



Town Of Tillsonburg 2020 Business Plan

Recreation, Culture & Parks

January 27 2020

**Tillsonburg**
CONNECTED. ENRICHED. INSPIRED.

2020 Business Objectives

RCP Department

Item	Owner	Project Value	Target Date
Update MOUD with BIA	SLT		Q1
Implement Recommendations from RCP Departmental Service Review	RCP Team		Q2
LLWP Waterslide Replacement	Director/ Facilities Team	\$430,000	Q2
Initiate Tillsonburg Community Centre Rehabilitation Project	Director/ Facilities Team	\$1.5 or \$5 million	Q3
Review and update MOUs and User Agreements	Director		Q4
Capital Fundraising Strategy	Director / Council		Q4

2020 Business Objectives

Programs & Services Division

Item	Owner	Project Value	Target Date
Leafs Alumni Hockey Game Fundraising Event	Recreation Programs & Services Team	(\$10,000)	Q1
Policy Implementation & Development (Rzone, Facilities Allocation, Advertising)	Recreation Programs & Services Team	No cost	Q1
Implementation of increased service levels at TCC	Business Services Team	\$31,000	Q1
Grow participation in Corporate Memberships and Personal Training	Recreation Programs Team	(\$10,000)	Q2
Increase marketing of Halls and Meeting Room Rentals to generate additional revenue	Business Services Team	(\$10,000)	Q4

2020 Business Objectives

Culture & Heritage Division

Item	Owner	Project Value	Target Date
Increase School Programming through in-class visits	Museum Team		Q2
Celebration Event: 195th Anniversary of the Founding of Tillsonburg	Museum Team		Q3
Cultural Master Plan/Museum Strategic Plan	Museum Team	\$30,000	Q4
Tillsonburg Sesquicentennial Planning (2022)	Museum Team		Q4

2020 Business Objectives

Parks & Facilities Division

Item	Owner	Project Value	Target Date
Implement recycling in select facilities	Facilities Team		Q1
Continued Town beautification in cooperation with BIA & Horticultural Society;	Parks & Cemeteries Team		Q2
Complete outstanding capital project backlog	Parks & Facilities Team		Q3
Work with TMBI on Optimist, Kiwanis & HB#1 ball diamond enhancements	Parks & Cemeteries Team		Q3
Complete 2020 capital project program	Parks & Facilities Team		Q4
Update Corporate Facility Fire Safety Plans	Facilities Team		Q4

2020 Capital Highlights

(For complete list see Tab 14)

Item	Department	Project Value	Target Date
Indoor Pool Asset Renewal	Facilities Team	\$1,500,000	2021
Replace indoor pool lane ropes & carts	Programs Team	\$15,000	Q1
Annandale Diamond Lighting Upgrades	Parks & Cemeteries Team	\$300,000	Q2
Refresh Memorial Park Picnic Pavilion	Parks & Facilities Team	\$5,000	Q2
Install permanent walls at Kinsmen Bandshell	Director	\$30,000	Q3
Update signage at TCC/Memorial Park	Programs & Services Team	\$20,000	Q2
LLWP Waterslide Replacement	Facilities Team	\$408,900	Q2

2020 Capital Highlights

(For complete list see Tab 14)

Item	Department	Project Value	Target Date
Repair HC Sauna/Convert to steam	Facilities Team	\$10,000	Q2
Scheduled roof work (Public Works)	Facilities Team	\$120,000	Q3
Annual Playground replacement program - Glendale Park + Wheelchair swing	Parks & Cemeteries Team	\$75,000	Q3
OPP Station HVAC upgrades	Facilities Team	\$20,000	Q3
FCA Scheduled work @ Customer Service Centre. Other facilities (Clock Tower, Station Arts, ANHS)	Facilities Team	\$430,000	Q4

Risks

- Capacity to meet expectations on proposed capital program is not available without additional resources for project management
- Museum collection storage space nearing capacity – will require a moratorium on collecting if not addressed in near future.
- Maintaining legislative compliance in cemetery operations;
- Need for updated Fire Safety Plans/Evacuation Plans for Town facilities;
- LLWP condition negatively affects perception as an attraction;
- Facility closures associated with infrastructure renewal negatively impacting revenue;
- Grant funding for major infrastructure renewal projects is highly competitive;
- Aging volunteer base – not able to volunteer to the same level as previously volunteered;

Opportunities

- Improve relationships with local Funeral Homes & Bereavement Service Providers;
- Continue energy consumption efficiencies through facility assessment & enhancements;
- Facility upgrades through asset management programs to maximize life cycles for equipment and building envelopes;
- Implement recommendations from Departmental Service Review
- Capital fundraising program with Council Committee support
- Increase volunteer program participation for programs and parks
- Investment in TCC Rehabilitation project if the infrastructure grant is successful
- Increase online registration through marketing and promotion
- New hires within department bring fresh ideas and energy

Future Departmental Directions: 3 year outlook

2021

- Museum storage upgrade
- Indoor Pool Upgrade completion
- New park at Northcrest subdivision

2022

- Town's 150th Anniversary of Incorporation
- 50th Anniversary of Community Centre
- Waterpark Rehabilitation completion

2023

- Celebrations for the 50th Anniversary of the Museum



2020 Financial Plan
Operating Plan - Cost Code Summary
Cem

Note	2019	2020	Budget	%	Note
Reference	Budget	Budget	Variance	Variance	Reference
Revenues					
User Charges	(133,600)	(130,800)	2,800	(2.1%)	
Other Revenue	(6,500)	(18,500)	(12,000)	184.6%	1
Total Revenues	(140,100)	(149,300)	(9,200)	6.6%	
Expenditures					
Labour	114,300	122,100	7,800	6.8%	
Purchases	39,200	43,500	4,300	11.0%	
Contracted Services	21,200	21,200	0		
Interfunctional Adjustments	79,300	76,400	(2,900)	(3.7%)	
Total Expenditures	254,000	263,200	9,200	3.6%	
Total Net Levy	113,900	113,900	0	0.0%	
Notes:					
1	Increased Interest Revenue				



2020 Financial Plan
Operating Plan - Cost Code Summary
Parks

Note	2019	2020	Budget	%	Note
Reference	Budget	Budget	Variance	Variance	Reference
Revenues					
Grants	(16,000)	0	16,000	(100.0%)	
User Charges	(34,300)	(34,900)	(600)	1.7%	
Other Revenue	(4,600)	(5,200)	(600)	13.0%	
Contribution from Reserves	(7,400)	(3,500)	3,900	(52.7%)	
Total Revenues	(62,300)	(43,600)	18,700	(30.0%)	
Expenditures					
Labour	227,300	249,800	22,500	9.9%	1
Purchases	141,800	135,100	(6,700)	(4.7%)	
Contracted Services	188,300	196,300	8,000	4.2%	
Contribution to Reserves	16,200	16,200	0		
Interfunctional Adjustments	87,800	97,900	10,100	11.5%	2
Debt Principal & Interest	85,600	83,600	(2,000)	(2.3%)	
Total Expenditures	747,000	778,900	31,900	4.3%	
Total Net Levy	684,700	735,300	50,600	7.4%	
Notes:					
1	Maintaining Service level funded in 2019 with one-time grant monies				
2	Fleet and Staff time allocations				



2020 Financial Plan
 Operating Plan - Cost Code Summary
 Community Events

Note	2019	2020	Budget	%	Note
Reference	Budget	Budget	Variance	Variance	Reference
Revenues					
Grants	(29,100)	(25,700)	3,400	(11.7%)	
User Charges	(700)	0	700	(100.0%)	
Total Revenues	(29,800)	(25,700)	4,100	(13.8%)	
Expenditures					
Labour	11,700	16,200	4,500	38.5%	
Purchases	41,500	41,500	0		
Total Expenditures	53,200	57,700	4,500	8.5%	
Total Net Levy	23,400	32,000	8,600	36.8%	



2020 Financial Plan
Operating Plan - Cost Code Summary
Rec - Programs

Note	2019	2020	Budget	%	Note
Reference	Budget	Budget	Variance	Variance	Reference
Revenues					
Grants	(42,700)	(42,700)	0		
User Charges	(1,361,600)	(1,338,700)	22,900	(1.7%)	
Other Revenue	(30,000)	(42,800)	(12,800)	42.7%	1
Total Revenues	(1,434,300)	(1,424,200)	10,100	(0.7%)	
Expenditures					
Labour	1,487,700	1,457,200	(30,500)	(2.1%)	
Purchases	258,100	276,300	18,200	7.1%	2
Interfunctional Adjustments	66,900	140,400	73,500	109.9%	3
Debt Principal & Interest	14,700	15,000	300	2.0%	
Total Expenditures	1,827,400	1,888,900	61,500	3.4%	
Total Net Levy	393,100	464,700	71,600	18.2%	
Notes:					
1	Increase in Special and Donation Revenue				
2	Safety Expense, Advertising & Training				
3	Staff time allocation				



2020 Financial Plan
Operating Plan - Cost Code Summary
Rec - Bldg Mtce

Note	2019	2020	Budget	%	Note
Reference	Budget	Budget	Variance	Variance	Reference
Revenues					
User Charges	(6,300)	(7,300)	(1,000)	15.9%	
Total Revenues	(6,300)	(7,300)	(1,000)	15.9%	
Expenditures					
Labour	856,000	891,600	35,600	4.2%	
Purchases	570,500	626,100	55,600	9.7%	1
Contracted Services	301,400	327,300	25,900	8.6%	2
Contribution to Reserves	7,600	0	(7,600)	(100.0%)	
Interfunctional Adjustments	51,000	81,000	30,000	58.8%	3
Debt Principal & Interest	594,500	591,000	(3,500)	(0.6%)	
Total Expenditures	2,381,000	2,517,000	136,000	5.7%	
Total Net Levy	2,374,700	2,509,700	135,000	5.7%	
Notes:					
1	Supplies Expense for Building Maintenance				
2	Increase to PM Capstone Generator Contract, Cost increases at Summer Place, HLW unit cost increases				
3	Fleet and Staff time allocations				



2020 Financial Plan
Operating Plan - Cost Code Summary
Elliott Fairbairn Centre

Note	2019	2020	Budget	%	Note
Reference	Budget	Budget	Variance	Variance	Reference
Revenues					
User Charges	(100,000)	(106,300)	(6,300)	6.3%	1
Total Revenues	(100,000)	(106,300)	(6,300)	6.3%	
Expenditures					
Purchases	14,900	14,800	(100)	(0.7%)	
Contribution to Reserves	20,000	26,300	6,300	31.5%	1
Debt Principal & Interest	32,800	32,000	(800)	(2.4%)	
Total Expenditures	67,700	73,100	5,400	8.0%	
Total Net Levy	(32,300)	(33,200)	(900)	2.8%	
Notes:					
1	Rent increase contributed to reserves				



2020 Financial Plan
Operating Plan - Cost Code Summary
Museum

Note	2019	2020	Budget	%	Note
Reference	Budget	Budget	Variance	Variance	Reference
Revenues					
Grants	(21,400)	(29,400)	(8,000)	37.4%	1
User Charges	(67,500)	(17,000)	50,500	(74.8%)	2
Other Revenue	(24,500)	(22,000)	2,500	(10.2%)	
Total Revenues	(113,400)	(68,400)	45,000	(39.7%)	
Expenditures					
Labour	289,200	291,000	1,800	0.6%	
Purchases	124,300	98,700	(25,600)	(20.6%)	3
Contracted Services	55,000	55,800	800	1.5%	
Interfunctional Adjustments	21,100	21,600	500	2.4%	
Total Expenditures	489,600	467,100	(22,500)	(4.6%)	
Total Net Levy	376,200	398,700	22,500	6.0%	
Notes:					
1	Sponsorship for ROM Exhibit				
2	Concert Series Revenue removed				
3	ROM Exhibit, Concert Series Expense removed				