

TOWN OF TILLSONBURG

2025 Business Plan

Financial Services

November 18, 2024



2025 Business Objectives

Project	Community Strategic Plan	Lead Accountability	Project Cost	Anticipated Completion
Asset Management Plan update July 1, 2025 deadline	<p>Goal – Tillsonburg residents and businesses will be connected to each other, regional networks, and the world through effective traditional and digital infrastructure</p> <p>Strategic Direction – Develop a robust , long-term asset mgmt. plan to inform evidence-based decisions on the maintenance, rehabilitation and replacements of municipal infrastructure</p> <p>Priority Project – <i>Short Term</i> - Asset Management Plan</p>	Asset Mgmt Coordinator / Director / Asset Managers / SLT	\$46,500 (Tax Rate Reserve)	Q1 2025 – first draft Q2 2025 – completion
Tangible Capital Asset (TCA) Policy Update	<p>Goal – Customer Service, Communications and Engagement</p> <p>Strategic Direction – Excellence & accountability in govt</p> <p>Priority Project – <i>Short Term</i> - Financial sustainability plan</p>	Director / Asset Mgmt Coordinator / Deputy Treasurer / Asset Managers	\$0	Q1 2025
Reserve Policy Update	<p>Goal – Customer Service, Communications and Engagement</p> <p>Strategic Direction – Excellence & accountability in govt</p> <p>Priority Project – <i>Short Term</i> – n/a</p>	Director / Deputy Treasurer	\$0	Q1 2025
CityWide Budgeting (FMW) Fund Manager implementation – Multi-year Capital Budget Development	<p>Goal – Customer Service, Communications and Engagement</p> <p>Strategic Direction – Excellence and accountability in government</p> <p>Priority Project – <i>Short Term</i> – Multi-year budgeting; Financial sustainability plan</p>	Director / Deputy Treasurer / Budgeting Coordinator	\$10,000 (Tax Rate Reserve)	Q2 2025
Debt (Capital Financing) Policy Update	<p>Goal – Customer Service, Communications and Engagement</p> <p>Strategic Direction – Excellence & accountability in govt</p> <p>Priority Project – <i>Short Term</i> - Financial sustainability plan</p>	Director / Deputy Treasurer	\$0	Q2 2025

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Surplus/Deficit Allocation Policy Update	<p>Goal – Customer Service, Communications and Engagement</p> <p>Strategic Direction – Excellence and accountability in government</p> <p>Priority Project – <i>Short Term</i> - Financial sustainability plan</p>	Director / Deputy Treasurer	\$0	Q2 2025
PSD CityWide Salary Plan Module Implementation	<p>Goal – Customer Service, Communications and Engagement</p> <p>Strategic Direction – Position Tillsonburg as a leader in the municipal sector.</p> <p>Priority Project – N/A</p>	Budgeting Coordinator / Deputy Treasurer / Director /	\$25,000 one time (Tax Rate Reserve) & \$5,000 annual (IT Budget)	Q3 2025
Accounts Receivable & Write-Off Policy	<p>Goal – Customer Service, Communications and Engagement</p> <p>Strategic Direction – Excellence and accountability in government</p> <p>Priority Project – <i>Short Term</i> - Financial sustainability plan</p>	Revenue Manager / Director / Deputy Treasurer	\$0	Q3 2025
Caseware software implementation - preparation of financial statements and improving the year-end audit process	<p>Goal – Customer Service, Communications and Engagement</p> <p>Strategic Direction – Excellence and accountability in government</p> <p>Priority Project – N/A</p>	Deputy Treasurer / Director	\$2,000 one-time (Tax Rate Reserve) plus \$3,600 annual (IT Budget)	Q3 2025
Bids&Tender Purchasing Platform full implementation – Contracts & Vendor Performance	<p>Goal – Customer Service, Communications and Engagement</p> <p>Strategic Direction – Excellence and accountability in government</p> <p>Priority Project – N/A</p>	Purchasing Coordinator / Director / Corporate Analysts	\$5,000 (Tax Rate Reserve)	Q3 2025

2025 Business Objectives

Project	Community Strategic Plan	Lead Accountability	Project Cost	Anticipated Completion
AP Digitalization & new PO Software Implementation	<p>Goal – Customer Service, Communications and Engagement</p> <p>Strategic Direction – Position Tillsonburg as a leader in the municipal sector.</p> <p>Priority Project – <i>Short Term</i> – n/a</p>	Purchasing Coordinator / Director / Corporate Analysts	\$33,300 one-time (Tax Rate Reserve) & \$13,000 annual (IT Budget)	Q3 2025
Citywide Maintenance Manager module implementation (Asset Mgmt Work Order system)	<p>Goal – Customer Service, Communications and Engagement</p> <p>Strategic Direction – Excellence and accountability in government</p> <p>Priority Project – <i>Short Term</i> - Financial sustainability plan</p>	Asset Mgmt Coordinator /Director / Asset Managers	\$92,500 (Tax Rate Reserve 2025) and \$62,500 (Tax Rate Reserve 2026) - \$24,000 annual 2027 (IT Operating Budget) [Offset by -\$50K reduction on current software license]	2025-2026 Q1 2027 full transition
PT Labour to Support People, Systems, Processes improvement	<p>Goal – Customer Service, Communications and Engagement</p> <p>Strategic Direction – Excellence and accountability in government</p> <p>Priority Project – <i>Short Term</i> - Financial sustainability plan</p>	Director	\$60,000/yr '25-'26 (Labour Reserve – new, from 2024 Labour Surplus)	2025-2026

Future Departmental Directions: 3 Year Outlook

- 2026-2028
 - Revenue Policy
 - Refinement of multi-year budget systems and processes
 - Continued asset management data enhancement
 - Financial Sustainability Plan/Long-term Financial Plan

Risks & Opportunities

Risk	Opportunity
Financial integrity improvement	Strengthening internal processes; fraud prevention services;
Numerous departmental transitions, workload and stretched resources	Upskilling, expand financial team/personnel resources, skills training and development
Legacy systems and processes (i.e. GP end-of-life)	Innovation and strategic investments in new technology and modernization of processes



2025 Financial Plan
Operating Plan - Cost Code Summary
Financial Services

	2024	2025			Note
	Total	Total	Budget	%	Reference
	Budget	Budget	Variance	Variance	
Revenues					
Grants	715,500	1,179,809	464,309	(64.89%)	1
User Charges	96,900	111,200	14,300	(14.76%)	2
Other Revenue	210,000	210,000			
Contribution from Reserves	281,810	274,300	(7,510)	2.66%	3
Total Revenues	1,304,210	1,775,309	471,099	(36.12%)	
Expenditures					
Labour	1,146,623	1,273,500	126,877	11.07%	4
Purchases	337,400	286,224	(51,176)	(15.17%)	5
Contracted Services	53,500	60,500	7,000	13.08%	6
Contribution to Reserves		442,956	442,956		7
Interfunctional Adjustments	(157,840)	(152,320)	5,520	(3.50%)	8
Total Expenditures	1,379,683	1,910,860	531,177	38.50%	
Total Net Levy	(75,473)	(135,551)	(60,078)	(79.60%)	
Notes:					
	1 Increased OMPF Grant and allocation of OCIF formula funding				
	2 Increased Misc. Tax Revenue				
	3 Development Charges -Prior year DC Study				
	4 Payroll costs, Benefits, COLA, Annualized of prior year FTE & PT labour Increase				
	5 Special Projects - Reduction of One-time Expenses: Citywide Software				
	6 DC Study removal & Financial Systems Services				
	7 OCIF Formula to reserves				
	8 Increased IT Charges & Staff allocations				



2025 Financial Plan
Operating Plan - Cost Code Summary
Financial Services

	2024	2025			2026		2027		2028	
	Total	Total	Budget	%		%		%		%
	Budget	Budget	Variance	Variance	Budget	Variance	Budget	Variance	Budget	Variance
Revenues										
Grants	715,500	1,179,809	464,309	(64.89%)	1,268,242	(7.50%)	1,367,298	(7.81%)	1,478,491	(8.13%)
User Charges	96,900	111,200	14,300	(14.76%)	111,500	(0.27%)	111,800	(0.27%)	112,100	(0.27%)
Other Revenue	210,000	210,000			210,000		210,000		210,000	
Contribution from Reserves	281,810	274,300	(7,510)	2.66%	122,500	55.34%		100.00%		#DIV/0!
Total Revenues	1,304,210	1,775,309	471,099	(36.12%)	1,712,242	3.55%	1,689,098	1.35%	1,800,591	(6.60%)
Expenditures										
Labour	1,146,623	1,273,500	126,877	11.07%	1,306,380	2.58%	1,280,232	(2.00%)	1,315,084	2.72%
Purchases	337,400	286,224	(51,176)	(15.17%)	142,074	(50.36%)	80,924	(43.04%)	83,524	3.21%
Contracted Services	53,500	60,500	7,000	13.08%	71,000	17.36%	64,500	(9.15%)	66,500	3.10%
Contribution to Reserves		442,956	442,956	#DIV/0!	509,399	15.00%	585,809	15.00%	673,680	15.00%
Interfunctional Adjustments	(157,840)	(152,320)	5,520	(3.50%)	(158,716)	4.20%	(165,354)	4.18%	(174,166)	5.33%
Total Expenditures	1,379,683	1,910,860	531,177	38.50%	1,870,137	(2.13%)	1,846,111	(1.28%)	1,964,622	6.42%
Total Net Levy	(75,473)	(135,551)	(60,078)	(79.60%)	(157,895)	(16.48%)	(157,013)	0.56%	(164,031)	(4.47%)