

2024 BUSINESS PLAN AND BUDGET

COUNTY COUNCIL SPECIAL BUDGET MEETING 1
NOVEMBER 15, 2023



OUTLINE

1. Budget Process
2. Budget Highlights
3. Capital Plan and Asset Management
4. Business Plan and Budgets by Department
5. Library Budget
6. General Budget
7. Court Security
8. Summary
9. Pending Budget Adjustments

Public Works

Human Services

Woodingford Lodge

Corporate Services

Council

CAO

Paramedic Services

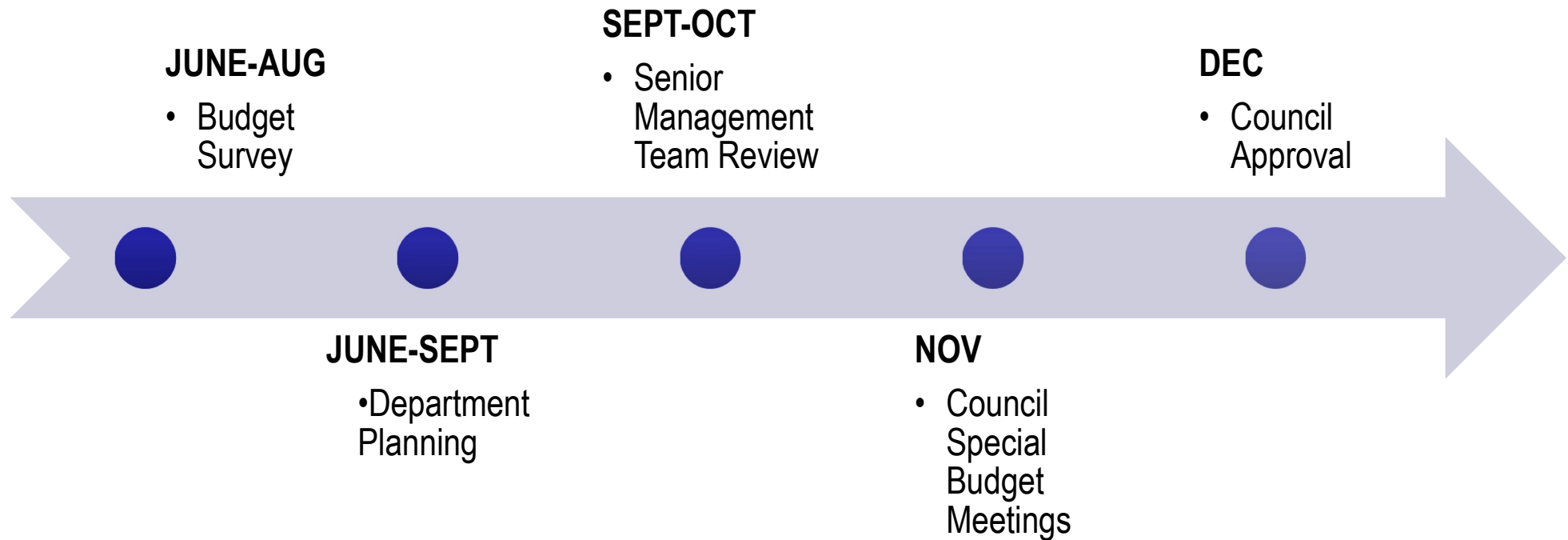
Human Resources

Community Planning

BUDGET PROCESS

BUDGET PROCESS

BUSINESS PLANNING AND BUDGET PROCESS



BUDGET PROCESS

BUDGET DEVELOPMENT

2023 Approved Budget

+/- Base budget	Maintain services at the level of the previous year's approved budget
+/- Non-Recurring	Items that are non-recurring in nature
+/- Service level	Changes in the services provided
+/- New initiatives	Significant new programs or services that are intended to have a lasting impact
+/- Initiative Gapping	Phased-in impacts of service level and new initiatives to be realized in future budget year
+/- In-year Approval/ Carryover	In-year approvals previously not included in the budget
+/- Minor Capital and Major Infrastructure	Expansion of capital assets and studies

= 2024 Draft Budget

BUDGET PACKAGE

REPORT PRESENTATION

	2023	2023	LESS: 2023	2024	2024		\$ OVER	% OVER
	FORECAST	BUDGET*	NON-RECURRING	BASE BUDGET	BUDGET IMPACTS	2024 BUDGET	2023 BUDGET	2023 BUDGET
OPERATING								
REVENUES								
GENERAL REVENUES								
PROVINCIAL GRANTS	(175,768)	(138,904)	-	-	-	(138,904)	-	-
USER FEES AND CHARGES	(27,730)	(13,600)	-	(6,300)	-	(19,900)	(6,300)	46.3%
NET INVESTMENT INCOME	(5,000)	-	-	-	-	-	-	-
OTHER REVENUE	(8,616)	(3,600)	-	-	-	(3,600)	-	-
TOTAL GENERAL REVENUES	(217,114)	(156,104)	-	(6,300)	-	(162,404)	(6,300)	4.0%
OTHER REVENUES								
RESERVE TRANSFER	(501,642)	(595,820)	299,946	295,874	(305,899)	(305,899)	289,921	(48.7%)
DEVELOPMENT CHARGES	(157,160)	(157,160)	-	85,511	-	(71,649)	85,511	(54.4%)
TOTAL OTHER REVENUES	(658,802)	(752,980)	299,946	381,385	(305,899)	(377,548)	375,432	(49.9%)
TOTAL REVENUES	(875,916)	(909,084)	299,946	375,085	(305,899)	(539,952)	369,132	(40.6%)
EXPENSES								
SALARIES AND BENEFITS								
SALARIES	2,284,171	2,330,963	-	20,468	186,521	2,537,952	206,989	8.9%
BENEFITS	530,468	518,417	-	105,069	37,008	660,494	142,077	27.4%
GAPPING ALLOCATION	-	(18,000)	18,000	-	-	-	18,000	(100.0%)
TOTAL SALARIES AND BENEFITS	2,814,639	2,831,380	18,000	125,537	223,529	3,198,446	367,066	13.0%
OPERATING EXPENSES								
MATERIALS	657,515	688,937	(17,490)	(194,489)	65,165	542,123	(146,814)	(21.3%)

- Groups and aligns revenue and expenses
- Columns show budget changes between 2023 Budget and 2024 Draft Budget

BUDGET PACKAGE

REPORT PRESENTATION

	2023	2023	LESS: 2023	2024	2024		\$ OVER	% OVER
	FORECAST	BUDGET*	NON-RECURRING	BASE BUDGET	BUDGET IMPACTS	2024 BUDGET	2023 BUDGET	2023 BUDGET
OPERATING								
TOTAL INTERDEPARTMENTAL CHARGES	1,367,865	1,375,086	-	34,358	95,511	1,504,955	129,869	9.4%
TOTAL EXPENSES	5,144,115	5,177,283	(29,490)	(124,304)	511,205	5,534,694	357,411	6.9%
PROGRAM SURPLUS/DEFICIT								
RESERVE CONTRIBUTION TO (FROM)								
RESERVE CONTRIBUTION-SURPLUS	-	-	-	-	-	-	-	-
TOTAL RESERVE CONTRIBUTION TO (FROM)	-	-	-	-	-	-	-	-
TOTAL PROGRAM SURPLUS/DEFICIT	-	-	-	-	-	-	-	-
NET OPERATING	4,268,199	4,268,199	270,456	250,781	205,306	4,994,742	726,543	17.0%
CAPITAL								
CAPITAL REVENUES								
CAPITAL PROVINCIAL GRANTS	(7,545)	-	-	-	-	-	-	-
CAPITAL RESERVE TRANSFER	(38,250)	(53,400)	24,000	(259,600)	-	(289,000)	(235,600)	441.2%
CAPITAL CONTRIBUTIONS	-	-	-	(36,000)	-	(36,000)	(36,000)	-
TOTAL CAPITAL REVENUES	(45,795)	(53,400)	24,000	(295,600)	-	(325,000)	(271,600)	508.6%
CAPITAL EXPENSES								
MAJOR INFRASTRUCTURE	9,000	24,150	-	119,850	-	144,000	119,850	496.3%
VEHICLES	15,000	15,000	(15,000)	-	-	-	(15,000)	(100.0%)
BUILDING	5,250	5,250	-	175,750	-	181,000	175,750	3,347.6%
FURNISHINGS AND EQUIPMENT	36,545	29,000	(9,000)	209,000	-	229,000	200,000	689.7%
TOTAL CAPITAL EXPENSES	65,795	73,400	(24,000)	504,600	-	554,000	480,600	654.8%
NET CAPITAL	20,000	20,000	-	209,000	-	229,000	209,000	1,045.0%

- Separated between **Operating** and **Capital** net budgets (Revenues less Expenses)

BUDGET PACKAGE

REPORT PRESENTATION

			LESS: 2023	2024	2024		\$ OVER	% OVER
	2023	2023	NON-	BASE	BUDGET	2024	2023	2023
	FORECAST	BUDGET*	RECURRING	BUDGET	IMPACTS	BUDGET	BUDGET	BUDGET
OPERATING								
SUMMARY								
TOTAL REVENUES	(921,711)	(962,484)	323,946	79,485	(305,899)	(864,952)	97,532	(10.1%)
TOTAL EXPENSES	5,209,910	5,250,683	(53,490)	380,296	511,205	6,088,694	838,011	16.0%
TOTAL PROGRAM SURPLUS/DEFICIT	-	-	-	-	-	-	-	-
TOTAL LEVY	4,288,199	4,288,199	270,456	459,781	205,306	5,223,742	935,543	21.8%

Overall summary of

- Total Revenues (operating and capital);
- Total Expenses (operating and capital); and
- Program Surplus/Deficit (Surplus/Deficit Contributions to/from reserves)

BUDGET PACKAGE

REPORT PRESENTATION

	REF	OPERATING EXPENSES	CAPITAL EXPENSES	REVENUES	TAXATION	%
SERVICE LEVEL						
OCL-Increase in Library Branch Hours	FTE2024-23	73,376	-	-	73,376	1.7%
OCL-Patron Point marketing tool		16,500	-	-	16,500	0.4%
OCL-Patron Demand Growth		25,050	-	-	25,050	0.6%
OCL-Tillsonburg Security Services		83,880	-	-	83,880	2.0%
OCL-Faronics Deep Freeze Software		6,500	-	-	6,500	0.2%
		205,306	-	-	205,306	4.8%
NEW INITIATIVES						
OCL-Library Technology Review	NI2024-16	35,000	-	35,000	-	
OCL-Library Facilities Plan	NI2024-17	85,000	-	85,000	-	
		120,000	-	120,000	-	
CARRYOVER/IN-YEAR APPROVAL						
OCL-Ox on the Run (2-year trial from 2023)	NI2023-13	185,899	-	185,899	-	
		185,899	-	185,899	-	
TOTAL		511,205	-	305,899	205,306	4.8%

- “Budget Impacts” report accompanies each division
- Provides further explanation for budget changes




BUDGET HIGHLIGHTS

BUDGET HIGHLIGHTS



PG. 9

STRATEGIC PRIORITIES (2023-2026)

	Business Plan	New Initiative	FTE
 Promoting Community Vitality	30	3	4
 Enhancing Environmental Sustainability	11	1	1
 Fostering Progressive Government	39	13	18

BUDGET HIGHLIGHTS

OVERVIEW

2024 Budget Levy: \$86.9 million

Gross expenditures:

\$349.0 million

- *\$244.9 M Operating*
- *\$104.1 M Capital*

Gross Revenues:

\$262.1 million

General revenue: **\$170.0** million

- *\$84.6 M Federal and Provincial Grants*
- *\$44.3 M Water and Wastewater Rates*
- *\$34.5 M User fees and Charges*
- *\$6.6 M Other Income*

Other sources: **\$92.1** million

- *\$12.1 M Development Charges*
- *\$13.9 M Proceeds from Debentures*
- *\$63.6 M Reserve Funding*
- *\$2.4 M Supplemental and Payment In-Lieu Taxation*

Property taxes:

\$86.9 million

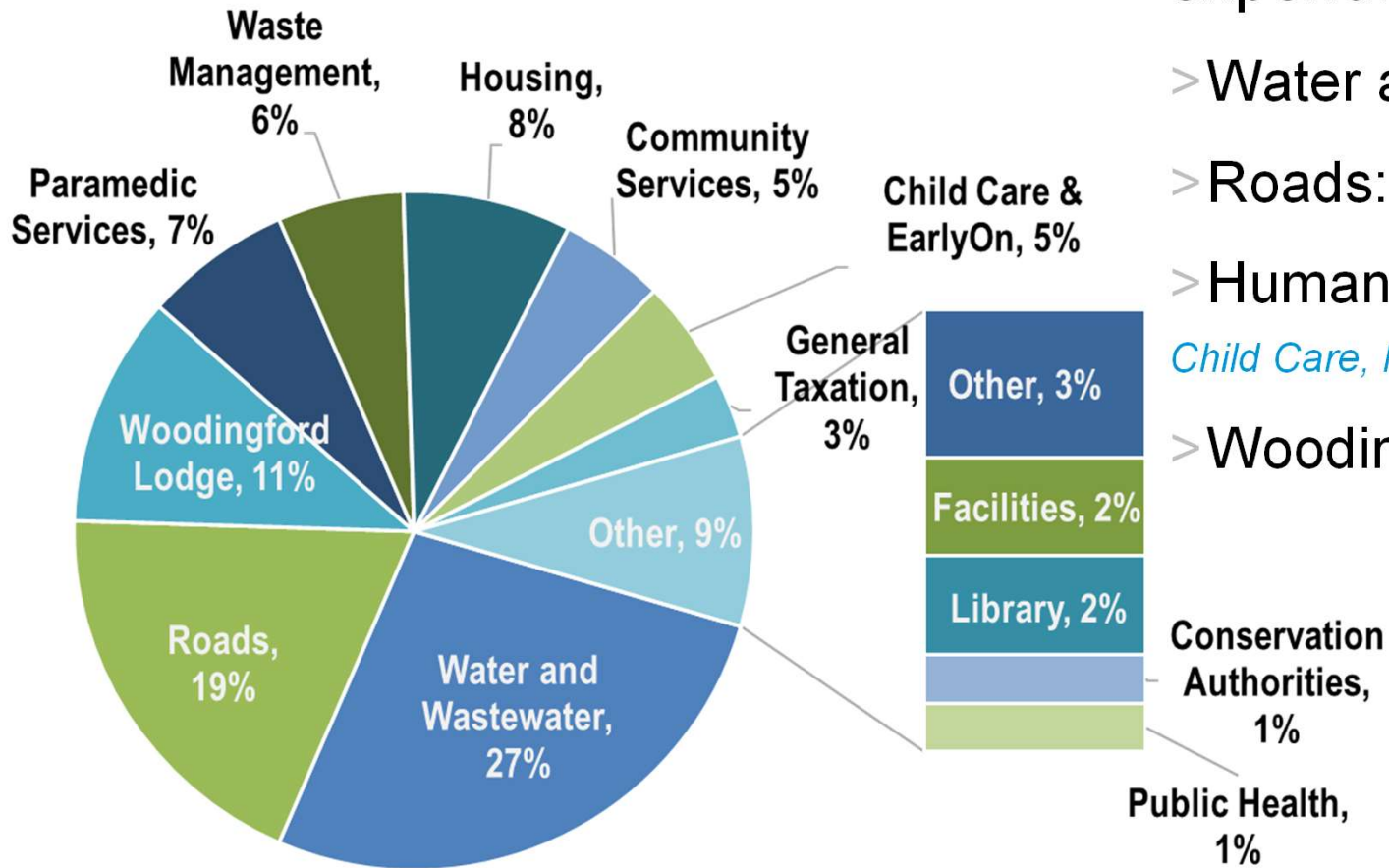
General (+15.3%) \$81.6 million

Library (+21.8%) \$5.2 million

Court Security (707.1%) \$0.08 million

BUDGET HIGHLIGHTS

TOTAL EXPENDITURE DISTRIBUTION



- Largest portion of County expenditures:
 - > Water and Wastewater: 27%
 - > Roads: 19%
 - > Human Services: 18%
 - Child Care, Housing, Community Services*
 - > Woodingford Lodge: 11%

BUDGET HIGHLIGHTS

DRAFT BUDGET IMPACTS

	Total	Reserves	Other	Rates	Taxation	%
Levy/Rate increase over prior year				\$2,374,930	\$11,853,162	15.8%
Non-recurring	\$3,664,438	\$3,160,500	\$183,500	\$130,350	\$190,088	0.2%
Service Level	8,555,920	789,329	1,207,466	647,580	5,911,545	7.9%
New Initiatives	5,144,922	1,225,350	2,334,091	252,531	1,332,950	1.8%
Initiative Gapping	(1,128,323)	(741,600)	-	(78,551)	(308,172)	(0.4%)
In-year Approval/ Carryover	1,111,467	500,899	830,193	(40,000)	(179,625)	(0.3%)
Minor Capital	1,072,900	657,500	120,000	4,000	291,400	0.4%
Infrastructure Capital	8,671,000	6,240,000	1,754,500	-	676,500	0.9%
Budget Impacts	27,092,324	11,831,978	6,429,750	915,910	7,914,686	10.5%
Prior year non-recurring items and initiative gapping				115,575	220,066	0.3%
Base Budget increase				\$1,343,445	\$3,718,410	5.0%

BUDGET HIGHLIGHTS

2023 COMMUNITY GRANT REQUESTS

Oxford Creative Connections	\$60,000
Social Planning Council Oxford	80,000
North Oxford Intercommunity Bus Transit*	22,500
Oxford County Youth Initiatives	15,000
Agricultural Award of Excellence	2,000
Economic Development [Oxford Connection]	50,000
Physician Recruitment	7,500
Small Business Centre	50,000
Oxford Health Team	30,000
Ingersoll Pipe Band	10,000
2024 REQUESTED GRANTS	\$327,000

* The North Oxford Intercommunity Bus Transit grant for 2022 was approved by Council under Report No. PW 2020-51 in the amount of \$120,000 along with ongoing grant commitments for years 2022 to 2026 inclusive in the amount of \$22,500.

BUDGET HIGHLIGHTS

FULL-TIME EQUIVALENT PLAN

2023 Approved FTE Plan	649.0
2023 Temporary FTE	(11.9)
2023 In-year	4.9
2024 FTE Plan	642.0
2024 Draft Budget increase	41.1
Draft 2024 FTE Plan	683.1



Facilities	1.0
Engineering and Construction	1.0
Transportation Services	(0.2)
Waste Management	2.4
Water and Wastewater	2.0
Community Services	0.7
Housing	1.7
Woodingford Lodge	7.9
Customer Service	1.0
Information Technology	1.0
Finance	1.0
CAO Office	1.0
Communications	0.7
Paramedic Services	9.4
Community Paramedicine	2.0
Human Resources	2.0
Community Planning	3.0
Library	3.5
2024 FTE Budget Increase	41.1



BUDGET HIGHLIGHTS

NEW INITIATIVES

#	New Initiative	Page
1	OCAB Space Optimization Design	109
2	Woodland Planter Attachment	114
3	Builterra Construction Inspection Software	126
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5	Waste Management Heavy Equipment Loader	159
6	Sanitary Inflow and Infiltration Reduction	208
7	Office Renovations at 59 George Johnson Blvd Ingersoll	215
8	Forklift for George Johnson Blvd Ingersoll	218
9	Ingersoll WWTP: Construction of a Wastewater Treatment Foreperson Office	220

BUDGET HIGHLIGHTS

NEW INITIATIVES

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11	MealSuite - Food Management System (Woodstock)	286
12	FOI Solutions – Freedom of Information Software	299
13	Customer Relationship Management Software	306
14	Payroll and Scheduling Software	331
15	Community Well-Being Survey	355
16	Library Technology Review	432
17	Library Facilities Plan	434

BUDGET HIGHLIGHTS

Summary and Outlook

Investments

- 17 New initiatives to advance the Strategic Plan
- Capital Contributions
- Affordable Housing
- Attract and Retain Staff
- Maintain Service Level
- Safe Drinking Water
- Vulnerable and Unhoused Populations
- Traffic calming and Road Safety
- Asset Management Plan
- Community Paramedicine
- Municipal Blue Box Program

Challenges and Risks

- Inflation
- Insurance Costs
- Growth
- WSIB Costs
- Social Assistance Modernization
- Long-term Care – funding and new information

Summary

- **5.0%** Base budget increase
- **15.8%** overall levy increase

NEW INFORMATION

NEW INFORMATION

Summary and Outlook

2023 Approved General Levy Requirements			\$70,759,302		
#	Item	Notice of Motion	Cost Total \$	Levy Change \$	%
2024 Draft Budget Levy Increase				\$10,844,960	15.3%
1	Grand River Conservation Authority: Draft budget adjustment	BA01 231115	(889)	(889)	0.0%
2	Long Point Conservation Authority: Draft budget adjustment	BA02 231115	11,970	11,970	0.0%
2024 Budget Levy Increase				\$10,856,041	15.3%
2024 General Levy Requirements				\$81,615,343	15.3%

CAPITAL PLAN HIGHLIGHTS

BUDGET HIGHLIGHTS

CAPITAL PLAN PROJECTS

Projects	Budget
Studies and General Capital	\$4.5 million
Fleet, Equipment and Furnishings	9.1 million
Facilities	7.5 million
Road Network and Stormwater	27.9 million
Bridges and Culverts	14.6 million
Water and Wastewater	40.5 million
Total	\$104.1 million



PG. 29

BUDGET HIGHLIGHTS

2024 CAPITAL PLAN FUNDING

Taxation	\$1.7 million
Debentures	14.0 million
Other sources	2.4 million
W/WW rates/reserves	27.0 million
Reserves	32.5 million
Development charges	10.7 million
Grants (CCBF/OCIF)	15.8 million

Total capital budget \$104.1 million

23.8% increase over 2023 capital budget (\$84.1 million)

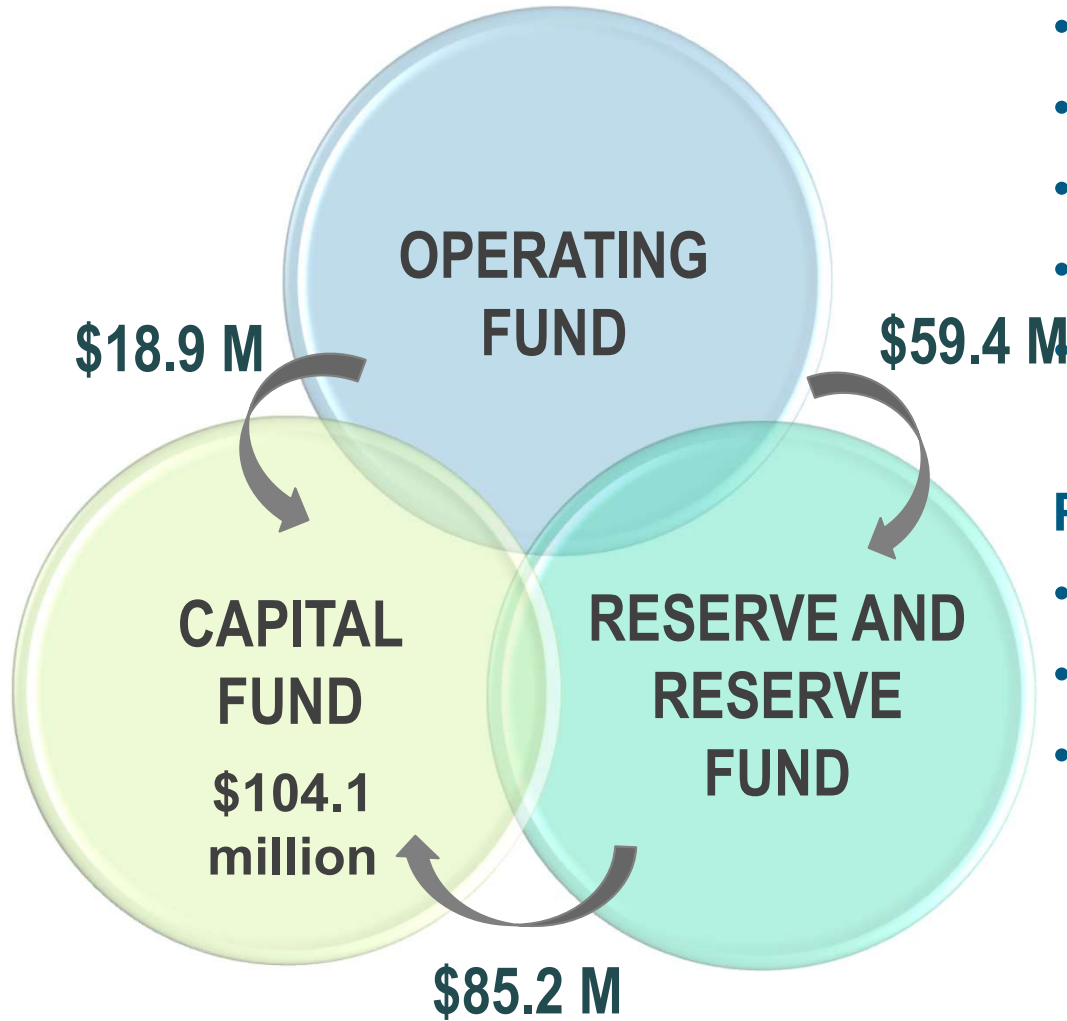


PG. 38

BUDGET HIGHLIGHTS

CAPITAL FUNDING MODEL

\$59.4 million in Capital Reserve Contributions



- General levy \$20.4M
- Library levy \$0.1M
- Water and Wastewater rates \$14.1M
- Interest Revenue \$8.1M
- Development charge exemptions \$0.9M

Plus:

- CCBF Grant \$3.7M
- OCIF Grant \$4.4M
- Development charge revenues \$7.7M



CAPITAL HIGHLIGHTS

CAPITAL FUNDING MODEL

General Levy Asset Management Plan Capital Transfer:

- **\$210,618** Information Technology capital (interdepartmental funded) - \$14,113↑
- **\$810,334** Facilities (interdepartmental and rent funded) - \$89,079↓
- **\$3,226,300** Fleet (interdepartmental funded) - \$770,700↑
- **\$9,573,000** Roads and Stormwater – 949,000↑
- **\$338,450** Waste Management - \$338,450 ↑
- **\$2,640,000** Bridges and Structural Culverts – Unchanged
- **\$1,364,000** Woodingford Lodge - \$744,426 ↑
- **\$1,045,000** Housing facilities (County-owned) – \$79,750↑
- **\$1,104,500** Paramedic Services - \$164,700↑

= \$20,312,202 Total General Levy Asset Management Plan Contributions

Library Levy Asset Management Plan Capital Transfer:

- **\$126,520** Library Levy - facilities - \$9,520↑

= \$126,520 Total Library Levy Asset Management Plan Contributions

CAPITAL HIGHLIGHTS

CAPITAL FUNDING MODEL

Wastewater Asset Management Plan Capital Transfer (collected from rates):

- **\$1,764,509** Woodstock - \$90,990 ↑
- **\$1,274,117** Tillsonburg - \$19,289 ↑
- **\$1,741,051** Ingersoll - \$120,473 ↓
- **\$383,860** Norwich - \$16,782 ↓
- **\$887,448** Tavistock - \$162,235 ↑
- **\$-** Plattsville (operating deficit)
- **\$245,542** Thamesford - \$65,141 ↑
- **\$111,305** Drumbo - \$9,490 ↑
- **\$102,256** Mt Elgin - \$31,006 ↑
- **\$113,364** Embro - \$11,128 ↓
- **\$83,937** Innerkip \$9,265 ↓

= \$ 6,707,449 Total Wastewater Asset Management Plan Contributions \$220,503 ↑

Water Asset Management Plan Capital Transfer (collected from rates):

- **\$3,280,665** Woodstock - \$209,277 ↑
- **\$1,652,946** Tillsonburg - \$112,017 ↑
- **\$1,184,350** Ingersoll - \$179,469 ↑
- **\$1,234,347** Townships - \$131,570 ↑

= \$ 7,352,308 Total Water Asset Management Plan Contributions \$632,333 ↑

CAPITAL HIGHLIGHTS

NOTABLE CAPITAL PROJECTS

County Road 4 and County Road 15 (Parkinson) – Intersection

- Class EA Study anticipated completion in 2024
- Alternatives to be presented to council including cost estimates, funding options, and implications

Tavistock Wastewater Treatment Plant Expansion

- Class EA Study anticipated completion in 2024
- Alternatives to be presented to council including cost estimates, funding options, and implications

Cycling Infrastructure – Bike Lanes on Oxford Road 24

- New infrastructure budgeted in conjunction with the reconstruction project for Oxford Road 24 (Shared with Perth), shown as funded by grants and would only proceed if grants are obtained
- Defers the outcomes identified in the Cycling Master Plan

CAPITAL HIGHLIGHTS

NOTABLE CAPITAL PROJECTS

Woodingford Lodge Ground Source Heat Pump

- Removed from 10-year capital plan pending the outcome of the Woodingford Lodge Master Plan.
- Risks to meeting targets identified in the Renewable Energy Action Plan

ASSET MANAGEMENT PLAN

OVERVIEW

- The Asset Management Plan was updated in 2022 and will be updated to include all asset classes in 2024 in compliance with Ontario Regulation 588/17.
- The AMP Sets out a strategic framework to guide future investments and support economic growth.
- The 2022 Asset Management Plan provided updates to the recommended annual capital investment for core assets, to ensure that the County is capable of providing the levels of service required to improve community wellbeing.



ASSET MANAGEMENT PLAN

FACILITIES, FLEET and EQUIPMENT

- **Library:** Budget investment increase to align with inflation. Capital replacement needs for 2025 and forward will be re-assessed upon completion of the Facilities Review.
- **Corporate Facilities and Social Housing:** Building condition assessments are being used to help inform long-term requirements.

Asset Area	AMP Required Investment	2024 Budget Investment	2024 Budget Surplus/ (Deficit)	2024 Budget Reserve Balance	2028 Projected Reserve Balance
Library	250,000	156,990	(93,010)	537,675	970,960
Corporate Facilities	1,150,000	1,478,105	328,105	1,730,085	1,465,564
Social Housing Facilities	1,540,000	1,139,548	(400,452)	1,597,385	1,028,930

ASSET MANAGEMENT PLAN

FACILITIES, FLEET and EQUIPMENT

- **Fleet and Equipment:** Capital contributions increased to reflect current replacement values and move towards closing the funding gap.
- **Paramedic Services:** Low risk projects deferred pending the outcome of the Paramedic Stations Review project. Capital replacement needs for 2025 and forward will be re-assessed upon completion of the Stations Review.
- **Woodingford Lodge:** Reserve contribution increase resulting from completed debentures. Capital replacement needs for 2025 and forward will be re-assessed upon completion of the Master Plan.

Asset Area	AMP Required Investment	2024 Budget Investment	2024 Budget Surplus/ (Deficit)	2024 Budget Reserve Balance	2028 Projected Reserve Balance
Fleet and Equipment	3,761,000	3,599,647	(161,353)	4,302,950	6,248,158
Paramedic Services Capital	1,360,000	1,202,806	(157,194)	2,304,663	2,777,870
Woodingford Lodge Capital	1,400,000	1,557,172	157,172	210,243	1,351,802

ASSET MANAGEMENT PLAN

ROADS NETWORK

- Ongoing capital contribution increases to reduce the funding gap - \$250,000 included in the 2024 Budget – along with inflation increase.
- Transportation Master Plan projects reviewed as part of the 10-year capital planning process.
- Ongoing use of Canada Community Building Funds to help reduce the funding gap and complete significant project needs over the next 10-year period.

Asset Area	AMP Required Investment	2024 Budget Investment	2024 Budget Surplus/ (Deficit)	2024 Budget Reserve Balance	2028 Projected Reserve Balance
Roads	18,170,000	10,929,691	(7,240,309)	19,998,794	2,386,638

ASSET MANAGEMENT PLAN

STORMWATER

- Use of Ontario Community Infrastructure Funds to help complete significant project needs over the next 10-year period.
- 2024 investment reflects current lifecycle needs.
- Modifications to the required annual investment and needs over the 10-year period are anticipated upon completion of the 2024 Asset Management Plan.

Asset Area	AMP Required Investment	2024 Budget Investment	2024 Budget Surplus/ (Deficit)	2024 Budget Reserve Balance	2028 Projected Reserve Balance
Stormwater	1,590,000	5,623,066	4,033,066	83,066	75,721

ASSET MANAGEMENT PLAN

BRIDGES and STRUCTURAL CULVERTS

- Ongoing capital contribution unchanged.
- Long-term capital plan has been updated based on the needs identified through the 2022 Asset Management Plan, and latest Bridge Needs Study.
- Use of Ontario Community Infrastructure Funds (OCIF) to complete significant project needs over the next 10-year period.

Asset Area	AMP Required Investment	2024 Budget Investment	2024 Budget Surplus/ (Deficit)	2024 Budget Reserve Balance	2028 Projected Reserve Balance
Bridges and Structural Culverts	5,715,000	5,848,157	133,157	12,089,596	13,311,740

ASSET MANAGEMENT PLAN

WATER SYSTEMS

- Water and Wastewater Master Plan projects reviewed as part of the 10-year capital planning process.
- Significant projects anticipated within several areas for expansion into development areas. Projects to be considered with the next Development Charges background study.

Asset Area	AMP Required Investment	2024 Budget Investment	2024 Budget Surplus/ (Deficit)	2024 Budget Reserve Balance	2028 Projected Reserve Balance
Woodstock	3,975,000	4,512,184	537,184	17,825,275	1,576,484
Tillsonburg	1,756,000	1,888,981	132,981	3,978,084	638,317
Ingersoll	1,347,000	1,275,770	(71,230)	787,176	23,382
Townships	3,168,000	1,702,658	(1,465,342)	9,481,316	6,068,574

ASSET MANAGEMENT PLAN

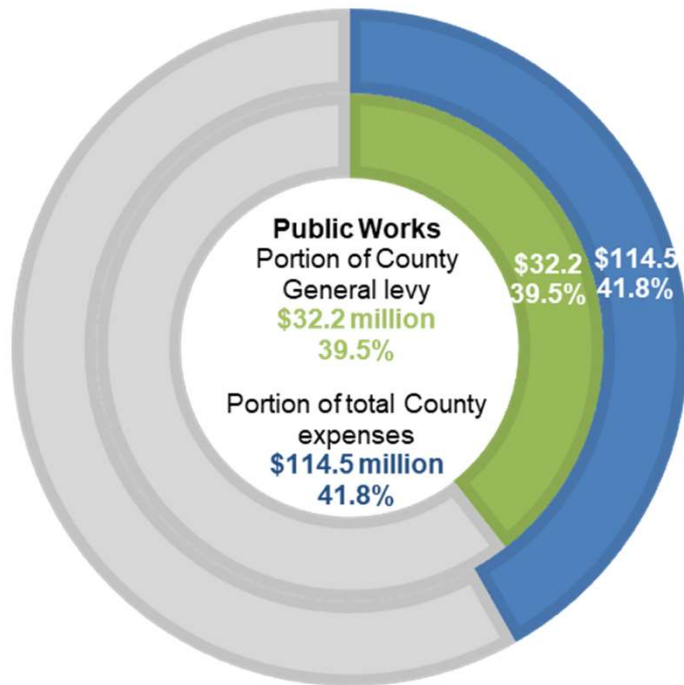
WASTEWATER SYSTEMS

- Water and Wastewater Master Plan projects reviewed as part of the 10-year capital planning process.
- Significant projects anticipated within several areas for expansion into development areas. Projects to be considered with the next Development Charges background study.

Asset Area	AMP Required Investment	2024 Budget Investment	2024 Budget Surplus/ (Deficit)	2024 Budget Reserve Balance	2028 Projected Reserve Balance
Woodstock	5,548,000	2,761,752	(2,786,248)	12,080,845	1,528,595
Tillsonburg	2,139,000	1,905,337	(233,663)	11,377,325	13,382,858
Ingersoll	2,109,000	2,581,102	472,102	9,851,307	6,987,751
Norwich	612,000	573,976	(38,024)	4,091,919	702,780
Tavistock	887,000	1,834,940	947,940	5,659,825	1,736,743
Plattsville	325,000	289,085	(35,915)	2,059,324	697,390
Thamesford	612,000	402,427	(209,573)	1,579,907	234,099
Drumbo	354,000	112,763	(241,237)	62,855	-
Mt Elgin	401,000	111,782	(289,218)	54,180	11,365
Embro	210,000	171,833	(38,167)	1,254,809	1,653,537
Innerkip	182,000	144,392	(37,608)	1,281,241	1,377,071

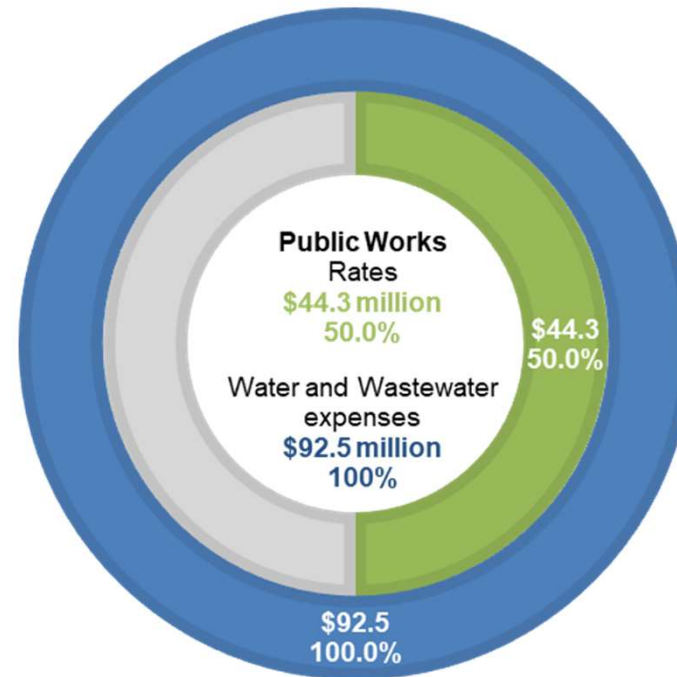
BUSINESS PLAN AND BUDGET BY DEPARTMENT

PUBLIC WORKS



DIVISIONS

- Administration
- Fleet, Facilities and Energy
- Engineering and Construction
- Transportation Services
- Waste Management Services



DIVISIONS

- Water Services
- Wastewater Services

PUBLIC WORKS| **Administration**

SUMMARY

	2023 FORECAST	2023 BUDGET	2024 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(617,050)	(611,964)	(649,233)	(37,269)	6.1%
EXPENSES	617,050	611,964	649,233	37,269	6.1%
NET LEVY	-	-	-	-	0.0%

PUBLIC WORKS| Facilities and Energy

SUMMARY

- **2024 Budget Goals:**
 - Implementation of Renewable Energy Action Plan
 - Energy Management Plan Implementation
 - Forestry Management Plan Implementation
- **FTE Change:** ↑1.0 Facilities Technician
- **New Initiatives:**
 - OCAB Space Optimization
 - Woodland Planter Attachment
- **Capital AMP Reserve Contribution:** \$810,334 Facilities (interdepartmental and rent funded) - \$89,079 ↓

	2023 FORECAST	2023 BUDGET	2024 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(15,239,919)	(15,566,320)	(14,560,479)	1,005,841	(6.5%)
EXPENSES	16,832,792	17,110,545	15,851,428	(1,259,117)	(7.4%)
NET LEVY	\$1,592,873	\$1,544,225	\$1,290,949	\$(253,276)	(16.4%)

PUBLIC WORKS| Facilities and Energy

CAPITAL

▪ New Projects

- **\$310,900** in various projects identified from the Building Condition Assessments
- **\$243,850** for other minor projects
- **\$1,930,100** in various green and renewable energy projects
- **\$60,000** for Space Optimization at 21 Reeve St (**NI 2024-01**)

	2023 FORECAST	2023 BUDGET	2024 BUDGET	BUDGET VAR \$	BUDGET VAR %
CAPITAL BUDGET	4,686,542	4,841,411	3,410,909	(1,430,502)	(29.5%)
<i>FUNDING</i>					
RESERVE	3,749,918	4,295,411	1,026,000	(3,269,411)	(76.1%)
GRANTS	486,624	-	230,970	230,970	0.0%
DEBT	450,000	546,000	2,098,089	1,552,089	284.3%
TAXATION	-	-	55,850	55,850	0.0%

PUBLIC WORKS| Fleet

SUMMARY

- **2024 Budget Goals:**
 - Green Fleet Plan Implementation
 - Electric Vehicle Charging Station Infrastructure
- **Capital AMP Reserve Contribution: \$3,226,300** Fleet (interdepartmental funded excluding Paramedic Services) - \$770,700↑

	2023 FORECAST	2023 BUDGET	2024 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(9,076,516)	(9,375,504)	(8,173,436)	1,202,068	(12.8%)
EXPENSES	9,076,516	9,375,504	8,173,436	(1,202,068)	(12.8%)
NET LEVY	-	-	-	-	0.0%

PUBLIC WORKS| **Fleet**

CAPITAL

- **New Projects**
 - **\$2,353,400** in various vehicle replacements

	2023 FORECAST	2023 BUDGET	2024 BUDGET	BUDGET VAR \$	BUDGET VAR %
CAPITAL BUDGET	4,205,298	4,219,665	2,353,400	(1,866,265)	(44.2%)
<i>FUNDING</i>					
RESERVE	4,205,298	4,219,665	2,353,400	(1,866,265)	(44.2%)

PUBLIC WORKS| Engineering and Construction

SUMMARY

- **2024 Budget Goals:**
 - Design and Construction Engineering Standards for Linear Infrastructure
 - Implementing Project Management Documentation Guidelines for Capital Delivery
 - Service Level Standard (SLS) Development Review
 - Enhancement of Development Review Services
- **FTE Change:** ↑1.0 Development Review Engineer
- **New Initiatives:** Builterra Construction Inspection Software

	2023 FORECAST	2023 BUDGET	2024 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(718,400)	(719,205)	(800,004)	(80,799)	11.2%
EXPENSES	1,970,612	2,117,997	2,343,197	225,200	10.6%
NET LEVY	\$1,252,212	\$1,398,792	\$1,543,193	\$144,401	10.3%

PUBLIC WORKS| Engineering and Construction

CAPITAL

▪ New Projects

- **\$45,000** for a modernized robotic total station
- **\$100,000** to continue the update of the County Design Standards for all linear assets
- **\$2,000** for a computer for Development Engineer (**FTE 2024-02**)

	2023 FORECAST	2023 BUDGET	2024 BUDGET	BUDGET VAR \$	BUDGET VAR %
CAPITAL BUDGET	243,188	244,805	147,000	(97,805)	(40.0%)
<i>FUNDING</i>					
RESERVE	220,000	220,805	100,000	(120,805)	(54.7%)
GRANTS	-	-	45,000	45,000	0.0%
TAXATION	23,188	24,000	2,000	(22,000)	(91.7%)

PUBLIC WORKS| Transportation Services

SUMMARY

- **2024 Budget Goals:**
 - Ongoing Implementation of County-wide Traffic Calming/Speed Management Measures
 - Transportation Master Plan Implementation
 - Review of Potential Development of County-wide Automated Speed Enforcement (ASE) Program
 - Cycling Master Plan Implementation
- **FTE Change:** ↑2.0 Truck and Backhoe Operator, ↓1.3 Student, ↓0.9 Winter Truck and Backhoe
- **New Initiatives:** Emergency Road Closed Trailers
- **Capital AMP Reserve Contribution:** \$9,573,000 Roads and Stormwater - \$949,000 ↑ and; \$2,640,000 Bridges and Structural Culverts – no change

	2023 FORECAST	2023 BUDGET	2024 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(26,871,446)	(27,775,945)	(42,352,350)	(14,576,405)	52.5%
EXPENSES	49,689,506	50,483,791	67,813,620	17,329,829	34.3%
NET LEVY	\$22,818,060	\$22,707,846	\$25,461,270	\$2,753,424	12.1%

PUBLIC WORKS| Transportation Services

CAPITAL

▪ NEW PROJECTS

- **\$21,535,000** in various County Road improvement projects
- **\$5,540,000** in various Stormwater improvement projects
- **\$14,495,000** in various County Bridge and Structural Culvert improvement projects
- **\$245,800** in minor capital projects

	2023 FORECAST	2023 BUDGET	2024 BUDGET	BUDGET VAR \$	BUDGET VAR %
CAPITAL BUDGET	26,330,727	27,312,195	42,603,500	15,291,305	56.0%
<i>FUNDING</i>					
RESERVE	14,345,402	14,919,845	19,055,350	4,135,505	27.7%
GRANTS	8,863,500	8,668,000	15,262,500	6,594,500	76.1%
RECOVERY	2,106,775	2,476,775	2,253,500	(223,275)	(9.0%)
DC	1,012,650	1,247,575	5,297,850	4,050,275	(324.7%)
TAXATION	2,400	-	734,300	734,300	0.0%

PUBLIC WORKS| Waste Management

SUMMARY

- **2024 Budget Goals:**
 - Transition of Municipal Blue Box Program to Full Producer Responsibility (FPR)
 - Agricultural Plastic Diversion Program
 - Procurement of Curbside Collection Contract
 - Expansion of Landfill Gas Collection and Flaring System
- **New Initiatives:** Waste Management Heavy Equipment Loader
- **FTE Change:** ↑1.0 Landfill Equipment Operator, ↑0.4 Scale Operator, +1.0 Contract Waste Management Technician (pre-approved – report no. PW 2023-42)
- **Capital AMP Reserve Contribution:** \$338,450 Waste Management - \$338,450 ↑

	2023 FORECAST	2023 BUDGET	2024 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(14,790,962)	(15,251,618)	(15,744,859)	(493,241)	3.2%
EXPENSES	18,038,556	18,392,569	19,647,446	1,254,877	6.8%
NET LEVY	\$3,247,594	\$3,140,951	\$3,902,587	\$761,636	24.2%

PUBLIC WORKS| Waste Management

CAPITAL

▪ NEW PROJECTS

- **\$1,518,000** for arrival of the upgraded compactor (**NI 2023-02**)
- **\$150,000** for the landfill south cell expansion preliminary design reports
- **\$400,000** for stormwater pond improvements
- **\$250,000** for investments in the gas collection system
- **\$313,000** for other capital projects

	2023 FORECAST	2023 BUDGET	2024 BUDGET	BUDGET VAR \$	BUDGET VAR %
CAPITAL BUDGET	2,028,949	1,954,165	2,631,000	676,835	34.6%
<i>FUNDING</i>					
RESERVE	2,023,000	1,946,565	2,456,000	509,435	26.2%
TAXATION	5,949	7,600	175,000	167,400	2,202.6%

PUBLIC WORKS| Wastewater Services

SUMMARY

- **2024 Budget Goals:**
 - Water and Wastewater Master Plan Implementation
 - Sanitary Sewer Infiltration and Inflow Reduction Program
 - Wastewater System Modeling Development
 - SCADA Masterplan Implementation
- **FTE Change:** ↑**2.0** Water Distribution and Wastewater Collection Operators (pre-approved – report no. PW (CS) 2023-39)
- **New Initiatives:**
 - Sanitary Inflow and Infiltration Reduction
 - Office Renovation at 59 George Johnson Blvd Ingersoll
 - Forklift for George Johnson Blvd Ingersoll
 - Ingersoll WWTP Construction of a Wastewater Treatment Foreperson Office
- **Capital AMP Reserve Contribution:** **\$6,707,449** Wastewater (collected from rates) – 220,503 ↑

PUBLIC WORKS| Wastewater Services

SUMMARY

	2023 FORECAST	2023 BUDGET	2024 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(39,865,092)	(44,035,744)	(50,588,871)	(6,553,127)	14.9%
EXPENSES	39,865,092	44,035,744	50,588,871	6,553,127	14.9%
NET LEVY	-	-	-	-	0.0%

PUBLIC WORKS| Wastewater Services

CAPITAL

■ NEW PROJECTS

- **\$3,750,000** for a new pumping station in Woodstock
- **\$600,000** for the multi-year Tillsonburg Wastewater Treatment Plant upgrade
- **\$575,000** for expansion into the South-West industrial park in Ingersoll
- **\$725,000** for the William St sewage pumping station rehabilitation in Tavistock
- **\$800,000** for treatment process enhancements at the Thamesford Wastewater Treatment Plant

	2023 FORECAST	2023 BUDGET	2024 BUDGET	BUDGET VAR \$	BUDGET VAR %
CAPITAL BUDGET	16,892,933	21,471,398	26,261,312	4,789,914	22.3%
<i>FUNDING</i>					
RESERVE	14,701,822	18,160,452	12,622,706	(5,537,746)	(30.5%)
DEBT	-	-	8,919,083	8,919,083	0.0%)
RECOVERY	253,468	170,000	137,500	(32,500)	(19.1%)
DC	1,937,643	3,140,946	4,582,023	1,441,077	45.9%

PUBLIC WORKS| Water Services

SUMMARY

- **2024 Budget Goals:**
 - Water and Wastewater Master Plan Implementation
 - Implementation of Water Capacity Buy Back Program
 - County-Wide Implementation of Backflow Prevention Program
 - SCADA Master Plan Implementation
- **New Initiatives:**
 - Office Renovation at 59 George Johnson Blvd Ingersoll
 - Forklift for George Johnson Blvd Ingersoll
- **Capital AMP Reserve Contribution: \$7,352,308** Water (collected from rates) – 632,333 ↑

	2023 FORECAST	2023 BUDGET	2024 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(43,249,601)	(49,494,650)	(41,838,003)	7,656,647	(15.5%)
EXPENSES	43,249,601	49,494,650	41,838,003	(7,656,647)	(15.5%)
NET LEVY	-	-	-	-	(100.0%)

PUBLIC WORKS| Water Services

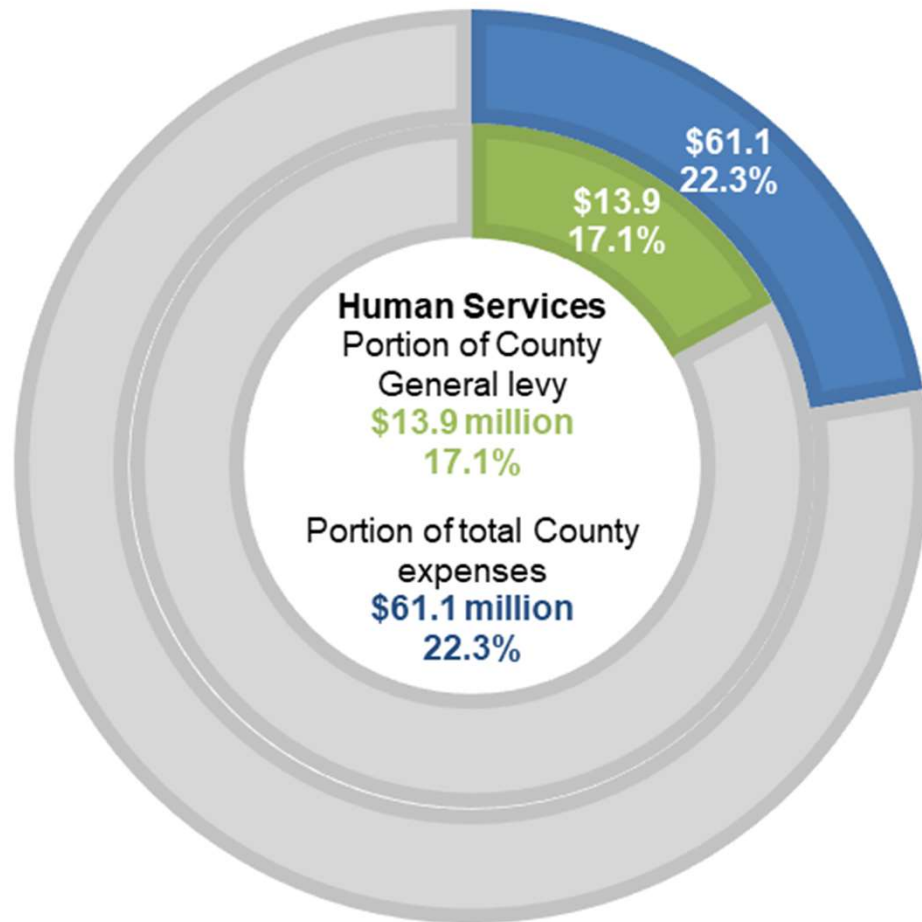
CAPITAL

▪ NEW PROJECTS

- **\$2,623,000** in City of Woodstock projects
- **\$4,500,000** for the Bowerhill booster pumping station in Woodstock
- **\$1,418,000** in Town of Tillsonburg projects
- **\$758,000** in Town of Ingersoll projects
- **\$1,225,000** in cast iron pipe replacements at railway crossings

	2023 FORECAST	2023 BUDGET	2024 BUDGET	BUDGET VAR \$	BUDGET VAR %
CAPITAL BUDGET	22,161,425	28,222,236	18,102,476	(10,119,760)	(35.9%)
<i>FUNDING</i>					
RESERVE	16,918,765	19,193,504	14,399,880	(4,793,624)	(25.0%)
GRANTS	50,000	-	-	-	0.0%
DEBT	4,142,000	8,142,000	2,930,000	(5,212,000)	(64.0%)
RECOVERY	112,423	32,500	-	(32,500)	(100.0%)
DC	938,237	854,232	772,596	(81,636)	(9.6%)

HUMAN SERVICES



DIVISIONS

- Community Services
- Child Care and EarlyOn
- Housing



PG. 230

HUMAN SERVICES| Child Care and EarlyON

SUMMARY

- **2024 Budget Goals:**
 - Growing the EarlyON Program
 - Child Care Space Expansion
 - Child Care and Early Years Five Year Service Plan
 - Community Partnership and Awareness

	2023 FORECAST	2023 BUDGET	2024 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(17,574,436)	(12,673,640)	(17,186,616)	(4,512,976)	35.6%
EXPENSES	18,428,336	13,537,823	18,095,049	4,557,226	33.7%
NET LEVY	\$853,900	\$864,183	\$908,433	\$44,250	5.1%

HUMAN SERVICES| Community Services

SUMMARY

- **2024 Budget Goals:**
 - Implement Employment Services Transformation
 - Advancing use of Technology
 - Advancing Integration
 - Community Awareness
- **FTE Change:** +0.7 Integrated Program Coordinator (Temp)

	2023 FORECAST	2023 BUDGET	2024 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(14,510,462)	(14,698,628)	(14,059,900)	638,728	(4.3%)
EXPENSES	16,513,734	16,697,370	16,059,070	(638,300)	(3.8%)
NET LEVY	\$2,003,272	\$1,998,742	\$1,999,170	\$428	0.0%

HUMAN SERVICES| Housing

SUMMARY

- **2024 Budget Goals:**
 - Support Affordable Housing Projects / Programs and Community Housing Development
 - By Name List and Coordinated Access System
 - Community Awareness
 - Updated 10-Year Shelter Plan
 - Review Existing Operating Agreements and Collaborate with Community Partners on Housing Opportunities
- **New Initiatives:** Homelessness Response Strategy
- **FTE Change:** ↑1.0 Supervisor of Human Services (Housing Portfolio), ↑ 0.7 Community Outreach Navigator (Temp)
- **Capital AMP Reserve Contribution:** \$1,045,000 Social Housing Facilities - \$79,750↑

	2023 FORECAST	2023 BUDGET	2024 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(18,355,942)	(18,093,350)	(15,897,838)	2,195,512	(12.1%)
EXPENSES	26,477,364	25,905,881	26,907,092	1,001,211	3.9%
NET LEVY	\$8,121,422	\$7,812,531	\$11,009,254	\$3,196,723	40.9%

HUMAN SERVICES| Housing

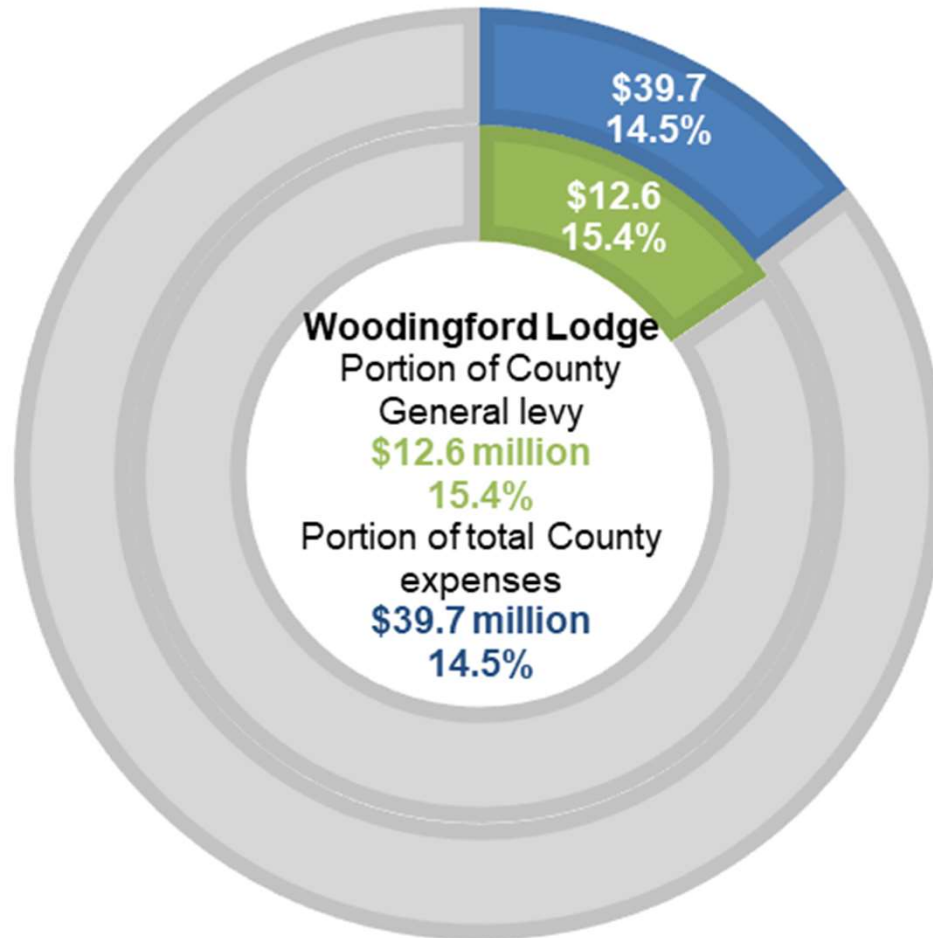
CAPITAL

▪ NEW PROJECTS

- **\$1,722,650** in various projects identified from the Building Condition Assessments
- **\$508,000** in an affordable housing project in Tillsonburg
- **\$2,100,000** for transitional housing (**NI 2024-10**)
- **\$2,000** for a computer for Supervisor of Human Services (**FTE 2024-06**)

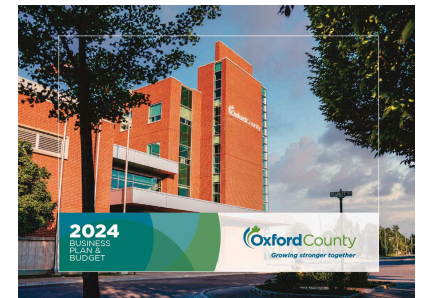
	2023 FORECAST	2023 BUDGET	2024 BUDGET	BUDGET VAR \$	BUDGET VAR %
CAPITAL BUDGET	5,817,055	6,130,549	4,353,650	(1,776,899)	(29.0%)
<i>FUNDING</i>					
RESERVE	5,766,275	6,061,331	2,038,080	(4,023,251)	(66.4%)
GRANTS	50,780	69,218	2,313,570	2,244,352	3,242.4%
TAXATION	-	-	2,000	2,000	0.0%

WOODINGFORD LODGE



DIVISIONS

- Woodingford Lodge



WOODINGFORD LODGE

SUMMARY

- **2024 Budget Goals:**
 - Continual Assessment of Long Term Care Needs
 - Promote Quality Excellence through Accreditation
 - Effective Infection Prevention and Control Management (IPAC)
 - Development of continuous Quality Improvement Initiatives (CQI)
 - Develop a thorough Emergency Preparedness Program
- **New Initiatives:**
 - MealSuite – Food Management System (Woodstock)

WOODINGFORD LODGE

SUMMARY

- **FTE Change:**
 - ↑1.0 Nurse Practitioner
 - ↑0.1 Maintenance
 - ↑5.6 Personal Support Worker
 - ↑0.2 Support Service Clerks
 - +1.0 Family Transition Support (Temp.)
- **Capital AMP Reserve Contribution: \$1,364,000** Woodingford Lodge - \$744,426↑

	2023 FORECAST	2023 BUDGET	2024 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(27,575,505)	(26,949,897)	(27,119,938)	(170,041)	0.6%
EXPENSES	38,910,771	38,628,273	39,675,193	1,046,920	2.7%
NET LEVY	\$11,335,266	\$11,678,376	\$12,555,255	\$876,879	7.5%

WOODINGFORD LODGE

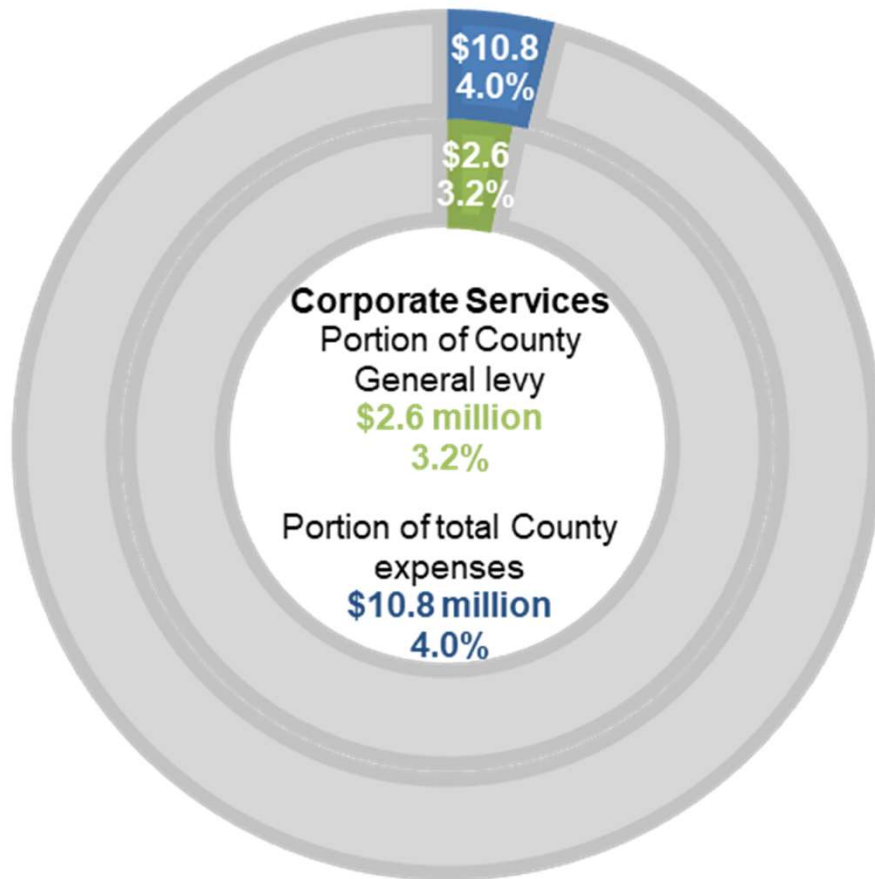
CAPITAL

▪ NEW PROJECTS

- **\$619,343** in various equipment and furnishing projects
- **\$756,250** identified from the Building Condition Assessments
- **\$21,206** Equipment for MealSuite Food Management System (**NI 2024-11**)
- **\$5,000** for a computer and furnishings for Nurse Practitioner (**FTE 2024-07**)

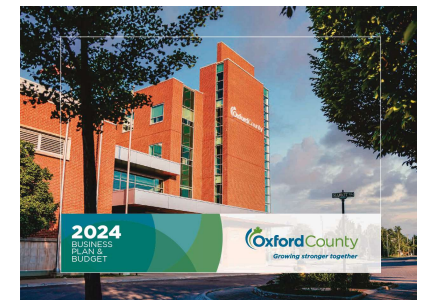
	2023 FORECAST	2023 BUDGET	2024 BUDGET	BUDGET VAR \$	BUDGET VAR %
CAPITAL BUDGET	2,916,149	2,916,322	1,415,369	(1,500,953)	(51.5%)
<i>FUNDING</i>					
RESERVE	2,264,966	2,466,226	1,299,163	(1,167,063)	(47.3%)
GRANTS	625,461	399,096	77,000	(322,096)	(80.7%)
TAXATION	25,722	51,000	39,206	(11,794)	(23.1%)

CORPORATE SERVICES



DIVISIONS

- Assessment Management
- Clerks
- Customer Service
- Information Service
- Information Technology
- Provincial Offences Administration
- Finance



PG. 289

SUMMARY

- **2024 Budget Goals:**
 - Oxford Anniversaries
 - Online Exhibit
 - Records Management Program Review
- **New Initiatives:** Freedom of Information Solutions

	2023 FORECAST	2023 BUDGET	2024 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(5,500)	(3,500)	(5,000)	(1,500)	42.9%
EXPENSES	637,250	633,277	680,202	46,925	7.4%
NET LEVY	\$631,750	\$629,777	\$675,202	\$45,425	7.2%

CORPORATE SERVICES| Customer Service

SUMMARY

- **2024 Budget Goals:**
 - CRM Software
- **FTE Change:** ↑1.0 Business and Policy Analyst
- **New Initiatives:** Customer Relationship Management Software

	2023 FORECAST	2023 BUDGET	2024 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(694,238)	(693,819)	(793,904)	(100,085)	14.4%
EXPENSES	617,525	693,819	793,904	100,085	14.4%
NET LEVY	\$(76,713)	-	-	-	0.0%

CAPITAL

▪ NEW PROJECTS

- **\$2,000** for a computer for Business and Policy Analyst (**FTE 2024-11**)

	2023 FORECAST	2023 BUDGET	2024 BUDGET	BUDGET VAR \$	BUDGET VAR %
CAPITAL BUDGET	-	-	2,000	2,000	0.0%
<i>FUNDING</i>					
TAXATION	-	-	2,000	2,000	0.0%

CORPORATE SERVICES| Information Services

SUMMARY

- **2024 Budget Goals:**
 - Support implementation on Asset Management Systems Enhancement project
 - NG911 and Road data transformation
 - Upgrade Water Utility data

	2023 FORECAST	2023 BUDGET	2024 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(298,810)	(328,700)	(317,200)	11,500	(3.5%)
EXPENSES	1,757,800	1,853,026	1,978,881	125,855	6.8%
NET LEVY	\$1,458,990	\$1,524,326	\$1,661,681	\$137,355	9.0%

CAPITAL

- **NEW PROJECTS**

- **\$5,500** for a laptop and monitors

	2023 FORECAST	2023 BUDGET	2024 BUDGET	BUDGET VAR \$	BUDGET VAR %
CAPITAL BUDGET	-	-	5,500	5,500	0.0%
<i>FUNDING</i>					
TAXATION	-	-	5,500	5,500	0.0%

CORPORATE SERVICES| Information Technology

SUMMARY

- **2024 Budget Goals:**
 - Continue deployment of Wireless System County Wide
 - Cybersecurity Policy
- **FTE Change:** ↑1.0 Network Technician
- **Capital AMP Reserve Contribution:** \$210,618 Information Technology capital (interdepartmental funded) - \$14,113 ↑

	2023 FORECAST	2023 BUDGET	2024 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(2,913,699)	(2,879,162)	(2,677,750)	201,412	(7.%)
EXPENSES	2,770,162	2,879,162	2,677,750	(201,412)	(7.0%)
NET LEVY	\$(143,537)	-	-	-	0.0%

CORPORATE SERVICES| Information Technology

CAPITAL

▪ NEW PROJECTS

- **\$102,300** for the replacement of computer equipment across the County funded from the Information Technology reserve
- **\$2,000** for a computer for IT Network Technician (**FTE 2024-12**)

	2023 FORECAST	2023 BUDGET	2024 BUDGET	BUDGET VAR \$	BUDGET VAR %
CAPITAL BUDGET	469,730	447,234	104,300	(342,934)	(76.7%)
<i>FUNDING</i>					
RESERVE	421,105	421,105	102,300	(318,805)	(75.7%)
GRANTS	48,625	26,129	-	(26,129)	(100.0%)
TAXATION	-	-	2,000	2,000	0.0%

SUMMARY

- **2024 Budget Goals:**
 - Provincial Legislation Updates
 - Prosecution Model
 - Digital Evidence Management System (DEMS)

	2023 FORECAST	2023 BUDGET	2024 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(1,302,247)	(995,000)	(995,000)	-	0.0%
EXPENSES	1,016,301	1,058,491	1,186,281	127,790	12.1%
NET LEVY	\$(285,946)	\$63,491	\$191,281	\$127,790	201.3%

SUMMARY

- **2024 Budget Goals:**
 - 2024 Asset Management Plan – All Assets
 - 2024 Development Charges Background Study
- **FTE Change:** ↑1.0 Capital Planning Analyst
- **New Initiative:** Payroll and Scheduling Software

	2023 FORECAST	2023 BUDGET	2024 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(3,031,728)	(3,586,743)	(3,413,584)	173,159	(4.8%)
EXPENSES	2,992,886	3,586,743	3,413,584	(173,159)	(4.8%)
NET LEVY	\$(38,842)	-	-	-	0.0%

CAPITAL

▪ NEW PROJECTS

- **\$60,000** for ongoing implementation of the Asset Management Systems Enhancement Project

	2023 FORECAST	2023 BUDGET	2024 BUDGET	BUDGET VAR \$	BUDGET VAR %
CAPITAL BUDGET	383,456	836,471	513,000	(323,471)	(38.7%)
<i>FUNDING</i>					
RESERVE	367,924	820,939	513,000	(307,939)	(37.5%)
GRANTS	8,032	8,032	-	(8,032)	(100.0%)
RECOVERY	3,500	3,500	-	(3,500)	(100.0%)
TAXATION	4,000	4,000	-	(4,000)	(100.0%)



PG. 334

GENERAL BUDGET

General Taxation, Public Health and Conservation

Authorities

GENERAL BUDGET| General Taxation

SUMMARY

	2023 FORECAST	2023 BUDGET	2024 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(13,794,037)	(12,805,612)	(10,978,584)	1,827,028	(14.3%)
EXPENSES	13,004,337	12,038,284	9,579,847	(2,458,437)	(20.4%)
NET LEVY	\$(789,700)	\$(767,328)	\$(1,398,737)	\$(631,409)	82.3%

GENERAL BUDGET | General Taxation

Grants

	2023 FORECAST	2023 BUDGET	2024 REQUEST	BUDGET VAR \$	BUDGET VAR %
Creative Connections	\$60,000	\$60,000	\$60,000	-	0.0%
Oxford County Youth Initiatives	15,000	15,000	15,000	-	0.0%
Social Planning Council Oxford	80,000	80,000	80,000	-	0.0%
Agricultural Award of Excellence	2,000	2,000	2,000	-	0.0%
Economic Development [Oxford Connection]	50,000	50,000	50,000	-	0.0%
Physician Recruitment	30,000	30,000	7,500	(22,500)	(75.0%)
Small Business Centre	50,000	50,000	50,000	-	0.0%
North Oxford Intercommunity Bus Transit**	22,500	22,500	22,500	-	0.0%
Oxford Health Team	-	-	30,000	30,000	-
Ingersoll Pipe Band	-	-	10,000	10,000	-
Total Grants	\$309,500	\$309,500	\$327,000	\$17,500	5.7%

** The North Oxford Intercommunity Bus Transit grant for 2023 was approved by Council under Report No. PW 2020-51 in the amount of \$120,000 along with ongoing grant commitments for years 2022 to 2026 inclusive in the amount of \$22,500.

GENERAL BUDGET | Conservation Authorities

SUMMARY

- 2024 Budget estimated by County is **3%** increase over 2023 Actual

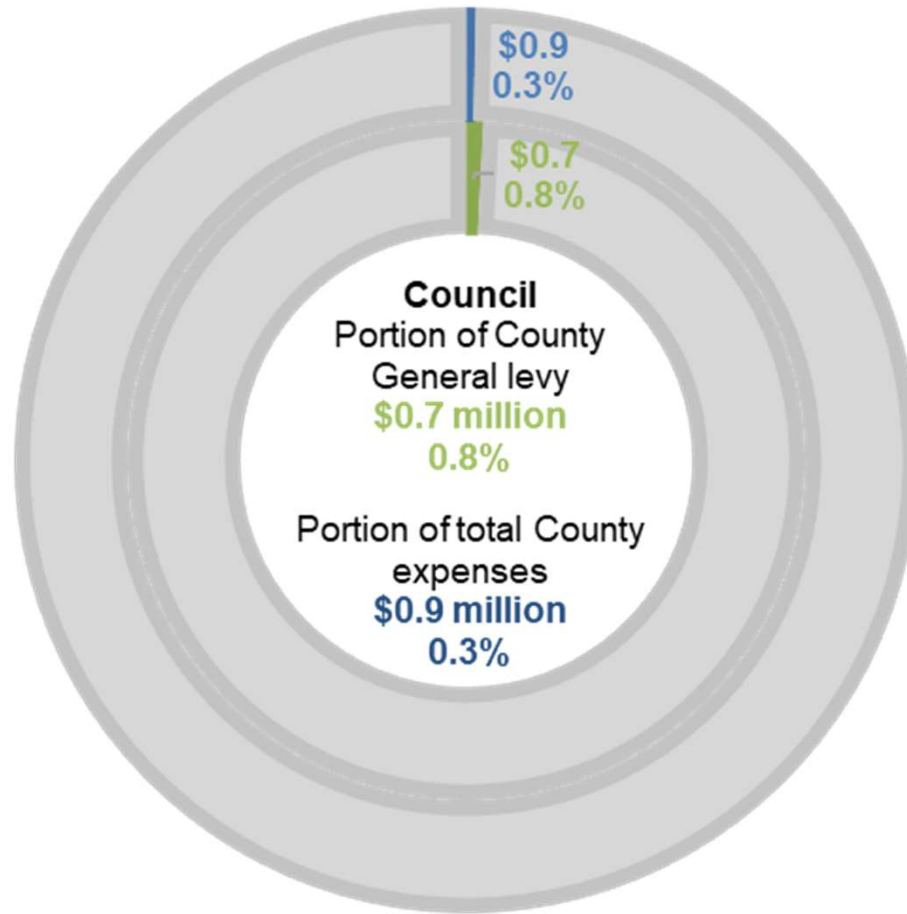
	2023 FORECAST	2023 BUDGET	2024 BUDGET	BUDGET VAR \$	BUDGET VAR %
Upper Thames	\$1,106,291	\$1,106,291	\$1,139,480	33,189	3.0%
Grand River	103,618	103,500	106,730	3,230	3.1%
Long Point	484,196	484,196	498,720	14,524	3.0%
Catfish Creek	14,033	14,897	14,450	(447)	(3.0%)
EXPENSES	\$1,708,138	\$1,708,884	\$1,759,380	\$50,496	3.0%

GENERAL BUDGET| Southwestern Public Health

SUMMARY

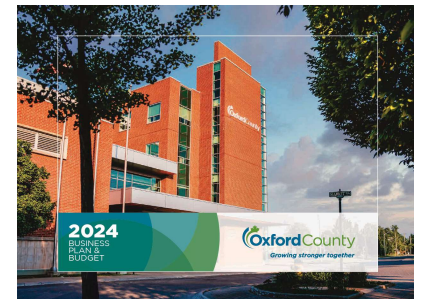
- 2024 Budget estimated by County 5% increase over 2023 Actual

	2023 FORECAST	2023 BUDGET	2024 BUDGET	BUDGET VAR \$	BUDGET VAR %
EXTERNAL TRANSFER	3,169,783	2,786,700	3,328,270	541,570	19.4%



DIVISIONS

- Council

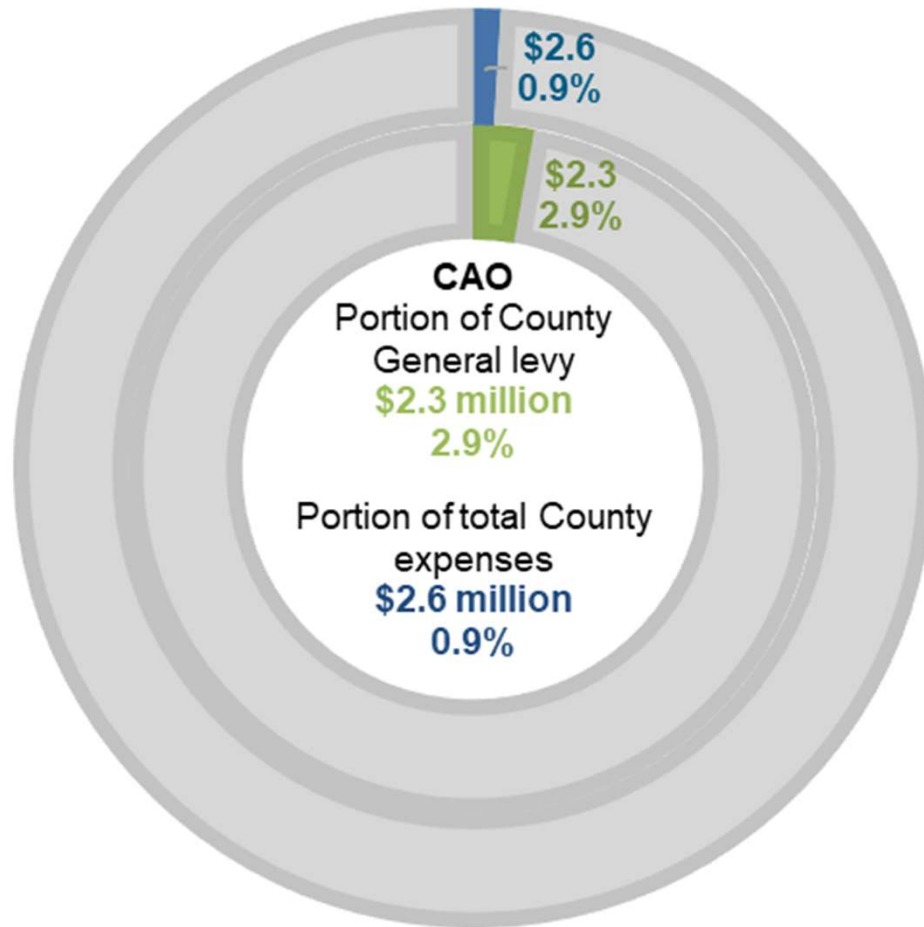


PG. 341

COUNCIL

SUMMARY

	2023 FORECAST	2023 BUDGET	2024 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	-	(1,406,400)	(247,935)	1,158,465	(82.4%)
EXPENSES	640,656	2,039,078	902,867	(1,136,211)	(55.7%)
NET LEVY	\$640,656	\$632,678	\$654,932	\$22,254	3.5%



DIVISIONS

- CAO Office
- Tourism
- Strategic Communication and Engagement



PG. 344

SUMMARY

- **2024 Budget Goals:**
 - Oxford County Strategic Plan
 - Strategic Commitments
 - Continuous Improvement
 - Advocacy
 - Safe and Well Oxford
- **FTE Change:** ↑1.0 Community Environmental Sustainability Specialist
- **New Initiative:** Community Well-Being Survey

	2022 FORECAST	2022 BUDGET	2023 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(152,357)	(50,000)	(100,000)	(50,000)	100.0%
EXPENSES	945,889	888,950	1,067,037	178,087	20.0%
NET LEVY	\$793,532	\$838,950	\$967,037	\$128,087	15.3%

CAPITAL

▪ NEW PROJECTS

- **\$2,000** for a computer for Community Environmental Sustainability Specialist
(**FTE 2024-14**)

	2023 FORECAST	2023 BUDGET	2024 BUDGET	BUDGET VAR \$	BUDGET VAR %
CAPITAL BUDGET	-	-	2,000	2,000	0.0%
<i>FUNDING</i>					
TAXATION	-	-	2,000	2,000	0.0%

SUMMARY

	2023 FORECAST	2023 BUDGET	2024 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	-	-	-	-	0.0%
EXPENSES	197,148	214,000	191,000	(23,000)	(10.7%)
NET LEVY	\$197,148	\$214,000	\$191,000	\$(23,000)	(10.7%)

SUMMARY

- **2024 Budget Goals:**
 - Develop and begin implementation of Tourism Strategy
 - Implement Sustainable Tourism Strategy Recommendations
 - Modernize Visitor Services

	2023 FORECAST	2023 BUDGET	2024 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(69,609)	(72,598)	(38,989)	33,609	(46.3%)
EXPENSES	581,671	585,530	599,093	13,563	2.3%
NET LEVY	\$512,062	\$512,932	\$560,104	\$47,172	9.2%

CAO| Strategic Communication and Engagement

SUMMARY

- **2024 Budget Goals:**
 - Update communication and engagement strategy
 - Expand use of short-form video to augment online engagement
 - Exploring options for services to some area municipalities
- **FTE Changes:** ↑1.0 Multimedia Designer, ↓0.3 Student

	2023 FORECAST	2023 BUDGET	2024 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(80,100)	(80,100)	(87,220)	(7,120)	8.9%
EXPENSES	589,055	581,880	703,903	122,023	21.0%
NET LEVY	\$508,955	\$501,780	\$616,683	\$114,903	22.9%

CAO| Strategic Communication and Engagement

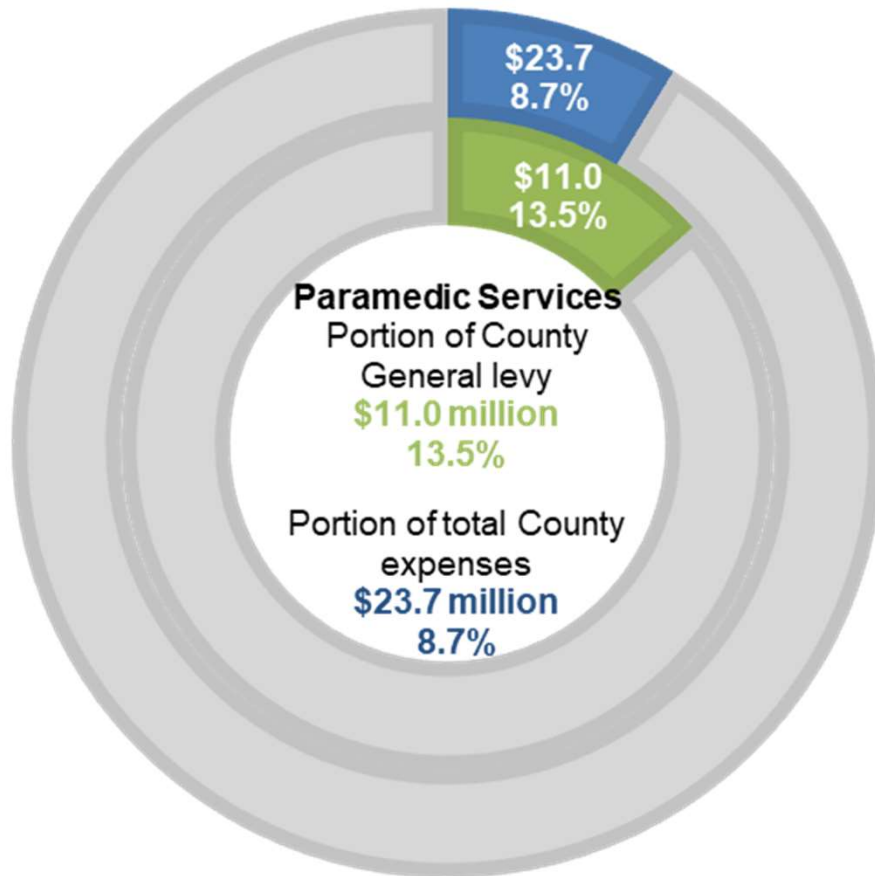
CAPITAL

- **NEW PROJECTS**

- **\$2,200** for a computer for Multimedia Designer (**FTE 2024-15**)

	2023 FORECAST	2023 BUDGET	2024 BUDGET	BUDGET VAR \$	BUDGET VAR %
CAPITAL BUDGET	315	-	2,200	2,200	0.0%
<i>FUNDING</i>					
TAXATION	315	-	2,200	2,200	0.0%

PARAMEDIC SERVICES



DIVISIONS

- Paramedic Services
- Community Paramedicine



PG. 368

PARAMEDIC SERVICES| Paramedic Services

SUMMARY

- **2024 Budget Goals:**
 - 911 Alternate Models of Care
 - Local Community Health Care Integration
 - Emergency Management Plan
 - Paramedic Service Roadmap
- **FTE Changes:**
 - ↑7.0 Paramedics and 1.0 Acting Superintendent
 - ↑1.0 Paramedic Educator
 - ↑0.4 Emergency Management Coordinator
 - ↑1.0 Superintendent and 1.0 Logistics Coordinator
- **Capital AMP Reserve Contribution: \$1,104,500** Paramedic Services - \$164,700↑

	2023 FORECAST	2023 BUDGET	2024 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(9,785,433)	(10,423,093)	(10,321,611)	101,482	(1.%)
EXPENSES	18,550,800	19,160,448	21,357,110	2,196,662	11.5%
NET LEVY	\$8,765,367	\$8,737,355	\$11,035,499	\$2,298,144	26.3%

PARAMEDIC SERVICES| Paramedic Services

CAPITAL

■ NEW PROJECTS

- **\$313,409** for equipment replacements
- **\$607,600** for vehicle replacements
- **\$171,100** in various projects identified from the Building Condition Assessments
- **\$372,400** for new vehicle and equipment for Land Ambulance operations (**NI 2024-16**)
- **\$80,000** for pallet mover and site expansion at Griffin Way

	2023 FORECAST	2023 BUDGET	2024 BUDGET	BUDGET VAR \$	BUDGET VAR %
CAPITAL BUDGET	1,395,457	2,162,106	1,599,509	(562,597)	(26.0%)
<i>FUNDING</i>					
RESERVE	1,354,920	2,126,106	1,142,109	(983,997)	(46.3%)
GRANTS	36,537	31,000	-	(31,000)	(100.0%)
DC	-	-	49,760	49,760	0.0%
TAXATION	4,000	5,000	407,640	402,640	8,052.8%

PARAMEDIC SERVICES| Community Paramedicine

SUMMARY

- Temporary funding program announced in 2021 (**NI 2022-12**) that will fully fund the Oxford County Community Paramedicine Program until March 31, 2024, and subsequently extended to **March 31, 2026**
- Paramedics provide in-home assessments, referrals, treatment, and support to patients to meet their goals of care in an effort to prevent 911 calls and hospital admissions.

	2023 FORECAST	2023 BUDGET	2024 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(2,447,077)	(2,094,500)	(2,378,000)	(283,500)	13.5%
EXPENSES	2,447,077	2,094,500	2,378,000	283,500	13.5%
NET LEVY	-	-	-	-	0.0%

PARAMEDIC SERVICES| Community Paramedicine

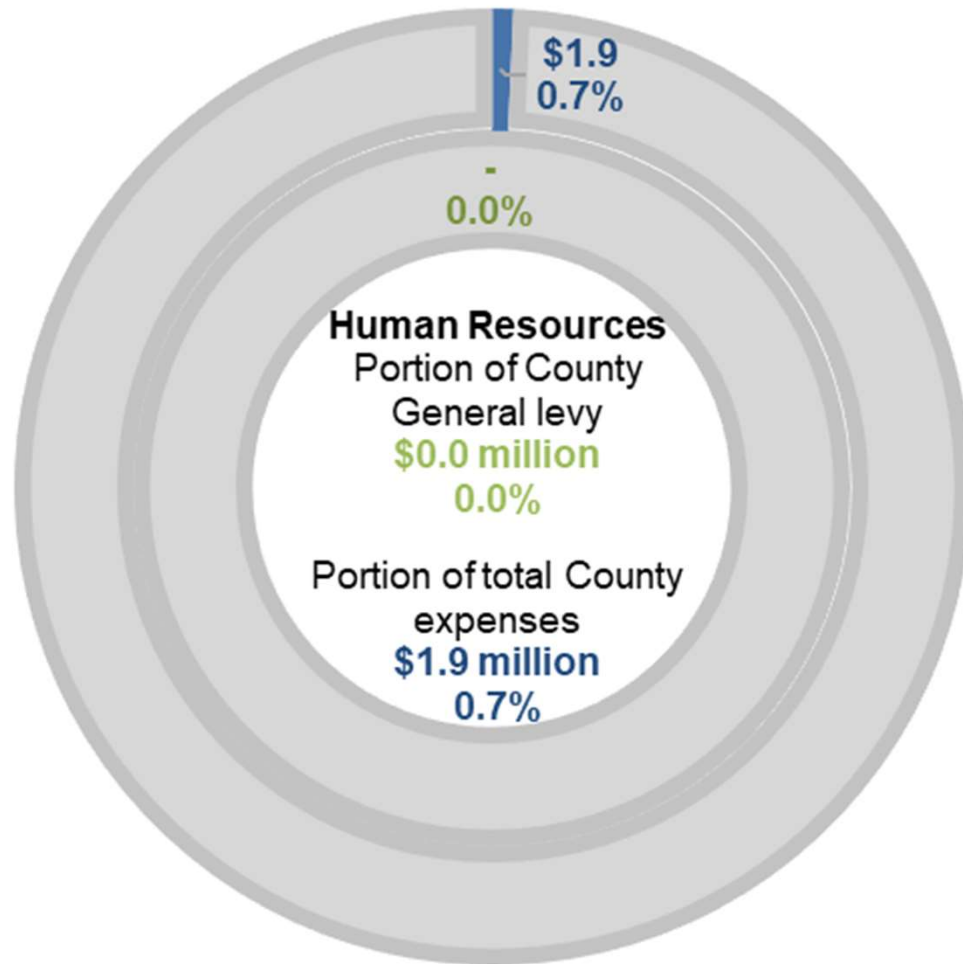
CAPITAL

▪ NEW PROJECTS

- **\$10,000** for computer and furnishings for staff for Community Paramedicine Program (**FTE 2024-19**)

	2023 FORECAST	2023 BUDGET	2024 BUDGET	BUDGET VAR \$	BUDGET VAR %
CAPITAL BUDGET	27,537	-	10,000	10,000	0.0%
<i>FUNDING</i>					
GRANTS	27,537	-	10,000	10,000	0.0%

HUMAN RESOURCES



DIVISIONS

- Human Resources



PG. 396

HUMAN RESOURCES

SUMMARY

- **2024 Budget Goals:**
 - Employer Branding
 - Succession Planning and Leadership Development
 - Learning and Career Development
 - Ensure Competitive Compensation
 - Diversity, Equity and Inclusion
- **FTE Changes:**
 - ↑**1.0** Learning and Development Specialist
 - ↑**1.0** Senior Coordinator, Employee Health and Disability Management

	2023 FORECAST	2023 BUDGET	2024 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(1,417,364)	(1,467,364)	(1,867,029)	(399,665)	27.2%
EXPENSES	1,382,474	1,467,364	1,867,029	399,665	27.2%
NET LEVY	\$(34,890)	-	-	-	0.0%

HUMAN RESOURCES

CAPITAL

▪ NEW PROJECTS

- **\$2,000** for a laptop for HR Learning and Development Specialist (**FTE 2024-20**)
- **\$2,000** for a laptop for SR Coordinator of Employee Health and Disability Management (**FTE 2024-21**)

	2023 FORECAST	2023 BUDGET	2024 BUDGET	BUDGET VAR \$	BUDGET VAR %
CAPITAL BUDGET	2,000	2,000	4,000	2,000	100.0%
<i>FUNDING</i>					
TAXATION	2,000	2,000	4,000	2,000	100.0%

COMMUNITY PLANNING



DIVISIONS

- Community Planning



PG. 409

COMMUNITY PLANNING

SUMMARY

- **2024 Budget Goals:**
 - Official Plan Review
 - Planning for Growth
 - Planning for Infrastructure
 - Housing Initiatives
 - Zoning By-Law and Development Process Updates
- **FTE Changes:**
 - ↑1.0 Development Planner
 - ↑1.0 Policy Planner
 - ↑1.0 Planning Technician

	2023 FORECAST	2023 BUDGET	2024 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(920,506)	(920,506)	(1,267,230)	(346,724)	37.7%
EXPENSES	2,973,341	3,050,618	3,859,050	808,432	26.5%
NET LEVY	\$2,052,835	\$2,130,112	\$2,591,820	\$461,708	21.7%

COMMUNITY PLANNING

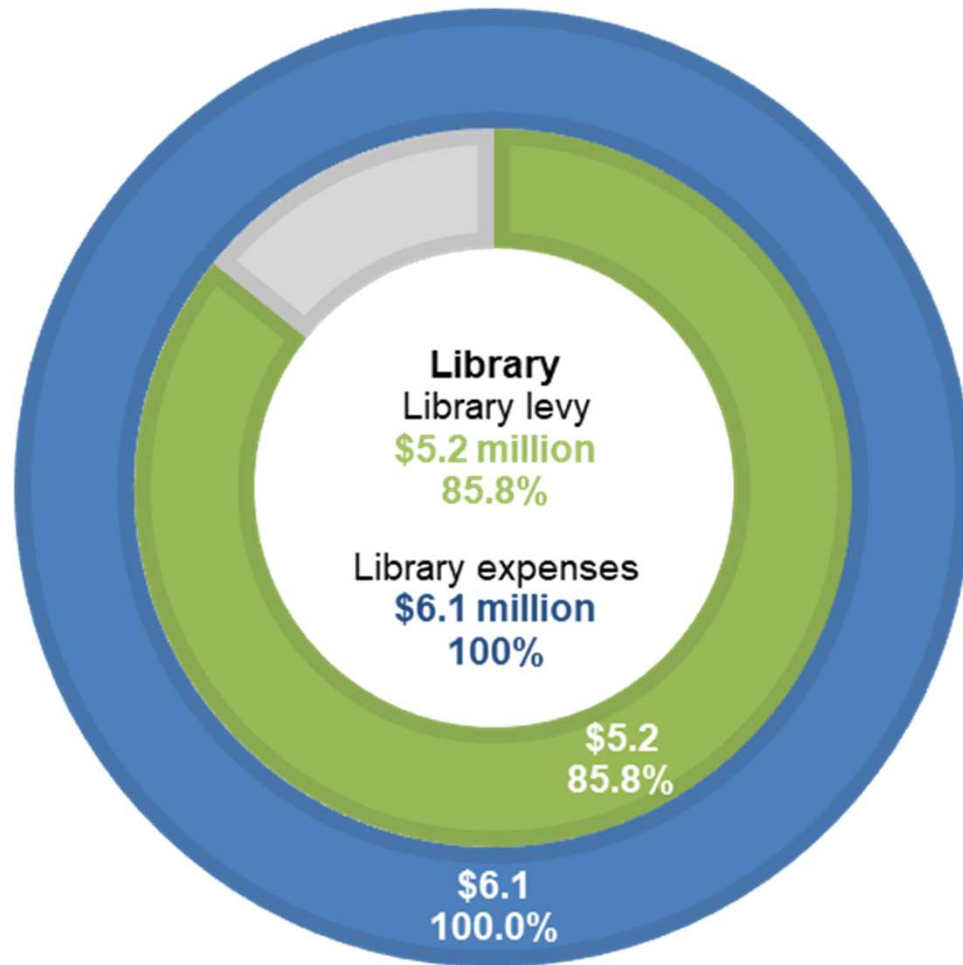
CAPITAL

- **NEW PROJECTS**

- **\$6,000** for laptops for Community Planning positions (**FTE 2024-22**)

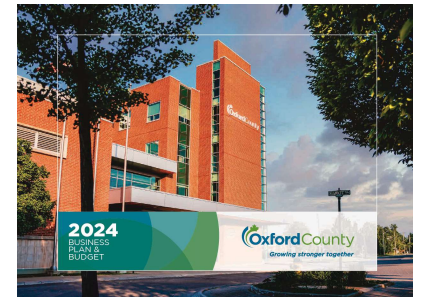
	2023 FORECAST	2023 BUDGET	2024 BUDGET	BUDGET VAR \$	BUDGET VAR %
CAPITAL BUDGET	-	4,000	6,000	2,000	50.0%
<i>FUNDING</i>					
TAXATION	-	4,000	6,000	2,000	50.0%

OXFORD COUNTY LIBRARY



DIVISIONS

- Library



PG. 420

OXFORD COUNTY LIBRARY

SUMMARY

- **2024 Budget Goals:**
 - Library Facilities Plan
 - Library Technology Review
 - Rural Branch Customer Engagement
 - Enriched Membership Engagement Through Patron Point
- **FTE Changes:**
 - ↑**1.2** Rural Branch Hours, Part-time, +**2.3** Mobile Outreach Staff
- **New Initiative:**
 - Library Technology Review
 - Library Facilities Plan
- **Capital AMP Reserve Contribution: \$126,520** Library Levy - facilities - \$9,520↑

	2023 FORECAST	2023 BUDGET	2024 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(921,711)	(962,484)	(864,952)	97,532	(10.1%)
EXPENSES	5,209,910	5,250,683	6,088,694	838,011	16.0%
NET LEVY	\$4,288,199	\$4,288,199	\$5,223,742	\$935,543	21.8%

OXFORD COUNTY LIBRARY

Capital

■ NEW PROJECTS

- **\$2,000** for branch signage
- **\$323,000** in various projects identified from the Building Condition Assessments
- **\$10,000** for public use technologies
- **\$209,000** for annual refresh of collection materials
- **\$10,000** for book drop and staff chairs

	2023 FORECAST	2023 BUDGET	2024 BUDGET	BUDGET VAR \$	BUDGET VAR %
CAPITAL BUDGET	65,795	73,400	554,000	480,600	654.8%
<i>FUNDING</i>					
RESERVE	38,250	53,400	289,000	235,600	441.2%
GRANTS	7,545	-	-		
RECOVERY	-	-	36,000	36,000	0.0%
TAXATION	20,000	20,000	229,000	209,000	1,045.0%



PG. 436

COURT SECURITY

COURT SECURITY

Court Security

	2023 FORECAST	2023 BUDGET	2024 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	-	-	-	-	0.0%
EXPENSES	10,276	10,276	82,936	72,660	707.1%
NET LEVY	\$10,276	\$10,276	\$82,936	\$72,660	707.1%

PENDING BUDGET ADJUSTMENTS

PENDING BUDGET ADJUSTMENTS

Potential Impacts

- **Conservation Authorities – Pending Draft Budget**
 - 2023 Budget estimated by County is **3%** overall increase 2023 Levy
- **Southwestern Public Health - Draft Budget**
 - 2024 Budget estimated by County **5%** increase over 2023 Revised Levy
- **Community Grants- Draft Budget**
 - 2024 Budget draft budget includes 2023 approved grants +/- requests received by Council
- **Future Oxford Legacy Fund- Annual Contribution**
 - 2024 Budget includes \$100,000 contribution to this fund
- **Economic Stimulus Fund**

SUMMARY

NEXT BUDGET MEETING

Special Budget Meeting – November 29, 2023 – 9:30 AM

Follow the Budget Process

Budget package, updates and presentations:

www.oxfordcounty.ca/budget



Council Notice of Motion deadline of **December 7 at 4:30 pm**