



Subject: 2024 Q4 Corporate Services Department Results

Report Number: CS-25-015

Department: Corporate Services Department

Submitted by: Renato Pullia, Acting Director of Corporate Services; Director of Finance / Treasurer and Kyle Pratt, Chief Administrative Officer

Meeting Type: Council Meeting

Meeting Date: Monday, April 28, 2025

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 December 31, 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	2 FTE
Customer Service	Internal	4 FTE – Includes Customer Service Supervisor, Customer Service Representative (x3)
IT	External / Internal	3 FTE (part year) + Contract – Oxford County

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	3 FTE- Includes CAO, Executive Assistant and Manager of Innovation & Strategic Initiatives
Human Resources	Internal	3 FTE – Includes HR Manager, HR Generalist, H&S Coordinator

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

For 2024, 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 Q4 2024:

Objective	Owner	Target Date	Status
Youth Engagement Program	Director of Corporate Services/ Clerk	Complete	<ul style="list-style-type: none"> Youth Advisory Council meet on matters affecting youth.
Procedure By-Law Review	Director of Corporate Services/Clerk	Q1 Q3 Q4 Q4 '25	<ul style="list-style-type: none"> Originally slated for Q1 however competing priorities have delayed the review to Q4 2025.

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Communications Procedures and Policies Review	Communications Officer	Ongoing	<ul style="list-style-type: none"> Communications Specialist onboarded in Q4. Improvements to technology available to Communications secured.
Business Licensing Program Review	Customer Service Team	Q4 Q4 '25	<ul style="list-style-type: none"> Project originally to commence in Fall of 2024. Delayed to Q4 2025.
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) – completed. 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 and completed in Q4. Recruitment for new team members commenced in June 2024. Manager position filled in September, one IT Technician filled in November.
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. Annual information report to be provided to Council in Q2 '25.

While not a part of the final 2024 Business Plan, the following items are noteworthy initiatives that were completed by Q4 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.
- 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. Notice period notification began in Q2 2025, with final report after 60-day objection period to be provided in Q3 2025.

3.2 Office of the Chief Administrative Officer

The following chart provides an overview of the Office of the CAO operational results for Q4 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	Manager of Human Resources	Q3	In Progress

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and Company-Wide Policy			
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
Physician Recruitment	CAO	Ongoing	The Health Care Recruiter resigned from the position in September 2024. Committee recommended to Council including budget for hiring a shared recruiter in 2025. Committee recommended to Council that funding be set aside in 2025 to be used towards the temporary clinic.
Town Hall Project – Design Development; Prepare Contract Documents; Tender/Procurement	CAO	Ongoing	Staff continue working on developing alternative design and location options.
Attainable and Affordable Housing – 31 Earle Street	CAO	Q4 2024 Q4 2025	The environmental impact study along with the peer review is complete. An EOI was released for a scaled-down development concept as a result of public feedback. A planning justification study is underway.
Review of Hydro Services – MSA, MOUD, Management Services	CAO	Q4 2024	ERTH Corporation continues to manage the hydro utility on a contract basis.
Carry out Strategic Plan Initiatives	CAO	Ongoing	Ongoing – Staff are undertaking and moving forward with various

			priority Strategic Plan initiatives.
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CONSULTATION

Office of the CAO, Corporate Services Team, Manager of Human Resources.

FINANCIAL IMPACT/FUNDING SOURCE

The Q4 2024 Corporate Services variance of \$114K, Customer Service variance of \$51K and Council variance of \$81K are detailed 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.

Priority Project – N/A


ATTACHMENTS

- Appendix A – Corporate Services
- Appendix B – Customer Service Centre
- Appendix C – Council


Appendix A – Corporate Services

 <div> Financial Plan Operating Plan - Cost Code Summary Corporate Services As of December 31, 2024 </div>					
	2024	2024	Actual	%	Note
	YTD Budget	YTD Actuals	Variance	Variance	Reference
10 Gen					
Revenues					
User Charges	100,000	35,330	(64,670)	(65%)	1
Contribution from Reserves	96,200	18,598	(77,602)	(81%)	2
Total Revenues	196,200	53,928	(142,272)		
Expenditures					
Labour	1,675,849	1,483,497	192,352	11%	3
Purchases	614,048	381,231	232,817	38%	4
Contracted Services	693,730	623,242	70,488	10%	5
Contribution to Reserves		234,046	-234,046		6
Interfunctional Adjustments	-677,189	-672,234	-4,955	1%	
Debt Principal & Interest	23,415	23,416	-1		
Total Expenditures	2,329,853	2,073,198	256,655		
Total Net Levy	(2,133,653)	(2,019,270)	114,383		
Notes					
1 Miscellaneous Revenue under 2 To offset Staff time 3 Net Labour under - Vacant FT position & Staff time allocated to NG911 Project 4 Rent Exp under \$146,100; Heat-Light-Water under \$55,800; Advertising Exp under \$18,500; Training Exp under 23,500 5 Consultant/Legal Expense over \$3,600; Subcon Expense under \$6,900; Equipment Maintenance Contract Exp under \$67,300 6 Surplus in Rent Exp, Heat-Light-Water and Insurance Claims					

Appendix B – Customer Service Centre

 <div> Financial Plan Operating Plan - Cost Code Summary Customer Service Centre As of December 31, 2024 </div>					
	2024	2024	Actual	%	Note
	YTD Budget	YTD Actuals	Variance	Variance	Reference
10 Gen					
Revenues					
User Charges	304,955	307,656	2,701	(1%)	
Total Revenues	304,955	307,656	2,701		
Expenditures					
Labour	369,054	353,133	15,921	4.31%	1
Purchases	112,143	90,290	21,853	19%	2
Contracted Services	50,973	44,598	6,375	13%	3
Interfunctional Adjustments	-335,305	-339,633	4,328	1%	
Debt Principal & Interest	6,670	6,669	1		
Total Expenditures	203,535	155,057	48,478		
Total Net Levy	101,420	152,599	51,179		
Notes					
1 FT labour under- CSR vacancy and Staff allocation					
2 Heat, Light & Water Exp under \$12,300					
3 Subcon Exp under \$6,400					

Appendix C – Council

 <div> Financial Plan Operating Plan - Cost Code Summary Council As of December 31, 2024 </div>					
	2024	2024	Actual	%	Note
	YTD Budget	YTD Actuals	Variance	Variance	Reference
10 Gen					
Revenues					
Other Revenue	61,700	18,675	(43,025)	(70%)	1
Contribution from Reserves	35,000		(35,000)	(100%)	2
Total Revenues	96,700	18,675	(78,025)		
Expenditures					
Labour	229,417	224,927	4,490	2%	
Purchases	353,360	88,137	265,223	75%	3
Contracted Services	2,500	5,160	-2,660	106%	
Contribution to Reserves	15,000	122,696	-107,696	718%	4
Interfunctional Adjustments	42,906	42,900	6		
Total Expenditures	643,183	483,820	159,363		
Total Net Levy	(546,483)	(465,145)	81,338		
Notes					
1 Physician Recruitment Position					
2 Doctor Recruitment					
3 Physician Recruitment Position, Doctor Recruitment, Strat Plan Initiatives					
4 Physician Recruitment Position & Doctor Recruitment surplus					