



Subject: 2024 Q3 Corporate Services Department Results

Report Number:

Department: Corporate Services Department

Submitted by: Tanya Daniels, Director of Corporate Services/Clerk and Kyle Pratt, Chief Administrative Officer

Meeting Type: Council Meeting

Meeting Date: Thursday, November 14, 2024

RECOMMENDATION

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

BACKGROUND

To provide Council with the financial results of the Corporate Services Department, Office of the CAO and Council from January 1, 2024 to September 30, 2024.

DISCUSSION

1. Department Overviews

1.1 Corporate Services (CS) Department Overview

The following chart overviews the Corporate Services Department included within this results report:

AREA	RELATIONSHIP	STAFF
Clerks	Internal	3 FTE
Communications	Internal	1 FTE * Council approved the addition of a FTE Communications Specialists in the 2024 Budget. Position in recruitment.
Customer Service	Internal	4 FTE ** Council approved a transition of the 1 PTE to a FTE in the 2024 budget.
IT	External / Internal	May 2024 – FTE x 3 added after approval from Council commencing Q3. September 2024 – Manager, IT Services joined team. Remaining 2 positions to be filled in Q4. Contract - County of Oxford
Legal Services	External	Contract
Insurance	External	Contract

1.2 Office of the Chief Administrative Officer

The following chart overviews the areas within the Office of the CAO included within this results report:

AREA	RELATIONSHIP	STAFF
Office of the CAO	Internal	2 FTE
Human Resources	Internal	3 FTE
Strategic Initiatives and Innovation	Internal	1 FTE – Area introduced in 2023
Departments	Internal	All remaining Departments report independently their results (Fire, Ec. Dev, OPS, RCP and Finance).

2. Budget Overview

2.1 Corporate Services and Customer Service

As noted above, the Corporate Services Department organizationally includes the area of Customer Service (CS). The budget details for both areas have been included within this results report as they are approved independently.

2.2 Office of the Chief Administrative Officer

The Office of the CAO’s direct budget is included within the Corporate Services operational budget. The Human Resources operational budget is approved and maintained independently as a branch within the Corporate Services operational budget. For the purposes of this report, the HR operating results are within the attached Corporate Services attachment.

2.3 Council

The operating budget results for Council has been included within the attached documents.

3. Summary of Operational Results

3.1 Corporate Services

The following chart provides an overview of the Corporate Services operational results for Q3 2024:

Objective	Owner	Target Date	Status
Youth Engagement Program	Director of Corporate Services/ Clerk	Complete	<ul style="list-style-type: none"> Youth Coalition Registration terminated at 2024 budget.
Procedure By-Law Review	Director of Corporate Services/Clerk	Q1 Q3 Q4	<ul style="list-style-type: none"> Originally slated for Q1 however competing priorities have delayed the review.
Communications Procedures and Policies Review	Communications Officer	Ongoing	<ul style="list-style-type: none"> Communications Specialist approved in 2024 budget (In recruitment phase). Improvements to technology available to Communications secured.
Business Licensing Program Review	Customer Service Team	Q4	<ul style="list-style-type: none"> Project to commence in Fall of 2024.
Records Modernization and Program Audit	Deputy Clerk	Ongoing	<ul style="list-style-type: none"> Research and preparation of a Records Retention Report and By-law update completed in May of 2024. Review of current records program (Laserfiche) and associated processes ongoing.
Implement IT Plan	Director of Corporate Services/ Clerk	Multi-year plan	<ul style="list-style-type: none"> 2024 Cell Phone replacement program launched and completed in Q1. 2024 Computer Hardware upgrade replacement launched in Q1. Recruitment for new team members commenced in June 2024. Manager position filled in September.

Insurance and Risk Reviews	Director of Corporate Services/Clerk	Renewal in Q1 Complete	<ul style="list-style-type: none"> Annual insurance renewal completed in Q1. Average increase on premiums was forecasted at 11% within the approved budget. Finalization of renewal included an impact of increase 7-8% (savings realized).
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While not a part of the final 2024 Business Plan, the following items are noteworthy initiatives that were completed in Q3 2024:

- Continued organization of the Customer Service Working and completing training development for members as well as the development of an internal Customer Service training workshop.
- Onboarding of new team members in Clerks and IT.
- Organization and hosting of the annual Citizen of the Year event.
- Continued increase of Council related communication with additional social media posts, and coordination of various internal supports for increased communications including:
 - News items on website = 26 items (Jul-Sept)
 - FB posts (Jul-Sept) = 248 posts
 - Website Updates (Jul-Sept) = 31
 - Campaigns/Larger Projects:
 - TCC Updates including videos
 - Sponsored Swims at LLWP
 - Park improvements and dedications
 - Court improvements (pickleball and tennis)
 - Building and Bylaw summer messaging
- Commencement of the BIA Boundary Adjustment process and the work needed to complete the direction of Council. Final completion of this was expected in Q3 but was delayed until Q4 based on available resources.

3.2 Office of the Chief Administrative Officer

The following chart provides an overview of the Office of the CAO operational results for Q2 2024:

Objective	Owner	Target Date	Status
Implementation of New Recruitment Software – Jazz HR	Manager of Human Resources	Q2	Completed
Implementation of electronic performance management system	Manager of Human Resources	Q3	In Progress
Staff Engagement Survey	Manager of Human Resources	Q3	In Progress
Implementation of electronic onboarding and learning module for staff	Manager of Human Resources	Q4	In Progress
Update of electronic staff documentation system/reorganization of employee files	Manager of Human Resources	Q4	In Progress
Integration of Succession Planning and Performance Management Program	Manager of Human Resources	Q4	Completed
Collective Agreement Negotiations Renewal (PWU)	Manager of Human Resources	Q2	Completed
Establishment of Equity, Diversity and Inclusion Committee and Company-Wide Policy	Manager of Human Resources	Q3	In Progress
Review and update of HR and Health and Safety Policies	Manager of Human Resources	Q4	Ongoing
Collective Agreement Negotiations Renewal (Fire Communication)	Manager of Human Resources	Q2	Completed

<p>Physician Recruitment</p>	<p>CAO</p>	<p>Ongoing</p>	<p>The Health Care Recruiter resigned from the position in September 2024. Committee is meeting in November to determine next steps. So far in 2024, 5 physicians have been hired to work at TDMH (1 ED Physician, 2 Hospitalist & Emergency Medicine, 1 Hospitalist and 1 Internal Medicine & Hospitalist)</p>
<p>Town Hall Project – Design Development; Prepare Contract Documents; Tender/Procurement</p>	<p>CAO</p>	<p>Ongoing</p>	<p>Staff continue working on developing alternative design and location options.</p>
<p>Attainable and Affordable Housing – 31 Earle Street</p>	<p>CAO</p>	<p>Q4 2024</p>	<p>The environmental impact study along with the peer review is complete. Staff are working with the County to develop an EOI for a scaled down development concept as a result of public feedback.</p>
<p>Review of Hydro Services – MSA, MOUD, Management Services</p>	<p>CAO</p>	<p>Q4 2024</p>	<p>ERTH Corporation continues to manage the hydro utility on a contract basis.</p>

Carry out Strategic Plan Initiatives	CAO	Ongoing	Ongoing – Staff are undertaking and moving forward with various priority Strategic Plan initiatives.
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3.3 Goals for Next Quarter

- Continued service level improvements in all areas with a goal to leverage technology already available as a Town resource.
- Prepare for the 2025 Budget process including development of Business Plans.
- Recruitment of new team members in Corporate Services.

CONSULTATION

CAO, Corporate Services Team.

FINANCIAL IMPACT/FUNDING SOURCE

The Consolidated Q3 2024 Corporate Services, Customer Service and Council overall variances are summarized in the attached appendices.

CORPORATE GOALS

- Lifestyle and amenities
- Customer service, communication and engagement
- Business attraction, retention and expansion
- Community growth
- Connectivity and transportation
- Not Applicable

Does this report relate to a specific strategic direction or project identified in the Community Strategic Plan? Please indicate section number and/or any priority projects identified in the plan.

Goal – The Town of Tillsonburg will strive for excellence and accountability in government, providing effective and efficient services, information, and opportunities to shape municipal initiatives.

Strategic Direction – Develop a communications strategy to increase awareness of Council decisions and municipal programs, projects and services.

CS 24-094

Priority Project – N/A

ATTACHMENTS

Appendix A – Corporate Services


Appendix B – Customer Service Centre

Appendix C – Council


Appendix A – Corporate Services

	2024	2024	Actual	%	Note
	YTD Budget	YTD Actuals	Variance	Variance	Reference
10 Gen					
Revenues					
User Charges	20,336	19,348	(988)	(5%)	
Total Revenues	20,336	19,348	(988)		
Expenditures					
Labour	1,210,922	1,040,999	169,923	14%	1
Purchases	416,962	269,272	147,690	35%	2
Contracted Services	498,685	454,518	44,167	9%	3
Contribution to Reserves		149,001	(149,001)		4
Interfunctional Adjustments	(507,725)	(507,163)	(562)		
Debt Principal & Interest	11,726	11,738	(12)		
Total Expenditures	1,630,570	1,418,365	212,205		
Total Net Levy	(1,610,234)	(1,399,017)	211,217		
Notes					
1 Net Labour under - Vacant FT position & Staff time allocated to NG 911 Project					
2 Rent Exp under \$102,700, Heat-Light-Water under \$46,300; Advertising Exp under \$15,800; Training Exp under 15,000					
3 Consultant/Legal Expense under \$ 19,600; Subcon Expense under \$8,700; Equipment Maintenance Contract Exp under \$15,900					
4 Rent and Heat, Light, Water savings contributed to Facility Reserve - Town Hall related					

Appendix B – Customer Service Centre

		Financial Plan Operating Plan - Cost Code Summary Customer Service Centre As of September 30, 2024			
		2024	2024	Actual	%
	YTD Budget	YTD Actuals	Variance	Variance	Reference
10 Gen					
Revenues					
User Charges	232,678	236,237	3,559	(2%)	
Total Revenues	232,678	236,237	3,559		
Expenditures					
Labour	263,492	242,485	21,007	8%	1
Purchases	74,211	67,863	6,348	9%	2
Contracted Services	36,010	30,824	5,186	14%	3
Interfunctional Adjustments	(251,507)	(251,487)	(20)		
Debt Principal & Interest	3,349	3,353	(4)		
Total Expenditures	125,555	93,038	32,517		
Total Net Levy	107,123	143,199	36,076		
Notes					
1 FT labour under- CSR vacancy and Staff allocation					
2 Light Water Exp under \$10,800					
3 Subcon Exp under \$5,200					

Appendix C – Council

					
Financial Plan Operating Plan - Cost Code Summary Council As of September 30, 2024					
	2024	2024	Actual	%	Note
	YTD Budget	YTD Actuals	Variance	Variance	Reference
10 Gen					
Revenues					
Other Revenue		18,675	18,675		
Total Revenues		18,675	18,675	#DIV/0!	#DIV/0!
Expenditures					
Labour	168,151	161,429	6,722	(4%)	
Purchases	234,723	67,752	166,971	(71%)	1
Contracted Services	2,500	5,160	(2,660)	(106%)	
Contribution to Reserves		25,575	(25,575)		
Interfunctional Adjustments	32,092	32,175	(83)	(0%)	
Total Expenditures	437,466	292,091	145,375		
Total Net Levy	(437,466)	(273,416)	164,050		
Notes					
1 Physician Recruitment Position & Strategic Initiatives					