

# TOWN OF TILLSONBURG

## 2022 Business Plan

Financial Services

November 29, 2021



# Departmental Highlights

- Departmental Accomplishments:
  - WFH and meet interim audit requirements
  - Implementation of Virtual City Hall (VCH)
    - Customer Service, Communication and Engagement Pillar - Continue to develop digital service delivery while maintaining counter and telephone channels
  - Regional collaboration
    - Explore opportunities for service efficiencies in partnership with adjacent municipalities
      - A/P Digitization Review – County, Tillsonburg, Ingersoll
  - Strengthen procurement processes
    - New templates to enhance process and reduce risk
  - Delegation of duties / skills development
    - Enhance employee engagement and training as the foundation for exceptional customer service

# 2022 Business Objectives

Project	Community Strategic Plan	Lead Accountability	Project Cost	Anticipated Completion
Financial System (Great Plains) Version Update	<b>Goal</b> – Customer Service, Communications and Engagement <b>Strategic Direction</b> – Excellence and accountability in government <b>Priority Project - Short Term</b> -	<b>Director</b> / Deputy Treasurer / Revenue Manager	\$9,000 (within Corp Services - IT)	Q1
AP Digitalization, streamlining study with County and Ingersoll (Pending Review)	<b>Goal</b> – Customer Service, Communications and Engagement <b>Strategic Direction</b> – Excellence and accountability in government <b>Priority Project - Short Term</b> -	<b>Director</b> / Deputy Treasurer / AP Clerk	TBD (\$33,300 estimate within Operating budget)	TBD
Purchase Order (Paramount) / FMW Integration Pilot (Pending outcome of AP Digitalization)	<b>Goal</b> – Customer Service, Communications and Engagement <b>Strategic Direction</b> – Excellence and accountability in government <b>Priority Project - Short Term</b> -	<b>Director</b> / Deputy Treasurer / Purchasing Coordinator	TBD	Q2
Multi-year Budget Development & Asset Management Plan Integration (FMW and CityWide)	<b>Goal</b> – Customer Service, Communications and Engagement <b>Strategic Direction</b> – Excellence and accountability in government <b>Priority Project – Short Term</b> – Multi-year budgeting; Financial sustainability plan	<b>Director</b> / Deputy Treasurer / Operations staff / SLT & Managers	\$28,000	Q3

# 2022 Business Objectives Cont'd

Project	Community Strategic Plan	Lead Accountability	Project Cost	Anticipated Completion
Reserves & Trusts Thresholds Policy Review	<p><b>Goal</b> – Customer Service, Communications and Engagement</p> <p><b>Strategic Direction</b> – Excellence and accountability in government</p> <p><b>Priority Project – Short Term</b> – Multi-year budgeting; Financial sustainability plan</p>	<b>Director</b> / Deputy Treasurer	\$0	Q4
Foundational work on 2023-2025 Goals	<p><b>Goal</b> – Customer Service, Communications and Engagement</p> <p><b>Strategic Direction</b> – Excellence and accountability in government</p> <p><b>Priority Project – Short Term</b> – Multi-year budgeting; Financial sustainability plan</p>	<b>Director</b> / Deputy Treasurer / Revenue Manager	\$0	Q4

# Risks & Opportunities

Risk	Opportunity
Cyber risk; ransomware attacks	Strengthening internal processes; fraud prevention services; insurance
Numerous departmental transitions, workload and stretched resources	Skills training and development; service level reviews
Technology obsolescence;	Innovation and strategic investments in new technology and processes
Pandemic disruptions uncertainties	
Budget approval	

# Future Departmental Directions: 3 Year Outlook

- 2023-2025
  - AR Collections & Write-Off Policy
  - Financial Sustainability Plan/Long-range Financial Plan
  - Updated Debt Policy
  - Purchase Order Policy



**2022 Financial Plan**  
**Operating Plan - Cost Code Summary**  
**Financial Services**

	2021	2022	Budget	%	Note
	Budget	Budget	Variance	Variance	Reference
<b>Revenues</b>					
Grants	-709,900	-653,600	56,300	(7.9%)	1
User Charges	-24,000	-24,000			
Other Revenue	-60,000	-70,000	-10,000	16.7%	2
Contribution from Reserves	-150,000	-28,000	122,000	(81.3%)	3
<b>Total Revenues</b>	<b>-943,900</b>	<b>-775,600</b>	<b>168,300</b>	<b>(17.8%)</b>	
<b>Expenditures</b>					
Labour	800,000	838,700	38,700	4.8%	
Purchases	65,300	118,100	52,800	80.9%	4
Contracted Services	40,000	40,000			
Contribution to Reserves	53,800		-53,800	(100.0%)	5
Interfunctional Adjustments	-199,100	-227,200	-28,100	14.1%	6
<b>Total Expenditures</b>	<b>760,000</b>	<b>769,600</b>	<b>9,600</b>	<b>1.3%</b>	
<b>Total Net Levy</b>	<b>-183,900</b>	<b>-6,000</b>	<b>177,900</b>	<b>(96.7%)</b>	
<b>Notes:</b>					
1	Increased OMPF Grant; Safe Restart grant not applicable in 2021				
2	Interest Revenue				
3	One-time use from prior year consolidated surplus				
4	Special Projects - AP Digitalization & FMW multi year budget				
5	Savings into Tax Rate Stabilization reserve				
6	Staff time allocations				