

2024 BUSINESS PLAN AND BUDGET

COUNTY COUNCIL SPECIAL BUDGET MEETING 2
NOVEMBER 29, 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. Court Security
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9. Decision Points

Public Works

Human Services

Woodingford Lodge

General Budget

Council

Human Resources

Community Planning




CAO

Corporate Services

Paramedic Services

BUDGET HIGHLIGHTS

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

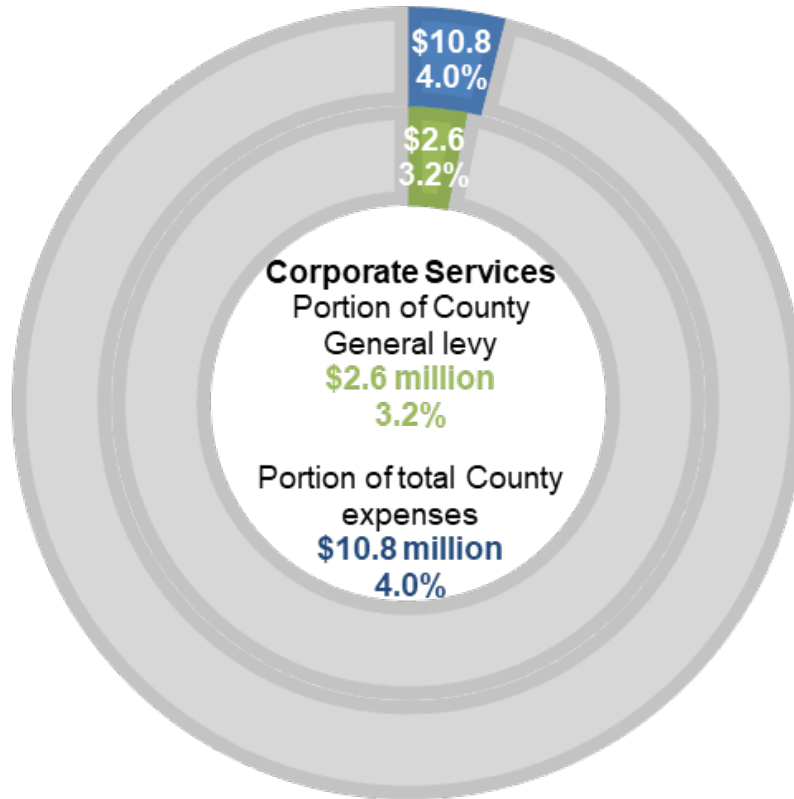
BUDGET HIGHLIGHTS

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%

BUSINESS PLAN AND BUDGET BY DEPARTMENT

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%

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	(7.0%)
EXPENSES	2,770,162	2,879,162	2,677,750	(201,412)	(7.0%)
NET LEVY	\$(143,537)	-	-	-	0.0%

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%

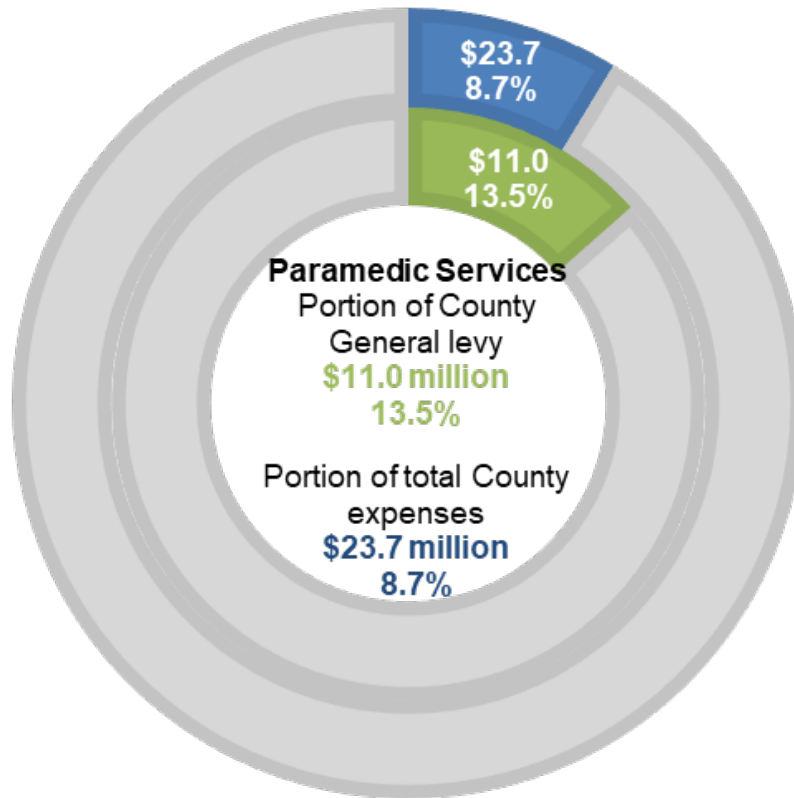
CAPITAL

▪ 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%)

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	(1.0%)
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

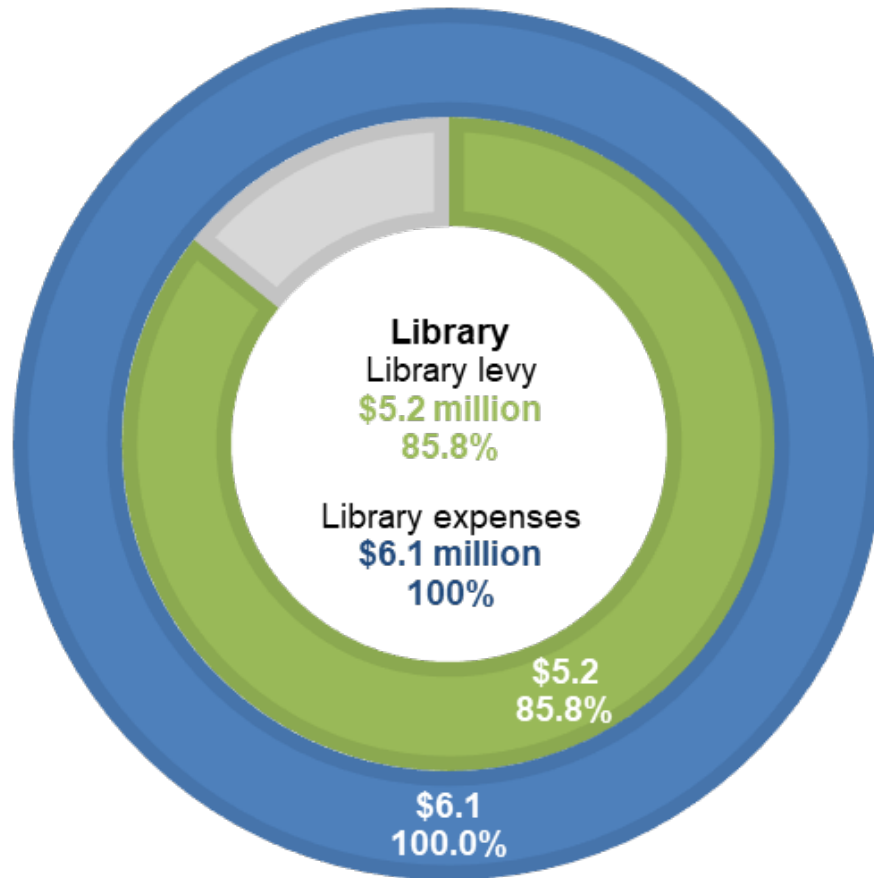
CAPITAL

▪ 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%

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%

SUMMARY

BUDGET HIGHLIGHTS

Summary and Outlook

Investments

- 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

- 17 New initiatives to advance the Strategic Plan
- Inflation
- Insurance Costs
- Growth
- WSIB Costs
- Social Assistance Modernization
- Long-term Care – funding and pending items

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%
3	Indigenous Solidarity & Awareness Network Grant Request: \$2,000 to \$10,000	BA03 231122	2,000	2,000	0.0%
4	Tillsonburg PXO - swap construction of OR53/Tillson Ave to OR 20 at Coulthard in 2024 (\$100,000)	BA04 231122	-	-	0.0%
5	2024 Planning fee increases for County development applications (CP2023-371)	BA05 231122	-	(90,000)	(0.1%)
6	Upper Thames River Conservation Authority: Draft budget adjustment	BA06 231129	-	200,013	0.3%

NEW INFORMATION

Summary and Outlook

2023 Approved General Levy Requirements				\$70,759,302	
#	Item	Notice of Motion	Cost Total \$	Levy Change \$	%
7	Whereas Project Number 930079 Cycling Infrastructure is identified as funded by grants; And whereas funds necessary to cover the cost of paved shoulder Bike Lanes on OR24 are unlikely to be granted; Therefore be it resolved, that the 2024 Business Plan and Budget be amended to remove \$500,000 budget request for Project 930079 Cycling Infrastructure.	NM01-231129	(500,000)	-	0.0%
8	Therefore be it resolved, that the 2024 Business Plan and Budget be amended to defer the Minor Capital purchase of \$25,000 for FAC - Council Chambers Chairs to the 2025 Business Plan and Budget.	NM02-231129	(25,000)	-	0.0%

NEW INFORMATION

Summary and Outlook

2023 Approved General Levy Requirements				\$70,759,302	
#	Item	Notice of Motion	Cost Total \$	Levy Change \$	%
9	<p>Whereas Interest Rates administered by CF Oxford on behalf of the Future Oxford Legacy Fund are rising to 9 percent;</p> <p>And whereas CF Oxford may required a personal guarantee in the form of a second mortgage, thus reducing the lender's risk associated with the loan if a business fails to repay the debt;</p> <p>And whereas businesses may be placed in a precarious situation if too much capital is consumed paying off high-interest debt.</p> <p>Therefore be it resolved, that the 2024 Business Plan and Budget be amended to omit the \$100,000 contribution to the Future Oxford Legacy Fund to support projects and initiatives that sustain our community, economy and environment.</p>	NM03-231129	(100,000)	(100,000)	-0.1%

NEW INFORMATION

Summary and Outlook

2023 Approved General Levy Requirements				\$70,759,302	
#	Item	Notice of Motion	Cost Total \$	Levy Change \$	%
10	<p>Whereas, in County Council took immediate action in April 2020 in response to the COVID-19 pandemic by developing a \$1.5 million Economic Stimulus Fund in partnership with Community Futures Oxford to assist small and medium sized businesses in the county to regain their vitality and expedite recovery of our community's overall wellbeing;</p> <p>And whereas, the two-year commitment has concluded and all of the funds were effectively invested in support of the community as planned and the loan repayment obligations are now flowing back to Community Futures Oxford in accordance with the loan agreements;</p> <p>Therefore, be it resolved that staff, in collaboration with Community Futures Oxford, facilitate repatriation of the principal investment used for loans as repaid, on the basis of the same proportionate share as the fund contributions between the County and Community Futures Oxford, being 67% and 33% respectively;</p> <p>And further, that the repatriated funds be credited to the General Reserve, being the source of the original \$1 million in funding, to assist in narrowing the significant shortfall from the reserve's target balance to be available for use in future year's tax stabilization;</p> <p>And further, that the repatriation of net principal funds be reported to Council as part of the quarterly Business Plan and Budget updates.</p>	NM04-231129	-	-	0.0%

NEW INFORMATION

Summary and Outlook

2023 Approved General Levy Requirements				\$70,759,302	
#	Item	Notice of Motion	Cost Total \$	Levy Change \$	%
11	<p>Whereas, County Council recognizes the critical importance of addressing the housing crisis affecting our community and have, in their 2023-2026 Strategic Plan, committed to a goal to “Invest capital funds and leverage provincial, federal, and partner funding in support of the Master Housing Strategy and Housing for All Plan”;</p> <p>And whereas, a significant number of residents in our municipality are struggling to find safe, affordable, and stable housing, leading to increased homelessness and housing insecurity;</p> <p>Therefore be it resolved, that the “base” amount of funding for Human Services affordable housing development be increased to \$4 million annually with an additional \$1 million to be added to the 2024 draft budget, funded by the levy;</p> <p>And further, that Council and staff increase efforts in actively pursuing matching annual contributions from upper levels of government that are necessary to maximize impact and achieve long-term sustainability in housing security.</p>	NM05-231129	1,000,000	1,000,000	1.4%

NEW INFORMATION

Summary and Outlook

2023 Approved General Levy Requirements				\$70,759,302	
#	Item	Notice of Motion	Cost Total \$	Levy Change \$	%
12	<p>Whereas County Council adopted a new 2023-2026 Strategic Plan designed to direct Council decisions and administration in developing policy, business plan and budgets to advance the Strategic Plan goals and objectives;</p> <p>And whereas staff have presented Council with a draft 2024 Business Plan and Budget that identifies the resources that would be required to deliver the services to achieve the Strategic Plan direction;</p> <p>And whereas Council and staff acknowledge that the current economic instability and challenges faced by taxpayers due to high inflation needs to be balanced by similar pressures on the County's budget in addition to significant growth in population adding pressure on levels of service such as housing, long-term care, paramedic services and County infrastructure;</p> <p>Therefore, be it resolved that Council commits to reducing the amount required from taxation in the draft 2024 budget to provide immediate relief to taxpayers without a direct reduction to the proposed initiatives designed to advance the vision of the 2023-2026 Strategic Plan "working together for a healthy, vibrant and sustainable future;</p> <p>And further, that Council direct staff to conduct a thorough review of the capital reserves that fund the County's Asset Management Plan to identify \$2 million that can be drawn upon, by delaying improvements without unduly jeopardizing the state of good repair, to reduce the draft 2024 budget general levy requirement.</p>	NM06-231130	(2,000,000)	(2,000,000)	-2.8%

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%
13	Southwestern Public Health: 2024 budget adjustment	BA07-231129	1,017,768	1,017,768	1.4%
2024 Budget Levy Increase			(\$394,138)	\$10,885,822	15.4%
2024 General Levy Requirements				\$81,645,124	15.4%

PENDING BUDGET ADJUSTMENTS

PENDING BUDGET ADJUSTMENTS

Potential Impacts

- **Conservation Authorities** – Pending Draft Budget
 - Draft budget received for 3 of 4 Conservation Authorities

DISCUSSION/ NOTICE OF MOTIONS

DECISION POINTS

DECISION POINTS| RESOLUTIONS

- 1. That the 2024 Oxford County Business Plans be adopted as amended;**
- 2. And further, that Oxford County Council approves the 2024 Budget with a general purpose levy of \$_____;**
- 3. And further, that Oxford County Council approves a 2024 special levy for Library purposes in the amount of \$_____, levied against all area municipalities with the exception of the City of Woodstock;**
- 4. And further, that Oxford County Council approves a 2024 special levy to fund a Woodstock Police Services Grant for court security and prisoner transportation services in the amount of \$_____, levied against all area municipalities with the exception of the City of Woodstock;**

5. And further, that Oxford County Council approves the following 2024 grants requests, totalling \$ _____, :

Oxford Creative Connections	\$ _____
Social Planning Council Oxford	_____
North Oxford Intercommunity Bus Transit	_____
Oxford County Youth Initiatives	_____
Agricultural Award of Excellence	_____
Economic Development [Oxford Connection]	_____
Physician Recruitment	_____
Small Business Centre	_____
Oxford Health Team	_____
Ingersoll Pipe Band	_____
Indigenous Solidarity & Awareness Network	_____

DECISION POINTS | RESOLUTIONS

6. And further, that the following grant requests, totalling \$_____, be funded under the Oxford County Youth Initiatives grant of \$_____:

- Oxford Invitation Youth Robotic Challenge _____
- International Student Exchange Ontario _____
- Oxford Plowman's Match _____

7. And further, that a by-law to adopt the 2024 water and wastewater rates as set out in Report CS 2023-44 effective January 1, 2024, be presented to Council for enactment at their regular meeting scheduled for January 10, 2024;

8. And further, that a by-law to adopt the estimated expenditures for the year 2024 as set out in Report No. CS _____ be presented to Council for enactment at their regular meeting scheduled for January 10, 2024;

DECISION POINTS | RESOLUTIONS

- 9. And further, that staff be authorized to proceed with implementing the incremental full-time equivalent positions as presented in the Full-time Equivalent Plan as part of the 2024 Preliminary Budget Information and further explained in Report No. CS (CS) 2023-42.**

NEXT BUDGET MEETING

Regular Council Meeting – December 13, 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**