TOWN OF TILLSONBURG

2025 Business Plan

Corporate Services

November 18, 2024



2025 Business Objectives

Project	Community Strategic Plan	Lead Accountability	Project Cost	Anticipated Completion
Youth Engagement Program	Goal – Customer Service, Communication and Engagement. Strategic Direction – Increase opportunities and promotion for public engagement in shaping municipal initiatives. Priority Project - Immediate Term - Youth Engagement Strategy and Youth Advisory Committee	Communications Specialist Records and Legislative Coordinator.	No direct costs.	Ongoing
Procedure By-Law Training	Goal – Customer Service, Communication and Engagement. Strategic Direction – Position Tillsonburg as a leader in the municipal sector.	Director of Corporate Services/Clerk	\$400 Council, Staff and Committee Member training with updated Procedure By-Law	Q1-Q2
Communications Procedures and Policies Review	Goal – Customer Service, Communication and Engagement. Strategic Direction - Develop a communications strategy to increase awareness of Council decisions and municipal programs, projects and services; Increase opportunities and promotion for public engagement in municipal initiatives.	Communications Officer	\$4,700 New software to assist in website effectiveness.	On-going
Customer Service Working Group – Training	Goal - Customer Service, Communication and Engagement	Customer Service Working Group	\$500 Custom Customer Service Training and Deployment	Q1 – March
Insurance and Risk Reviews	Goal – Customer Service, Communication and Engagement.	Director of Corporate Services/Clerk	Aim to create savings in risk reduction and overall insurance costs. Forecast 8-10% Increase	On-going Insurance Renewal in Q1

2025 Business Objectives

Project	Community Strategic Plan	Lead Accountability	Project Cost	Anticipated Completion
Records Modernization and Program Audit	Goal – Customer Service, Communication and Engagement Strategic Direction – Position Tillsonburg as a leader in the municipal sector; Explore opportunities for service efficiencies in partnership with adjacent municipalities. Priority Project - Immediate Term - Consolidated Town Hall initiative	Deputy Clerk	\$2,500 (Scanning Project Fund) \$35,000 (Software improvements to better utilize functions and reduce staff associated time) \$16,000 Summer Student	On-Going
IT Program and Services Modernization	Goal – Customer Service, Communication and Engagement Strategic Direction – explore opportunities for service efficiencies	Manager, IT Services	2025 – Operational Costs -(\$40,000) reduced IT Services Contract 2025 – Capital Costs \$160,000 total requested	Multi-year
Town Hall Project – Project Support	Goal – Customer Service, Communications and Engagement Strategic Direction – Position Tillsonburg as a leader in the municipal sector Priority Project - <i>Immediate Term</i> - Consolidated Town Hall initiative; Consolidated customer service counter	Director and Manager, IT Services	TBD	TBD
Asset Management Work, IT assets	Goal – Tillsonburg residents and businesses will be connected to each other, regional networks, and the world through effective traditional and digital infrastructure Strategic Direction – Develop a robust, long-term asset mgmt. plan to inform evidence-based decisions on the maintenance, rehabilitation and replacements of municipal infrastructure Priority Project – Short Term - Asset Management Plan	IΤ	Staff time	Q1 first draft of 2025 AMP; Ongoing

2025 Capital Summary

Project	Community Strategic Plan	Lead Accountability	Project Cost	Anticipated Completion
Contribution to IT Reserves from Departmental Charges for future Computer Hardware Replacements	Goal – Customer Service, Communications and Engagement Strategic Direction –service efficiencies and employee satisfaction by providing them with the right tools Priority Project - Ongoing - securing new equipment for team members	IΤ	\$84,000 (-\$84,000 recovery from Departments)	Q4
Annual Computer / Hardware Replacement Program	Goal – Customer Service, Communications and Engagement Strategic Direction –service efficiencies and employee satisfaction by providing them with the right tools Priority Project - Ongoing - securing new equipment for team members	IΤ	\$60,000	Q2-Q4
Annual Cell Phone / Communication Devices Replacement Program	Goal – Customer Service, Communications and Engagement Strategic Direction – service efficiencies and employee satisfaction by providing them with the right tools Priority Project - Ongoing - securing new equipment for team members	IΤ	\$15,000	Q1-Q4

2025 Capital Summary

Project	Community Strategic Plan	Lead Accountability	Project Cost	Anticipated Completion
Work Station – New Installations	Goal – Customer Service, Communications and Engagement Strategic Direction –service efficiencies and employee satisfaction by providing them with the right tools Priority Project - <i>Ongoing</i> - securing new equipment for team members	IT	\$20,000	Q1-Q4
Annual Server Replacement and Upgrade Program	Goal – Customer Service, Communications and Engagement Strategic Direction –service efficiencies and employee satisfaction by providing them with the right tools Priority Project - <i>Ongoing</i> - securing new equipment for team members	ΙΤ	\$40,000	Q1
Annual Network/Security Equipment Upgrades	Goal – Customer Service, Communications and Engagement Strategic Direction – service efficiencies and employee satisfaction by providing them with the right tools Priority Project - <i>Ongoing</i> - securing new equipment for team members	IT	\$25,000	Q1

Risks

<u>IT</u>

- Cyber security needs that are constantly evolving to prevent an attack against our municipal government assets.
- Rising costs of software and other procured IT infrastructure.

Clerks

 Temporary record storage and older software have potential to impact availability of Corporate records and compliance with the records retention requirements.

Insurance

Global rising costs of procuring insurance for all Town assets and programs.

Communications

• Increase in need to support the growing use and expansion of various communication deliverable across the organization and digital channels for both internal staff and various stakeholders.

Corporate Services - Overall

Demand for service level to support ongoing initiatives surpasses the staffing level.

Opportunities

IT

- Software reviews and analysis to ensure the best setup and utilization is occurring for end users (yield savings in time and costs).
- Adoption and deployment of IT procedures to create stronger and more resilient environment.

Insurance

Expansion of risk reduction practices to reduce insurance costs (real and potential)

Communications

- Ability to leverage easily shareable content with active on-line citizens / groups.
- Expansion of Communications team to increase available support to the Organization and strategic communication planning.

<u>Clerks</u>

 Opportunity to increase efficiencies in areas of records program modernization and meeting governance support.

Corporate Services - Overall

 Review and implementation of updated tools and technology that can create stronger support in the overall goal in excellence in customer service.

Future Departmental Directions: 3 Year Outlook

- Customer Service enhancements to better serve our stakeholders.
- Modernization of the Town's Records Management program.
- Communication practice enhancements to serve a growing community and municipal government operation.
- IT improvements and expansion of support level to the organization.
- On-going training and identification of tools is necessary to ensure excellence in service delivery.

2024-2027

Tillsonburg	2925 Financk Operating Pla Council				
	2024	2025			Note
	Total	Total	Budget	%	Reference
	Budget	Budget	Variance	Variance	
Revenues					
Other Revenue	61,700		(61,700)	100.00%	1
Contribution from Reserves	35,000		(35,000)	100.00%	2
Total Revenues	96,700		(96,700)	100.00%	
Expenditures					
Labour	229,417	237,600	8,183	3.57%	
Purchases	353,360	100,140	(253,220)	(71.66%)	3
Contracted Services	2,500	4,500	2,000	80.00%	
Contribution to Reserves	15,000	17,500	2,500	16.67%	
Interfunctional Adjustments	42,906	51,544	8,638	20.13%	4
Total Expenditures	643,183	411,284	(231,899)	(36.05%)	
Total Net Levy	(546,483)	(411,284)	135,199	24.74%	
Notes:		-			
1	Allocated to O	ffice of the CA	0		
2	Allocated to O	ffice of the CA	0		
	of the CAO	initiatives and	One-time Expe	enses allocated	d to Office
	IT Charges				



2025 Anancial Plan Operating Plan - Cost Code Summary

Council

	COLUMN									
	2024	2025			2026		2027		2028	
	Total	Total	Budget	%		%		%		%
	Budget	Budget	Variance	Variance	Budget	Variance	Budget	Variance	Budget	Variance
Revenues										
Other Revenue	61,700		(61,700)	100.00%						
Contribution from Reserves	35,000		(35,000)	100.00%						
Total Revenues	96,700		(96,700)	100.00%						
Expenditures										
Labour	229,417	237,600	8,183	3.57%	244,725	3.00%	251,987	2.97%	259,467	2.97%
Purchases	353,360	100,140	(253,220)	(71.66%)	108,840	8.69%	100,140	(7.99%)	100,140	
Contracted Services	2,500	4,500	2,000	80.00%	46,500	933.33%	4,500	(90.32%)	4,500	
Contribution to Reserves	15,000	17,500	2,500	16.67%	7,500	(57.14%)	17,500	133.33%	17,500	
Interfunctional Adjustments	42,906	51,544	8,638	20.13%	54,200	5.15%	57,016	5.20%	57,016	
Total Expenditures	643,183	411,284	(231,899)	(36.05%)	461,765	12.27%	431,143	(6.63%)	438,623	1.73%
Total Net Levy	(546,483)	(411,284)	135,199	24.74%	(461,765)	(12.27%)	(431,143)	6.63%	(438,623)	(1.73%)



2025 Financial Plan Operating Plan - Cost Code Sammary Corporate Services

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	2024	2025			Note						
	Total	Total	Budget	%	Reference						
	Budget	Budget	Variance	Variance							
Revenues											
User Charges	100,000	35,000	(65,000)	65.00%	1						
Contribution from Reserves	96,200	203,600	107,400	(111.64%)	2						
Total Revenues	196,200 238,600 42,400 (21.61%)										
Expenditures											
Labour	1,675,849	1,675,849 1,038,300 (637,549) (38.04%)									
Purchases	614,048	549,440	(64,608)	(10.52%)	4						
Contracted Services	693,623	(3.25%)	5								
Interfunctional Adjustments	(677,189)	(782,462)	(105,273)	15.55%	6						
Debt Principal & Interest	23,415	23,177	23,177 (238)								
Total Expenditures	2,329,746	1,499,520	(830,226)	(35.64%)							
Total Net Levy	(2,133,546)	(1,260,920)	872,626	40.90%							
Notes:											
1	Correction of	Revenue alloca	tion to Financ	e							
	To offset IT Se										
3	Payroll costs,		, Reallocation	of Staff- Costs	allocated						
		to Office of the CAO									
4	Costs allocate	Costs allocated to Office of the CAO									
5	Costs allocate	d to Office of t	he CAO								
6	Staff allocation	ns and IT charg	ge allocations								



2025 Financial Plan Operating Plan - Cost Code Sammary Corporate Services

	2024	2025			2026		2027		2028	
	Total	Total	Budget	%		%		%		%
	Budget	Budget	Variance	Variance	Budget	Variance	Budget	Variance	Budget	Variance
Revenues										
User Charges	100,000	35,000	(65,000)	65.00%	12,000	65.71%	12,000		12,000	
Contribution from Reserves	96,200	203,600	107,400	(111.64%)	101,775	50.01%		100.00%		#DIV/0!
Total Revenues	196,200	238,600	42,400	(21.61%)	113,775	52.32%	12,000	89.45%	12,000	
Expenditures										
Labour	1,675,849	1,038,300	(637,549)	(38.04%)	1,100,748	6.01%	1,149,616	4.44%	1,199,950	4.38%
Purchases	614,048	549,440	(64,608)	(10.52%)	569,935	3.73%	594,405	4.29%	579,510	(2.51%)
Contracted Services	693,623	671,065	(22,558)	(3.25%)	672,315	0.19%	673,615	0.19%	729,985	8.37%
Interfunctional Adjustments	(677,189)	(782,462)	(105,273)	15.55%	(782,343)	(0.02%)	(782,053)	(0.04%)	(787,900)	0.75%
Debt Principal & Interest	23,415	23,177	(238)	(1.02%)		(100.00%)		#DIV/0!		#DIV/0!
Total Expenditures	2,329,746	1,499,520	(830,226)	(35.64%)	1,560,655	4.08%	1,635,583	4.80%	1,721,545	5.26%
Total Net Levy	(2,133,546)	(1,260,920)	872,626	40.90%	(1,446,880)	(14.75%)	(1,623,583)	(12.21%)	(1,709,545)	(5.29%)

Tan 0 🛸	2925 Financial Plan Operating Plan - Cost Code Sammary Castemer Service Centre									
illsonburg										
Chrystale dref de ren dil										
	2024	2025			Note					
	Total	Total	Budget	%	Reference					
	Budget	Budget	Variance	Variance						
Revenues		ĺ								
User Charges	304,955	154,855	(150,100)	49.22%	1					
Total Revenues	304,955	154,855	(150,100)	49.22%						
Expenditures										
Labour	369,054	389,200	20,146	5.46%	2					
Purchases	112,143	113,965	1,822	1.62%						
Contracted Services	50,973	51,856	883	1.73%						
Interfunctional Adjustments	(335,305)	(341,177)	(5,872)	1.75%	3					
Debt Principal & Interest	6,670	6,507	(163)	(2.44%)						
Total Expenditures	203,535	220,351	16,816	8.26%						
Total Net Levy	101,420	(65,496)	(166,916)	164.58%						
Notes:										
1	THI rent revenue									
2	Payroll costs, E	Benefits, COLA								

3 Staff allocations



2025 Financial Plan Operating Plan - Cost Code Semmary Customer Service Centre

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	2024	2025			2026		2027		2028	
	Total	Total	Budget	%		%		%		%
	Budget	Budget	Variance	Variance	Budget	Variance	Budget	Variance	Budget	Variance
Revenues										
User Charges	304,955	154,855	(150,100)	49.22%	155,655	(0.52%)	156,455	(0.51%)	156,355	0.06%
Total Revenues	304,955	154,855	(150,100)	49.22%	155,655	(0.52%)	156,455	(0.51%)	156,355	0.06%
Expenditures										
Labour	369,054	389,200	20,146	5.46%	398,084	2.28%	407,234	2.30%	416,659	2.31%
Purchases	112,143	113,965	1,822	1.62%	116,845	2.53%	119,555	2.32%	122,264	2.27%
Contracted Services	50,973	51,856	883	1.73%	52,739	1.70%	53,639	1.71%	53,639	
Interfunctional Adjustments	(335,305)	(341,177)	(5,872)	1.75%	(348,523)	2.15%	(356,041)	2.16%	(365,537)	2.67%
Debt Principal & Interest	6,670	6,507	(163)	(2.44%)	6,349	(2.43%)	6,190	(2.50%)	6,190	
Total Expenditures	203,535	220,351	16,816	8.26%	225,494	2.33%	230,577	2.25%	233,215	1.14%
Total Net Levy	101,420	(65,496)	(166,916)	164.58%	(69,839)	(6.63%)	(74,122)	(6.13%)	(76,860)	(3.69%)

IT Capital

INDEX		2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
RESERVES	Opening Balance:	199,637	119,153	63,613	7,114	(50,348)	(137,088)	(196,782)	(257,390)	(318,919)	(408,159)
Funding Sources:	Opening Balance.	199,037	119,133	03,013	7,114	(30,340)	(137,000)	(190,702)	(237,390)	(310,919)	(400, 133)
Contributions from Operating B	udget	84,000	86,587	89,185	91,860	94,616	97,455	100,378	103,390	106,491	109,686
Continuations from Operating B	uuget	04,000	00,507	09,100	91,000	94,010	91,433	100,370	103,390	100,491	109,000
	_										
	_										
Tot	al Funding Available for Projects	283,637	205,740	152,798	98,974	44,268	(39,633)	(96,403)	(154,001)	(212,427)	(298,473)
			·		·	·					•
CAPITA	AL PROJECT COMMITMENTS:										
	Computer Hardware Replacement	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000
	Printer/Copier Replacement										
C. Software											
D. Communication Equipmen C		15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
	Server Node Replacement	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
	rirewall, switches, etc.	25,000				25,000				25,000	25,000
G. Fire Hardware Equipment F	Fire Hardware Replacement										
New Projects - Growth											
Additional Work Stations		20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Inflation Adjustment		6,464	8,262	11,124	14,054	20,192	20,075	23,166	26,339	31,216	31,216
Inflation Adjustment		0,404	0,202	11,124	14,054	20,192	20,075	23,100	20,339	31,210	31,210
Total C	ommittments To Capital Projects	166,464	143,262	146,124	149,054	180,192	155,075	158,166	161,339	191,216	191,216
1 Stat S	ommittinents to Sapitar Fojects	100,404	140,202	140,124	143,004	100,132	100,010	100,100	101,000	131,210	131,210
TRANSFERS OUT:											
	_										
Transfers to Operating budget											
Transfers to operating badget											
Tota	I Expenditures Against Reserves	166,464	143,262	146,124	149,054	180,192	155,075	158,166	161,339	191,216	191,216
1012			. 10,202	. 10,121	0,00-1	.00,102	. 55,51 5	.50,100	.51,005	.01,210	101,210
Closing Balance Before Interes	est	117,173	62,478	6,674	(50,080)	(135,924)	(194,708)	(254,569)	(315,339)	(403,643)	(489,689)
2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2		,	, •	-,	(10,000)	(110,021)	(10.,.00)	(=3.,000)	(===,===)	(100,010)	(100,000)
Interest Income		1,980	1,135	439	(269)	(1,164)	(2,074)	(2,821)	(3,580)	(4,516)	(5,612)
		1,000	1,100	100	(200)	(1,101)	(2,014)	(2,021)	(0,000)	(1,010)	(0,012)
Closing Reserve Balance		119,153	63,613	7,114	(50,348)	(137,088)	(196,782)	(257,390)	(318,919)	(408,159)	(495,301)
Closing Reserve Dalance		110,100	30,013	7,114	(55,545)	(107,000)	(100,102)	(201,000)	(010,010)	(400,100)	(+30,001)



2025 Capital Project Listing - New Requests

Comorate Services

	1		1				1					
		Contribution	Grants	Tax Supported	Reserves	DC	Donation	Miscellaneous	User Pay	Taxation	Comments	
	Expenditures	to Reserves		Debt		Reserves			Debt			
Project Listing												
110 Corporate Services												
X92 Annual Replacement of IT Capital	(84,000)	84,000									IT Charges	
X91 Additonal Workstations - From Growth	20,000				(20,000)						IT Reserve	
X90 Security Equipment - Firewall. Switches, etc	25,000				(25,000)						IT Reserve	
X89 Server Node Replacement	40,000				(40,000)						IT Reserve	
X88 Computer Hardware Replacement	60,000				(60,000)						IT Reserve	
X87 Cell Phone Replacement	15,000				(15,000)						IT Reserve	
Total 110 Corporate Services	76,000	84,000			(160,000)							
Total Project Listing	\$76,000	\$84,000			(\$160,000)							

Capital Projects

Project Department X87 Cell Phone Replacement

Corporate Services

Version 3 - SMT final

Year 2025

Description

Cell phones have become a very important tool for municipal staff. They improve communication, streamline workflows and have enhanced their ability to deliver services effectively.

Justification

Replacement of aging cell phones ensures that we maintain reliable, secure and efficient communication. It prevents performance issues, supports the latest apps, improves security with regular updates, reduces maintenance costs, and enhances productivity. This also includes the purchase of additional cell phones for new positions.

Budget								
	Total	2025	2026	2027	2028	2029	2030	
Expenditures								
Construction	15,000	15,000						
Expenditures Total	15,000	15,000						
Funding								
Cont.from Reserves	15,000	15,000						
Funding Total	15,000	15,000						

Capital Projects

Project Department X88 Computer Hardware Replacement

Corporate Services

Version 3 - SMT final

Year | 2025

Description

The computer hardware replacement plan is essential for regularly updating and replacing computers and related equipment. Replacing this hardware before failure, at the end of its useful life ensures that the technology infrastructure stays reliable, secure and efficient to support the Towns operations and services.

Justification

This allows staff to have computing equipment that is in good operating order and able to handle the processing requirements of their duties, especially for staff working remotely. This will be funded from the IT reserve.

Budget								
	Total	2025	2026	2027	2028	2029	2030	
Expenditures								
Construction	60,000	60,000						
Expenditures Total	60,000	60,000						
Funding								
Cont.from Reserves	60,000	60,000						
Funding Total	60,000	60,000						

Capital Projects

Project Department X89 Server Node Replacement

Corporate Services

Version 3 - SMT final

Year 2025

Description

Servers are computer hardware that are designed to manage network resources and provide data, services or programs to other computers over a network. This server node replacement will keep our servers and storage up to date and functioning at the end of their useful life.

Justification

Servers are the backbone for all of the Towns' software to run on and they also store all of the data. Without keeping the servers up to date we chance failure to multiple systems and software.

Budget								
	Total	2025	2026	2027	2028	2029	2030	
Expenditures								
Construction	40,000	40,000						
Expenditures Total	40,000	40,000						
Funding								
Cont.from Reserves	40,000	40,000						
Funding Total	40,000	40,000						

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Capital Projects

Project Department X90 Security Equipment - Firewall. Switches, etc.

Corporate Services

Version 3 - SMT final Year 2025

Description

IT security is essential due to the growing complexity and frequency of digital threats. Security equipment including firewalls and switches is vital for safeguarding networks, maintaining data privacy, preventing cyber threats, ensuring compliance and enabling uninterrupted operations.

Justification

The Town now has its own IT Department. In order to keep the network secure we need to be able to install hardware like firewalls, and virus protection etc.

Budget								
	Total	2025	2026	2027	2028	2029	2030	
Expenditures								
Construction	25,000	25,000						
Expenditures Total	25,000	25,000						
Funding								
Cont.from Reserves	25,000	25,000						
Funding Total	25,000	25,000						

Capital Projects

Project
Department

X91 Additonal Workstations - From Growth

Corporate Services

Version 3 - SMT final

Year 2025

Description

The purchase of additional workstations for new hires due to growth.

Justification

As our Town is growing in population, we require more staff to provide services. Because of new hires, additional workstations need to be purchased.

Budget								
	Total	2025	2026	2027	2028	2029	2030	
Expenditures								
Construction	20,000	20,000						
Expenditures Total	20,000	20,000						
Funding								
Cont.from Reserves	20,000	20,000						
Funding Total	20,000	20,000						

Capital Projects

Project	X92 A
Department	Corpo

92 Annual Replacement of IT Capital

Corporate Services

Version 3 - SMT final

Year 2025

Description

The annual contribution to IT reserves for computer and server replacements through the towns internal IT charges.

Justification

Ensuring that the interdepartmental charges are made to recover an amount that is equal to or less than the incremental costs incurred in providing services. these costs include replacement of equipment, software cost and annual licence fees.

Budget								
	Total	2025	2026	2027	2028	2029	2030	
Expenditures								
Cont.to Reserves	84,000	84,000						
Other	(84,000)	(84,000)						
Expenditures Total	0	0						