required		One exit is required		Two exits are required	
.a	Two exits, min. travel distance is [30m] if unsprinklered. 3.4.2.5 (1) f.		Upgrade lobby GWR	\$ 30,000		\$ -		
.b	Two exits, min. travel distance is [45m] if sprinklered. 3.4.2.5. (1) c.							
.c	Reduce basement floor area to less than 150 m <sup>2</sup> .		Is required for one exit		Area increased to 200 m <sup>2</sup> with Sprinklers			
	Work associated with physical reduction of basement to create cellar space							\$ 5,000
	Selective demolition of area above 150 m <sup>2</sup> included floor for concrete wall.							\$ 5,000
	Construction of foundation wall and partition wall to underside of structure							\$ 6,000
	Infill area with compacted granular fill, vap. Barrier, mud slab to create cellar							\$ 1,200
	Install fire rated access panel							\$ 5,000
	Mech. dampers, Elect. lighting adjustment, Detectors							
.d	One exit, min. travel distance is reduced to [25m]. 3.4.2.1 (2) b if sprinklered.					\$ -		
.e	One exit, min. travel distance is reduced to [15m]. 3.4.2.1 (2).							
.f	Construct exterior stair from basement to grade on west end of gallery addition.			\$ 25,000		\$ 25,000		\$ 25,000
5.	Provide interconnected smoke alarms	1	Is recommended		Is recommended		Is recommended	
	Option 1: Upgrade existing smoke alarms, exit signs, and emergency lighting							
.a	Upgrade smoke alarms to interconnected on all levels			\$ 9,500		\$ 9,500		\$ 9,500
.b	Upgrade Exit Signage and Emergency Lighting			\$ 5,000		\$ 5,000		\$ 5,000
	Option 2: Provide new fire alarm system							
.c	Fire alarm would be required if occupancy over 150 for licensed events. 3.2.4.1 g.		\$ 22,000					
	Fire alarm may be connected to the existing security monitoring co.							
	Sprinkler signal to Fire Alarm - ULC Monitored?							
6.	Rebuild east access to exit stair to provide uniform risers.	1	Is required		Is required		Is required	
.a	Partial demolish, form and re-pour stairs over existing.			\$ 5,000		\$ 5,000		\$ 5,000
7.	Provide new handrails on basement access to exit stairs with extensions.	1	Is required		Is required		Is required	
.a	Remove existing and install new railings - one side if under 1100mm.			\$ 3,000		\$ 3,000		\$ 3,000
8.	Headroom clearance on west stair.	1	Is required		Is required		Is required	
.a	Remove existing shelf and patch ceiling GWB.			\$ 650		\$ 650		\$ 650
.b	If min. headroom clearance cannot be obtained, rebuild stairs and landing to suit.			\$ 5,000		\$ 5,000		\$ 5,000
9.	Clear pathways at ground floor exit doors. 4 exits required.	1	Is required		Is required		Is required	
.a	Tenant to remove stored materials and maintain clear paths to exits.			-		-		-
.b	Decommission west exit - not required.		Is recommended	-	Is recommended	-	Is recommended	-
10.	Modify & update facility Fire Plan Map	1	Is required		Is required		Is required	
.a	Update fire plan map posted on walls to reflect current & future site conditions.			-		-		-
11.	Remove stored materials under west basement stair.	1	Is required		Is required		Is required	
.a	Tenant to remove stored materials.			-		-		-
<b>Subtotal</b>				<b>\$ 126,250</b>	<b>\$ -</b>	<b>\$ 118,150</b>	<b>\$ -</b>	<b>\$ 118,450</b>
Contractor OH&P (20%)				\$ 25,250	\$ -	\$ 23,630	\$ -	\$ 23,690
<b>SubTotal</b>				<b>\$ 151,500</b>	<b>\$ -</b>	<b>\$ 141,780</b>	<b>\$ -</b>	<b>\$ 142,140</b>
Contingency (20%)				\$ 30,300	\$ -	\$ 28,356	\$ -	\$ 28,428
<b>TOTAL PROJECT ESTIMATE</b>				<b>\$ 181,800</b>	<b>\$ -</b>	<b>\$ 170,136</b>	<b>\$ -</b>	<b>\$ 170,568</b>

\*\* HST Tax of 13% is additional to the cost estimate

- Notes:**
- Maintenance Priority (1,2,3) is defined as 1 = within 1 year, 2 = within 2 to 3 years, 3 = 3 to 5 years.
  - High priority items identified in the report of a structural or fire and life safety nature will require immediate attention.
  - All costs indicated are based on 2018 values.

**THE CORPORATION OF THE TOWN OF TILLSONBURG**

**BY-LAW NUMBER 4273**

**BEING A BY-LAW to confirm the proceedings of Council at its meeting held on the 19<sup>th</sup> day of February, 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 February 11, 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 19<sup>th</sup> DAY OF FEBRUARY, 2019.**

**READ A THIRD AND FINAL TIME AND PASSED THIS 19<sup>th</sup> DAY OF FEBRUARY, 2019.**

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MAYOR – Stephen Molnar

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TOWN CLERK – Donna Wilson