



2025 Overall Draft Budget Review

Nov. 18, 2024


CONNECTED. ENRICHED. INSPIRED.

Summary Tax Rate Review

	2024	tax rate	2025	tax rate	Change	Levy
Levy	\$ 20,758,694		\$ 24,222,225		\$ 3,463,531	16.68%
Wght Assessment	\$ 2,392,400,768	0.00867693	\$ 2,455,318,421	0.00986521	13.69%	Tax Rate

Median Tax Impact			
2024	2025	Change	
\$ 237,000	\$ 242,000		Median Residence
\$ 2,056	\$ 2,387	\$330.95	Town general levy

Single Detached home

2025 Taxation (Phased CVA)

		% Var.	\$ Var.
Code 301 Residential Median CVA	\$ 242,000	2.11%	
General RT Rate:	0.00986521	13.69%	
Town Levy:	2,387.38	16.09%	\$ 330.95
County:	1,056.53	0.00%	1,056.53
Library:	104.76	0.00%	104.76
Education:	362.61	0.00%	362.61
Total Levy:	3,911.29	9.24%	3,911.29

Average home valued at \$242,000 will see a \$331 increase on annual tax bill, or \$82.75 on quarterly installment or \$0.91 per day

2025 Possible Reduction Items

Summary Levy Review – Possible Reductions

- Town levy at **16.68%**, \$24,222,225

1% Levy Increase = \$207,587

2025 Discretionary Items					
Dept #	Description	Cost	Dept #	Description	Cost
505	THiMA Hub Development/Feasibility	20,000	505	Sponsorship - Chamber	3,500
505	Economic Development Strategy Implementat	5,000	505	Sponsorship - Chamber Extra Award	2,000
505	Airport Fly-in Packages (CF Grant?)	10,000	505	Sponsorship - Chamber Awards Gala	4,000
505	VIP Phase 2 Marketing Campaign (Multi-view, Google, Print, etc)	30,000	505	SOMA Per Diem (Int'l)	2,500
505	Community Video Production	10,000	505	Ec Dev - 3-yr labour contract	65,000
505	Soma Asia Mission	24,000	500	BIA Capital Expenditure Contribution	20,000
505	One-time for souvenirs to celebration 200th Anniversary of Town's founding by George				
475	Tillson	12,000	100	Community Grants	51,800
455	One-time Founders Day celebration	7,500	115	31 Earl St - Legal – [Reserve]	10,000
465	Feasibility Study - third ice pad	155,000	115	31 Earl St - Revised Concept Plan [Res.]	15,000
465	Masonry Study at TCC	10,000	115	31 Earl St - Planning Application [Res.]	10,000
467	Masonry Study at EFC	10,000	115	Strategic Plan Initiatives [\$20K Reserve]	80,000
475	Museum, Heritage & Cultural master plan	50,000			
		343,500			263,800
				Total expenses	607,300
				Levy Reduction, if the non-reserve items are removed [\$]	592,000
				Levy Reduction, if the non-reserve items are removed [%]	2.85%

- Town levy after reductions **13.83%**, \$23,630,225

2025 Overall Budget – W Reductions

Summary Tax Rate Review

	2024	tax rate	2025	tax rate	Change	Levy
Levy	\$ 20,758,694		\$ 24,222,225		\$ 3,463,531	16.68%
Wght Assessment	\$ 2,392,400,768	0.00867693	\$ 2,455,318,421	0.00986521	13.69%	Tax Rate

Median Tax Impact			
2024	2025	Change	
\$ 237,000	\$ 242,000		Median Residence
\$ 2,056	\$ 2,387	\$ 330.95	Town general levy

After Possible Reductions of \$592,000

	2024	tax rate	2025	tax rate	Change	Levy
Levy	\$ 20,758,694		\$ 23,630,225		\$ 2,871,531	13.83%
Wght Assessment	\$ 2,392,400,768	0.00867693	\$ 2,455,318,421	0.00962410	10.92%	Tax Rate

Median Tax Impact			
2024	2025	Change	
\$ 237,000	\$ 242,000		Median Residence
\$ 2,056	\$ 2,329	\$ 272.60	Town general levy

If all reductions are adopted, average home valued at \$242,000 will see a \$272.60 increase on annual tax bill, or \$68.15 on quarterly installment or \$0.75 per day

Budget Development

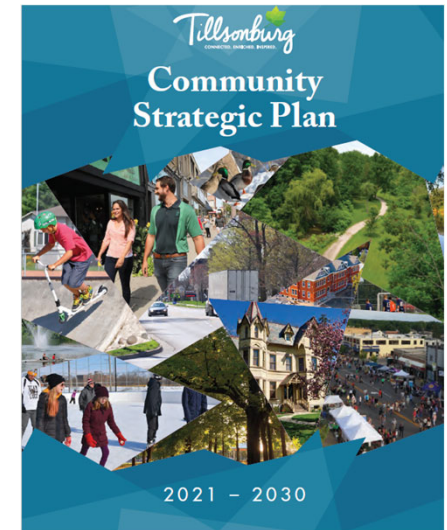
- June-Aug – depts. submit budget
- Sept–Oct – Finance/SLT review
 - various meetings - CAO / Director of Finance / Deputy Treasurer – reviewed budgets with each Director
 - Operating budget focus + Capital
 - SLT Final from Finance Review was OPP Contract increase of \$804,481



Levy Increase at:		
Finance Review	SLT Final	Difference
\$ 23,417,744	\$ 24,222,225	\$ 804,481
12.80%	16.68%	3.88%

Strategic Direction


- 2021-2030 Community Strategic Plan
 - 5 Goals/Pillars
 - 36 Strategic Directions
 - 54 Priority Projects (1-5 years, some 10 yrs)



- “Develop a robust, long-term asset management plan to inform evidence-based decisions regarding the maintenance, rehabilitation and replacement of municipal infrastructure”
- “Enhance employee engagement and training as the foundation for exceptional customer service”
- “Position Tillsonburg as a leader in the municipal sector”
- “Multi-year budgeting; Financial & Environmental Sustainability Plan; Municipal service review”
- “Boundary expansion initiative; industrial land purchase”
- “Plan and develop a long-term financing strategy for new services and infrastructure to support growth”
- “Replenish and grow municipal reserves”; “Asset Management Plan”

Operating Budget Summary

2025 Budget | Overall

				
2025 Financial Plan Operating Plan - Cost Code Summary Town				
	2024	2025		
	Total	Total	Budget	%
	Budget	Budget	Variance	Variance
Revenues				
Levy, PILS	559,897	583,204	23,307	(4.16%)
Grants	2,099,438	2,076,028	(23,410)	1.12%
User Charges	7,145,671	8,525,115	1,379,444	(19.30%)
Other Revenue	647,000	571,889	(75,111)	11.61%
Contribution from Reserves	971,685	837,068	(134,617)	13.85%
Total Revenues	11,423,691	12,593,304	1,169,613	(10.24%)
Expenditures				
Labour	13,659,700	15,616,729	1,957,029	14.33%
Purchases	6,332,204	6,880,849	548,645	8.66%
Contracted Services	6,839,705	7,566,038	726,333	10.62%
Contribution to Reserves	254,170	688,163	433,993	170.75%
Interfunctional Adjustments	528,948	617,842	88,894	16.81%
Debt Principal & Interest	1,625,158	1,880,647	255,489	15.72%
Total Expenditures	29,239,885	33,250,268	4,010,383	13.72%
Total Net Levy	(17,816,194)	(20,656,964)	(2,840,770)	(15.94%)

Capital Budget Summary

2025 Budget | Overall

Capital Plan	2024	2025	\$ Var	% Var
Fleet Capital	66,200	-	-66,200	(100.00%)
Fire Equipment Capital	24,100	-	-24,100	(100.00%)
Storm Capital	714,412	1,146,551	432,139	60.49%
Roads & Bridges Capital	762,569	1,060,980	298,411	39.13%
Streetlights Capital	254,219	-	-254,219	(100.00%)
Parks Capital	192,400	241,725	49,325	25.64%
Facilities Capital	1,053,600	1,256,005	202,405	19.21%
IT Capital	15,000	-	-15,000	(100.00%)
Land Capital		-	-	0.00%
Total Capital Budget	3,082,500	3,705,261	622,761	20.20%
			Of overall:	3.00%

3% dedicated Capital levy for 2025 - re-aligned with asset classes of greatest need. Re-alignment will continue as asset management data is continually refined.

Revenue Breakdown 2025

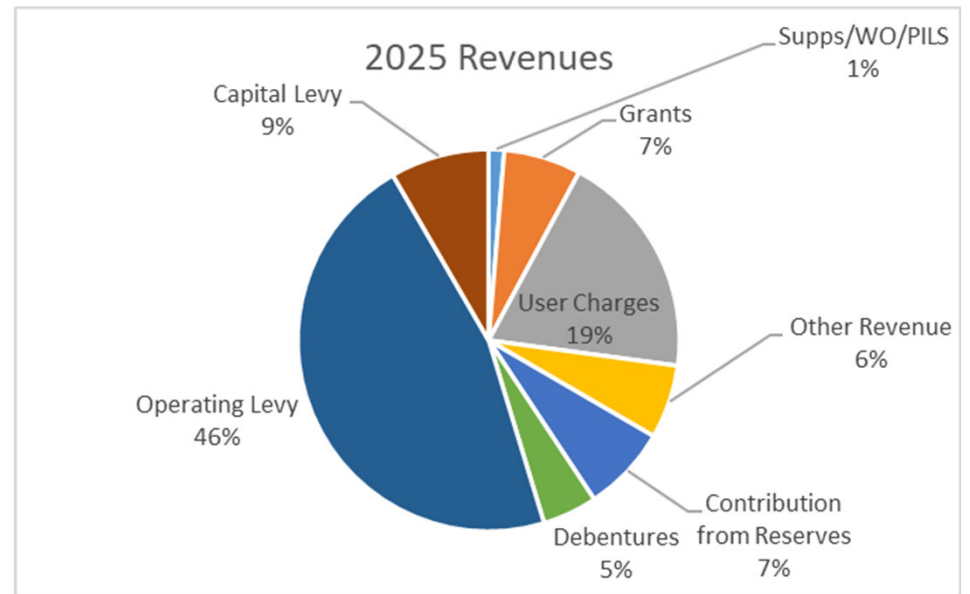
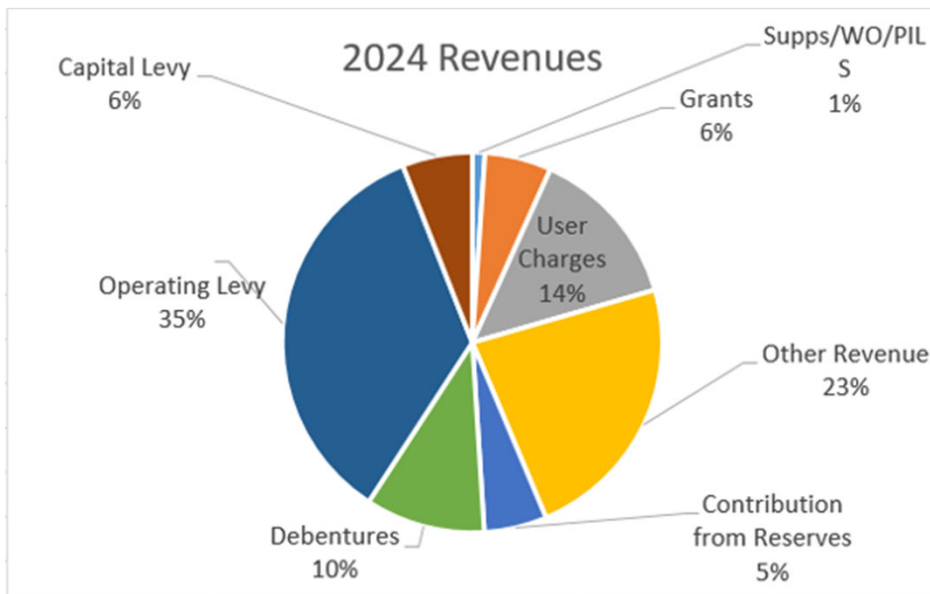
	Operating	Capital	Total	
Expenditures	33,250,268	\$ 11,036,100	44,286,368	
Less: Other Revenues	12,733,304	\$ 7,330,800	20,064,104	45.3%
Levy	20,516,964	\$ 3,705,300	\$ 24,222,264	54.7%

	2025		
Revenues	Operating	Capital	Total
Supps/WO/PILS	\$ 583,204		\$ 583,204
Grants	\$ 2,076,028	\$ 828,400	\$ 2,904,428
User Charges	\$ 8,525,115		\$ 8,525,115
Other Revenue	\$ 711,889	\$ 2,053,800	\$ 2,765,689
Contribution from Reserves	\$ 837,068	\$ 2,392,300	\$ 3,229,368
Debentures		\$ 2,056,300	\$ 2,056,300
Operating Levy	\$ 20,516,964		\$ 20,516,964
Capital Levy		\$ 3,705,300	\$ 3,705,300
Total Revenues	\$ 33,250,268	\$ 11,036,100	\$ 44,286,368

2025 Revenues

- Operating Levy: 46%
- User Charges: 19%
- Capital Levy: 9%
- Grants: 7%
- Contribution from Reserves: 7%
- Other Revenue: 6%
- Debentures: 5%
- Supps/WO/PILS: 1%

Revenue Breakdown 2024 vs 2025



Budget Pressures

- **Police OPP Contract**: \$804,481 or 21.81% increase / **3.88%** of the **levy** increase
- **Inflationary costs - tenders**: 4.8% Non-residential [building price index](#) for 2024 Q2 Toronto – index used as a measure of what construction tenders would be increasing by – used as the index for adjusting DC charges annually.
- **Inflationary costs – wages**: 3.08% or \$277K [CPI index](#) for the 12-month (Jul-June) period formula used in last 2 years – [2024 – 5.43% or \$389K]
- **Employer Payroll Costs**: \$415,400 or 16.5% [2024 - \$255,195 or 11.3%; 2023 \$173,734 or 8.2%]
- **Fleet Charges**: Increase of \$184K – re-alignment just to recover full operating and maintenance costs (no reserve transfer) [Fleet leasing \$169K, up \$76K]
- **IT Charges**: Increase of \$150K or 0.7% on the levy
- **FTE requests**: 13 in 2025 [8.4 new + 4.6 mid-'24 already approved] / \$1.9M 2025, \$1.4M new / \$0.5M approved
- **Rent Revenue**: Decrease of \$150K From THI
- **Debt Principal + Interest**: \$255K or 16% increase [\$1.8M total 2025]
- **Capital Program**: Overall infrastructure costs over 10-year capital forecast continue to rise

Budget Pressures

[Link](#)

Employer Payroll Costs		Variance	
	2024	2025	
			\$ %
OMERS	\$ 845,704	\$ 1,014,974	\$ 169,270 20.0%
EI	\$ 147,315	\$ 167,048	\$ 19,733 13.4%
CPP	\$ 388,038	\$ 442,362	\$ 54,324 14.0%
EHT	\$ 168,011	\$ 197,739	\$ 29,728 17.7%
WSIB	\$ 264,818	\$ 310,990	\$ 46,172 17.4%
Benefits	\$ 709,546	\$ 805,719	\$ 96,174 13.6%
	\$ 2,523,432	\$ 2,938,832	\$ 415,400 16.5%
Rates		YMPE/Maximums	
	2024	2025 *	2024 2025
OMERS - to YMPE	9.00%	9.00%	68,500 71,300
OMERS - YMPE >	14.60%	14.60%	
EI	1.66%	1.64%	61,500 65,700
CPP1	5.95%	5.95%	68,500 71,300
CPP2	4.00%	4.00%	73,200 81,200
EHT	1.95%	1.95%	
WSIB	3.27	3.27	
		* forecasted	

CPI Ontario	12-mth
Products and product groups ^{3 4}	CPI
July '23 - June '24	Increase
All-items	3.08%
Food ⁵	4.11%
Shelter ⁶	5.31%
Household operations, furnishings and equipment	-1.01%
Clothing and footwear	0.59%
Transportation	2.61%
Gasoline	0.78%
Health and personal care	4.08%
Recreation, education and reading	1.65%
Alcoholic beverages, tobacco products and recreation	4.18%
All-items excluding food and energy ⁷	3.23%
All-items excluding energy ⁷	3.36%
Energy ⁷	-0.78%
Goods ⁸	1.84%
Services ⁹	4.08%

FTE Change Breakdown

Department	Headcount '24				FTEs '24	FTEs '25	Change
	FT	PT	FF	Total			
CAO	6	1		7	6.6	6.8	0.1
CORP SERVICES/CLERK	9	1		10	9.2	12.5	3.3
ECONOMIC DEV	2	1		3	2.4	3.0	0.6
FIRE/EMERG SERVICES	8	10	38	56	15.5	17.0	1.5
FINANCE	10	-		10	10.0	10.5	0.5
HYDRO	20	-		20	20.0	20.0	-
OPERATIONS & DEV	38	22		60	43.7	47.4	3.7
RCP	41	55		96	48.4	51.6	3.3
Totals	134	90	38	262	155.9	168.9	13.0
Legend							
FT = Full-Time							
PT = Part-Time							
FF = Fire Fighter							
FTE = Full-Time Equivalent							

FTE / Labour Change Breakdown

Dept	Full Time				Part Time				
	2025		2024*		2025		2024*		
	FTE	\$	FTE	\$	FTE	\$	FTE	\$	
Corp Services			3.0	\$ 347,400	0.3	\$ 16,000			+2.0 IT Services Technicians, approved May/24; +1 Communications Specialist, +.33 Student (CIks);
Finance	0.5	\$ 60,000							+0.5 Financial/Systems Resource (2-Yr Temp, Funded from Reserve)
CAO	(0.6)	\$ (55,400)			0.8	\$ 45,000			-0.66 HR Generalist, +.75 Co-op Student (HR)
Fire			3.0	\$ 314,400	0.6	\$ 44,800	(2.0)	\$ (152,300)	+3 FT Fire Communicators,-2 PT Fire Comm (Res. 2024-436); +0.6 increased PT hours
Operations & Dev	3.0	\$ 268,900	(1.0)	\$ (90,400)	0.7	\$ 30,000	1.0	\$ 89,000	+3 Operators, -1 FT Bldg Insp.:+ 1.0 PT (2@0.5) Insp. (Res. 2024-231), +.66 Works Student
Rec Programs	2.0	\$ 144,000			0.8	\$ 59,600	0.6	\$ 23,000	2.0 FT Lifeguards, +.8 FTE Aquatics back,-0.34 Canteen workers, 0.6 Youth Leaders (Res. 2024-194)
Museum					(0.2)	\$ (7,500)			-0.19 Summer Student
Ec Dev					0.6	\$ 27,000			-0.4 summer student, +1 EcDev Marketing Assistant (3-Yr Temp)
	4.9	\$ 417,500	5.0	\$ 571,400	3.5	\$ 214,900	(0.4)	\$ (40,300)	
		\$ 988,900				\$ 174,600			
			13.0	Total FTEs					
					4.6	* Already approved in 2024			
					8.4	New 2025			

Tillsonburg CONNECTED. ENRICHED. INSPIRED.		2025 Financial Plan Operating Plan - Cost Code Summary Town			
	2024	2025	Budget	%	
	Budget	Budget	Variance	Variance	
Labour					
5001 F/T Reg	11,662,159	13,404,278	1,742,119	14.94%	
5002 F/T OT	132,367	152,092	19,725	14.90%	
5003 P/T Reg	1,831,174	2,035,619	204,445	11.16%	
5004 P/T OT	34,000	24,740	-9,260	(27.24%)	
Total Labour	13,659,700	15,616,729	1,957,029	14.33%	

	Full Time	Part Time
FT/PT Labour	1,742,119	204,445
COLA	247,466	29,845
Payroll OH	163,161	
Benefits	30,473	-
FTE increase	988,900	174,600
Grid (step changes)	90,173	-
Annualization of Position	221,946	-
	1,742,119	204,445

Assessment and Property Count Growth

2023 In-year Change

Property Count Change

↗ 2.39%



188
Projected

Destination CVA Change

↗ 4%

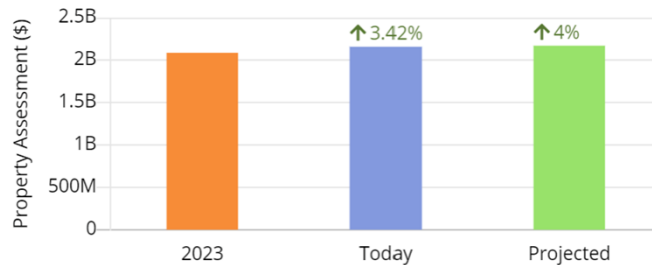


\$83.68M
Projected

Projected In-Year Assessment Change

↗ 3.42%

2.16B



2024 In-year Change

Property Count Change

↗ 0.78%



63
Projected

Destination CVA Change

↗ 1.96%

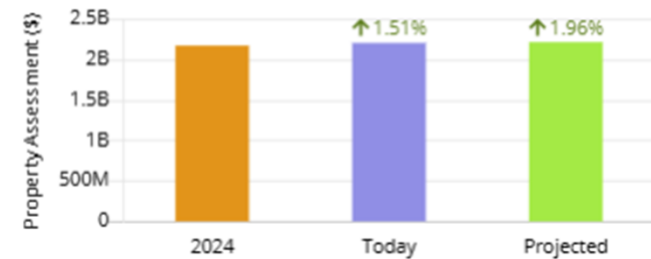


\$42.79M
Projected

Projected In-Year Assessment Change

↗ 1.51%

2.22B



Recommendations/Discussion

- Continue to evaluate revenue options to diversity revenue sources, to reduce reliance on property taxes
 - Revisit '21 [Revenue Study](#) for opportunities across all departments
 - Strong focus on land sales

- Continue with Infrastructure Renewal Program
 - In 2023-4, capital levy increased to address ongoing capital needs
 - dedicated capital levy of 3% in 2024 and 2025, and 1% onwards
 - Continual evaluation of consolidation/rationalization of infrastructure

- Increased focus on asset management
 - \$455M replacement value of all assets
 - Utilize and leverage integrated systems as key decision tools
 - align policies with systems to inform future budgets
 - meet regulatory compliance for 2025 and onwards.



Thank You

Questions?


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