

# TOWN OF TILLSONBURG

## 2026 Business Plan

Financial Services

November 27, 2025



# 2026 Business Objectives

Project	Community Strategic Plan	Lead Accountability	Project Cost	Anticipated Completion
Annual Progress Review – Asset Management, July 1, 2026 [O. Reg. 588/17, S. 9]	<p><b>Goal</b> – Tillsonburg residents and businesses will be connected to each other, regional networks, and the world through effective traditional and digital infrastructure</p> <p><b>Strategic Direction</b> – Develop a robust, long-term asset mgmt. plan to inform evidence-based decisions on the maintenance, rehabilitation and replacements of municipal infrastructure</p> <p><b>Priority Project – <i>Short Term</i></b> - Asset Management Plan</p>	<b>Asset Mgmt Coordinator / Director / Asset Managers / SLT</b>	Staff time	Q2 annually
Citywide Maintenance Manager module implementation (Asset Mgmt Work Order system)	<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 – <i>Short Term</i></b> - Financial sustainability plan</p>	<b>Asset Mgmt Coordinator / Director / Asset Managers</b>	\$92,500 (Tax Rate Reserve 2026) and \$62,500 (Tax Rate Reserve 2027) - \$24,000 annual 2027 (IT Operating Budget) [Offset by -\$50K reduction on current software license]	2026-2027 Q4 2027 full transition
CityWide Budgeting Fund Manager implementation – Multi-year Reserve integration with Capital Budget	<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 – <i>Short Term</i></b> – Multi-year budgeting; Financial sustainability plan</p>	<b>Budget Coordinator/ Director / Deputy Treasurer /</b>	\$10,000 (Tax Rate Reserve)	Q2 2026
Debt (Capital Financing) Policy Update	<p><b>Goal</b> – Customer Service, Communications and Engagement</p> <p><b>Strategic Direction</b> – Excellence &amp; accountability in govt</p> <p><b>Priority Project – <i>Short Term</i></b> - Financial sustainability plan</p>	<b>Director / Budget Coordinator</b>	\$0	Q2 2026

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Surplus/Deficit Allocation Policy Update	<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</b> – <i>Short Term</i> - Financial sustainability plan</p>	Director / Deputy Treasurer	\$0	Q2 2026
CityWide Budgeting Salary Plan Module Implementation	<p><b>Goal</b> – Customer Service, Communications and Engagement</p> <p><b>Strategic Direction</b> – Position Tillsonburg as a leader in the municipal sector.</p> <p><b>Priority Project</b> – N/A</p>	Budget Coordinator / Deputy Treasurer / Director /	\$25,000 one time (Tax Rate Reserve) & \$5,000 annual (IT Budget)	Q2 2026
Accounts Receivable & Write-Off Policy	<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</b> – <i>Short Term</i> - Financial sustainability plan</p>	Revenue Manager / Director / Deputy Treasurer	\$0	Q2 2026
Caseware software implementation - preparation of financial statements and year-end audit process improvement	<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</b> – N/A</p>	Deputy Treasurer / Director	\$50,000 one-time (Tax Rate Reserve, Finance) plus \$4,000 annual (IT Budget)	Q3 2026

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Project	Community Strategic Plan	Lead Accountability	Project Cost	Anticipated Completion
Bids&Tender Purchasing Platform – Contract Management, Evaluation & Vendor Performance	<b>Goal</b> – Customer Service, Communications and Engagement <b>Strategic Direction</b> – Excellence and accountability in government <b>Priority Project</b> – N/A	<b>Purchasing Coordinator</b> / Director / Corporate Analysts	\$5,000 (Tax Rate Reserve)	Q3 2026
Digital Accounts Payable Software Implementation – dependent on replacement options for new financial system	<b>Goal</b> – Customer Service, Communications and Engagement <b>Strategic Direction</b> – Position Tillsonburg as a leader in the municipal sector. <b>Priority Project – Short Term</b> – n/a	<b>Purchasing Coordinator</b> / Director / Corporate Analysts	\$33,300 one-time (Tax Rate Reserve) & \$13,000 annual (IT Budget)	Q3 2027
Commence review of replacement options for new financial system	<b>Goal</b> – Customer Service, Communications and Engagement <b>Strategic Direction</b> – Excellence and accountability in government <b>Priority Project</b> – N/A	<b>Director</b> / Deputy Treasurer / Contract Specialist	Staff time	2027
Review and Update Procurement Policy	<b>Goal</b> – Customer Service, Communications and Engagement <b>Strategic Direction</b> – Excellence and accountability in government <b>Priority Project</b> – N/A	<b>Purchasing Coordinator</b> / Director / Manager of Innovation & Strategic Initiatives / Managers	Staff time	Q1 2026

# Future Departmental Directions: 3 Year Outlook

- 2027-2029
  - **Replacement of Financial System**
  - 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