

TOWN OF TILLSONBURG

2022 Business Plan

Corporate Services

November 29, 2021



2022 Business Objectives

Project	Community Strategic Plan	Lead Accountability	Project Cost	Anticipated Completion
Employee Engagement Survey	Goal – Customer Service, Communication and Engagement Strategic Direction –Enhance employee engagement and training as the foundation for exceptional customer service Priority Project-Employee Engagement Strategy	Manager of Human Resources	\$10,000	June of 2022
Investigate Options for a Volunteer Recognition Program	Goal–Customer Service, Communication and Engagement Strategic Direction – Engage Community Groups Priority Project-Volunteer Recognition Program	Manager of Human Resources	\$2,500	April of 2022
Council Orientation Program	Goal – Customer Service, Communication and Engagement Strategic Direction –Position Tillsonburg as a leader in the municipal sector Priority Project-Provide training to members of Council.	Director of Corporate Services	\$5,000	Ongoing

2022 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- Youth Engagement Strategy	Clerk	\$1,000	Ongoing
Review of Council Committees	Goal – Customer Service, Communication and Engagement Strategic Direction –Better engage community groups Priority Project-Review of mandate/terms of reference for committees	Clerk	N/A	Summer of 2022
Municipal Election	Goal –Customer Service, Communication and Engagement Strategic Direction –Engage the community Priority Project-Preparing and delivering a successful election process	Clerk	\$45,000	October of 2022

2022 Business Objectives

Project	Community Strategic Plan	Lead Accountability	Project Cost	Anticipated Completion
Navigation improvements on the Municipal website	Goal – Customer Service, Communications and Engagement Strategic Direction –continue to develop digital service delivery Priority Project- improving the website	Communications Officer	\$60,000 upper end (scalable)	End of 2022
Mobile Application for reporting and service requests	Goal –Customer Service, Communications and Engagement Strategic Direction –continue to develop digital service delivery Priority Project-introduction of a new mobile application	Communications Officer	\$37,500	End of 2022
Implement IT plan	Goal – Customer Service, Communications and Engagement Strategic Direction –explore opportunities for service efficiencies Priority Project-Once IT plan has concluded, implement the recommendations	Director of Corporate Services	Not known at this time	Multi-year

2022 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- securing new equipment for team members	IT	\$74,000 (-\$74,000 recovery from Departments)	Q4
Computer Replacements	Goal – Customer Service, Communications and Engagement Strategic Direction –service efficiencies and employee satisfaction by providing them with the right tools Priority Project- securing new equipment for team members	IT	\$62,300	Q4
Cell Phone Replacements	Goal – Customer Service, Communications and Engagement Strategic Direction –service efficiencies and employee satisfaction by providing them with the right tools Priority Project- securing new equipment for team members	IT	\$8,000	Q4



- **Recruitment**
- **Pay Administration**
- **Human Resource Information System (HRIS)**
- **Benefit Administration**
- **Policy & Procedures**
- **Employee Relations**
- **Health & Safety/Wellness**
- **Labour Relations**

Total FTE Count

	2021	2022 (proposed)
Total FTE Requirements	140.35	143.1
Change from previous year	3.01	2.75

Risks

IT

- Cyber attacks against municipal government which requires continued constant vigilance and precautions.

Challenges

Human Resources

- Competitive recruiting in our sector which may impact our ability to hire the best. There is also a trend of people moving from one organization to another so retention of our good talent may be a challenge.

Opportunities

Clerks

- Increased efficiencies while ensuring record retention best practices by converting all permanent files to electronic format.

Human Resources

- Building, training an engaged team to see the successful delivery of services

Customer Service

- With the assistance of the right tools and technology, we can see efficiencies which will result in excellence in customer service.

Future Departmental Directions: 3 Year Outlook

- 2023/2024/2025 – ongoing management of documents and records which continues to increase
- Communication practices continue to evolve and we need to understand the ever changing needs of our residents
- On-going training and identification of tools is necessary to ensure we see excellence in customer service delivery
- The changes we are seeing in our sector (ie increased retirements) requires us to be an employer of choice so we need to position ourselves accordingly.



2022 Financial Plan
Operating Plan - Cost Code Summary
Corporate Services

	2021	2022	Budget	%	Note
	Budget	Budget	Variance	Variance	Reference
Revenues					
User Charges	-11,000	-34,000	-23,000	209.1%	1
Contribution from Reserves	-4,000		4,000	(100.0%)	
Total Revenues	-15,000	-34,000	-19,000	126.7%	
Expenditures					
Labour	1,066,300	1,111,100	44,800	4.2%	
Purchases	562,100	595,100	33,000	5.9%	2
Contracted Services	525,600	525,800	200		
Interfunctional Adjustments	-438,000	-533,400	-95,400	21.8%	3
Debt Principal & Interest		23,900	23,900		1
Total Expenditures	1,716,000	1,722,500	6,500	0.4%	
Total Net Levy	1,701,000	1,688,500	-12,500	(0.7%)	
Notes:					
1	Debt principal is fully offset by by third party payment				
2	Insurance cost and Benefit Enhancement				
3	Staff allocations and IT charge allocations				



2022 Financial Plan
Operating Plan - Cost Code Summary
Customer Service Centre

	2021	2022	Budget	%	Note
	Budget	Budget	Variance	Variance	Reference
Revenues					
User Charges	-298,700	-298,700			
Total Revenues	-298,700	-298,700			
Expenditures					
Labour	280,600	290,000	9,400	3.3%	
Purchases	90,600	94,600	4,000	4.4%	
Contracted Services	32,000	34,200	2,200	6.9%	
Interfunctional Adjustments	-231,400	-248,100	-16,700	7.2%	1
Debt Principal & Interest	7,300	7,000	-300	(4.1%)	
Total Expenditures	179,100	177,700	-1,400	(0.8%)	
Total Net Levy	-119,600	-121,000	-1,400	1.2%	
Notes:					
1	Staff allocations				



2022 Financial Plan
Operating Plan - Cost Code Summary
Council

	2021	2022	Budget	%	Note
	Budget	Budget	Variance	Variance	Reference
Revenues					
Grants		-162,100	-162,100		1
Contribution from Reserves	-135,000	-115,000	20,000	(14.8%)	2
Total Revenues	-135,000	-277,100	-142,100	105.3%	
Expenditures					
Labour	199,000	203,800	4,800	2.4%	
Purchases	278,100	483,100	205,000	73.7%	3
Contracted Services	1,800	36,800	35,000	1,944.4%	4
Contribution to Reserves	10,000	10,000			
Interfunctional Adjustments	26,400	34,900	8,500	32.2%	5
Total Expenditures	515,300	768,600	253,300	49.2%	
Total Net Levy	380,300	491,500	111,200	29.2%	
Notes:					
1	Modernization funding intake 3				
2	Physician Recruitment and the Election				
3	Strategic plan initiatives				
4	Municipal election				
5	IT charges allocation				

2022 Capital Project Listing - New Projects (Draft)															
	Project #	Contribution	Grants	Grants	Tax Supported	Reserves	DC	DC	Donations	Miscellaneous	User Pay	Taxation	Project	Priority	ITEM
	in FMW	Expenditures	to Reserves	Oxford County	Fed & Prov	Debt	Reserves - w/o Exemptions	Reserves - with Exemptions			Debt		Ranking	Code	#
Project Listing															
110 Corporate Services															
Annual IT replacement program	X95	(74,000)	74,000									-	1	A – Must do this year	3- Regular replacement program-existing service level
Computer Replacements	X96	62,300					(62,300)					-	1	A – Must do this year	3- Regular replacement program-existing service level
Cell Phone Replacements	X97	8,000					(8,000)					-	2	A – Must do this year	3- Regular replacement program-existing service level
Total 110 Corporate Services		(3,700)	74,000	-	-	-	(70,300)	-	-	-	-	-			

Town of Tillsonburg

Capital Projects

Project	X95 Annual Replace IT Capital		
Department	Corporate Services		
Version	3 - SMT final	Year	2022

Description

The annual contribution to IT reserves for computer and server replacements.

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	2022	2023	2024	2025	2026	2027
Expenditures							
Cont.to Reserves	74,000	74,000					
Other	(74,000)	(74,000)					
Expenditures Total	0	0					

Town of Tillsonburg

Capital Projects

Project	X96 Computer Replacements		
Department	Corporate Services		
Version	3 - SMT final	Year	2022

Description

This project is for the replacement of computers that have reached the life cycle.

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	2022	2023	2024	2025	2026	2027
Expenditures							
Construction	62,300	62,300					
Expenditures Total	62,300	62,300					
Funding							
Cont.from Reserves	62,300	62,300					
Funding Total	62,300	62,300					

Town of Tillsonburg

Capital Projects

Project	X97 Cell Phone Replacements		
Department	Corporate Services		
Version	3 - SMT final	Year	2022

Description

As part of the cell phone replacement plan, \$8,000 is in the 2022 budget same as in 2021. This project is funded from the IT reserve.

Justification

Cell phones like computers will reach their useful life and need replacing. Once problems start to occur, memory fills up, specs become outdated, battery issues and the mobile browser gets slower. The performance will not improve over time as the phones age.

Budget

	Total	2022	2023	2024	2025	2026	2027
Expenditures							
Construction	8,000	8,000					
Expenditures Total	8,000	8,000					
Funding							
Cont.from Reserves	8,000	8,000					
Funding Total	8,000	8,000					