



# 2025 BUSINESS PLAN AND BUDGET

REPORT CS 2024-40  
NOVEMBER 13, 2024



# OVERVIEW

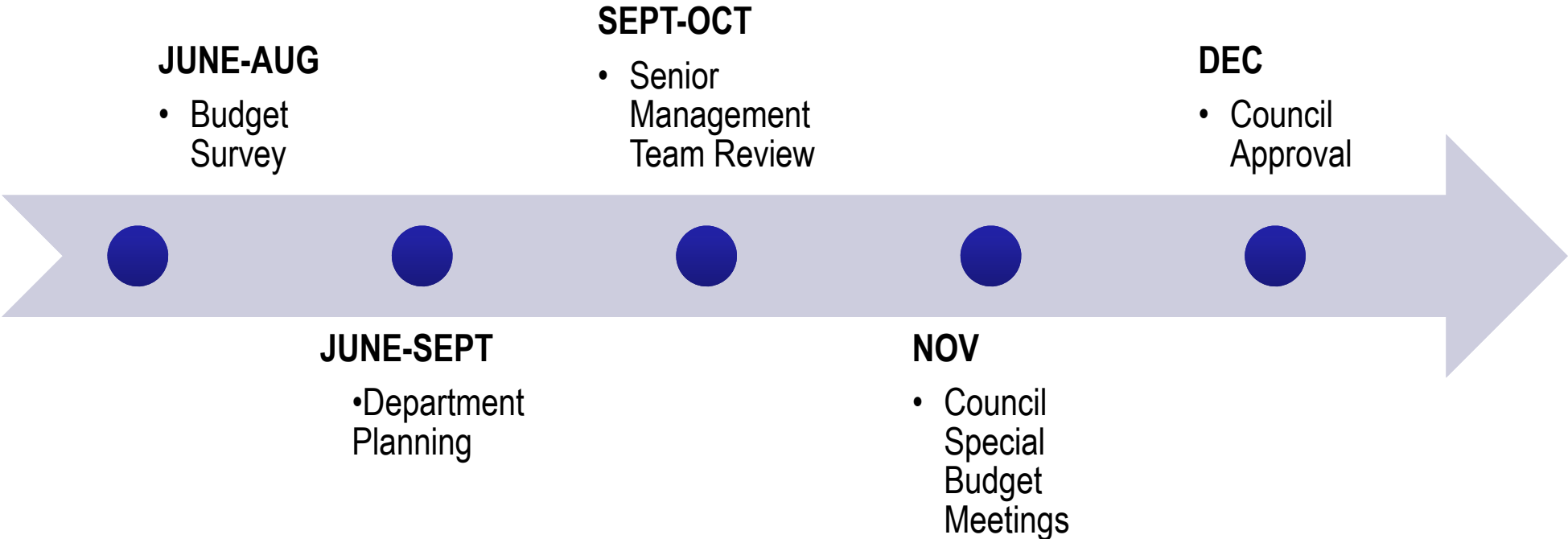
1. Budget process
2. Budget highlights
3. Pending budget adjustments
4. Special Budget Meeting



# BUDGET PROCESS

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## BUSINESS PLANNING AND BUDGET PROCESS



# BUDGET PROCESS

## BUDGET DEVELOPMENT

### 2024 Approved Budget

+/- Base budget	Maintain services at the level of the previous year's approved budget
+/- New initiatives	Significant new programs or services that are intended to have a lasting impact
+/- One-time Items	Items that are non-recurring in nature
+/- Service level	Changes in the services provided
+/- Capital contributions	Increase in asset contribution
+/- 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

**= 2025 Draft Budget**

# BUDGET HIGHLIGHTS




# BUDGET HIGHLIGHTS



PG. 10

# STRATEGIC PRIORITIES (2023-2026)

The 2025 Draft Business Plan and Budget contains **119** notable goals, initiatives and resource allocations to fulfill the respective strategic goals:

	Business Plan	New Initiative	FTE
 Promoting Community Vitality	31	0	1
 Enhancing Environmental Sustainability	14	3	0
 Fostering Progressive Government	50	5	15



# BUDGET HIGHLIGHTS

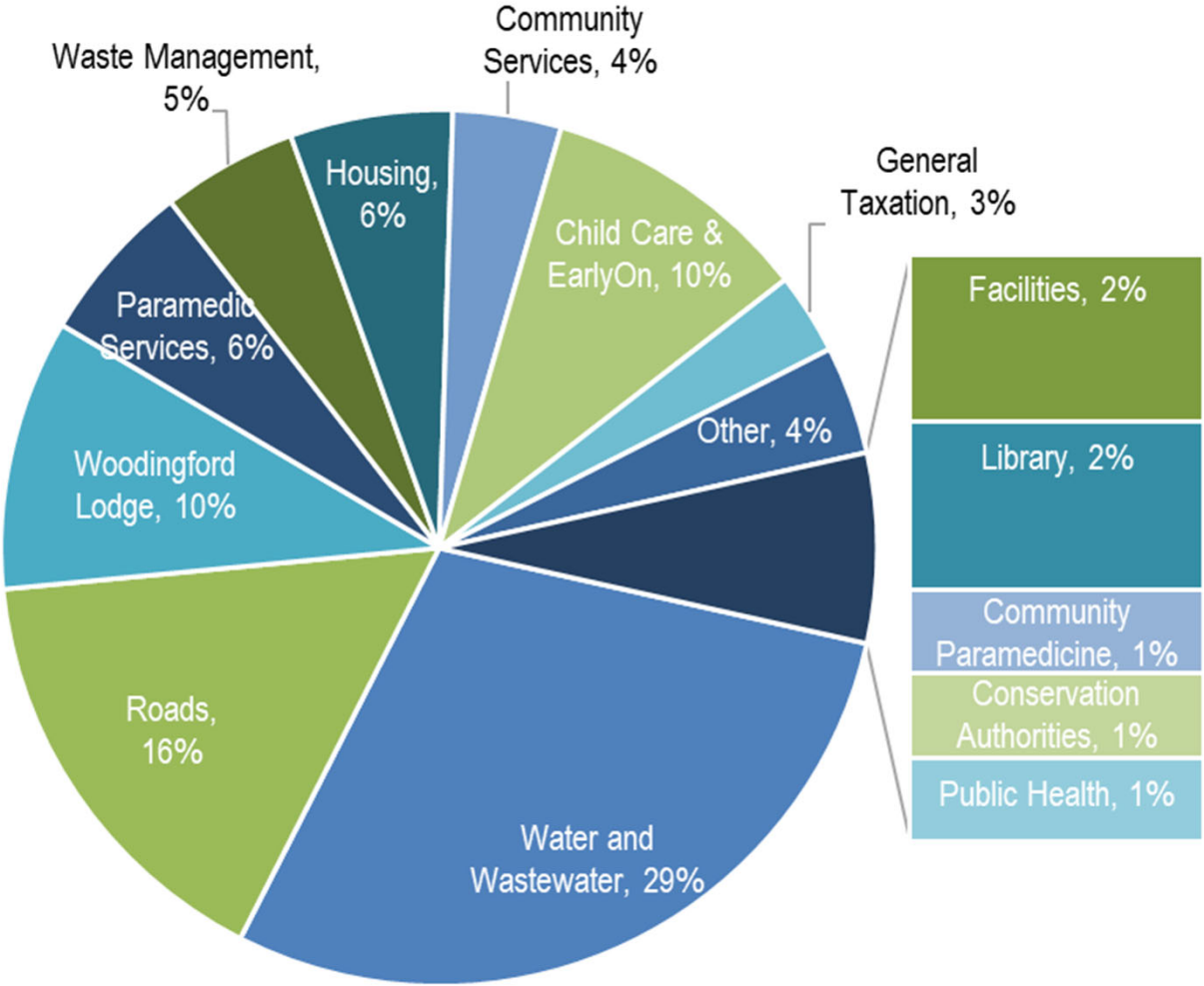
## BUDGET AT A GLANCE

The County's budget is divided among four budgets: General Levy, Library Levy, Court Security Levy, and Water and Wastewater Rates.

Levy Budget					Rates Budget	Capital Budget
General	Library	Court Security	Total			
12.6%	10.0%	48.8%	12.5%	2025 Budget increase	8.8%	2025 capital budget includes capital investments of
<b>\$93.0 M</b> (+\$10.4M)	<b>\$5.7 M</b> (+\$0.5 M)	<b>\$123,430</b> (+\$40,494)	<b>\$98.8 M</b> (+\$11.0 M)	Total Property Taxes	<b>\$48.3 M</b> (+\$3.6 M)	<b>\$131.0 M</b>
10.3%	7.9%	46.0%	10.1%	2025 prelim tax rate increase	2.9% to 14.3%	The capital budget covers maintenance of existing County assets and adding new assets.

# BUDGET HIGHLIGHTS

## TOTAL EXPENDITURE DISTRIBUTION

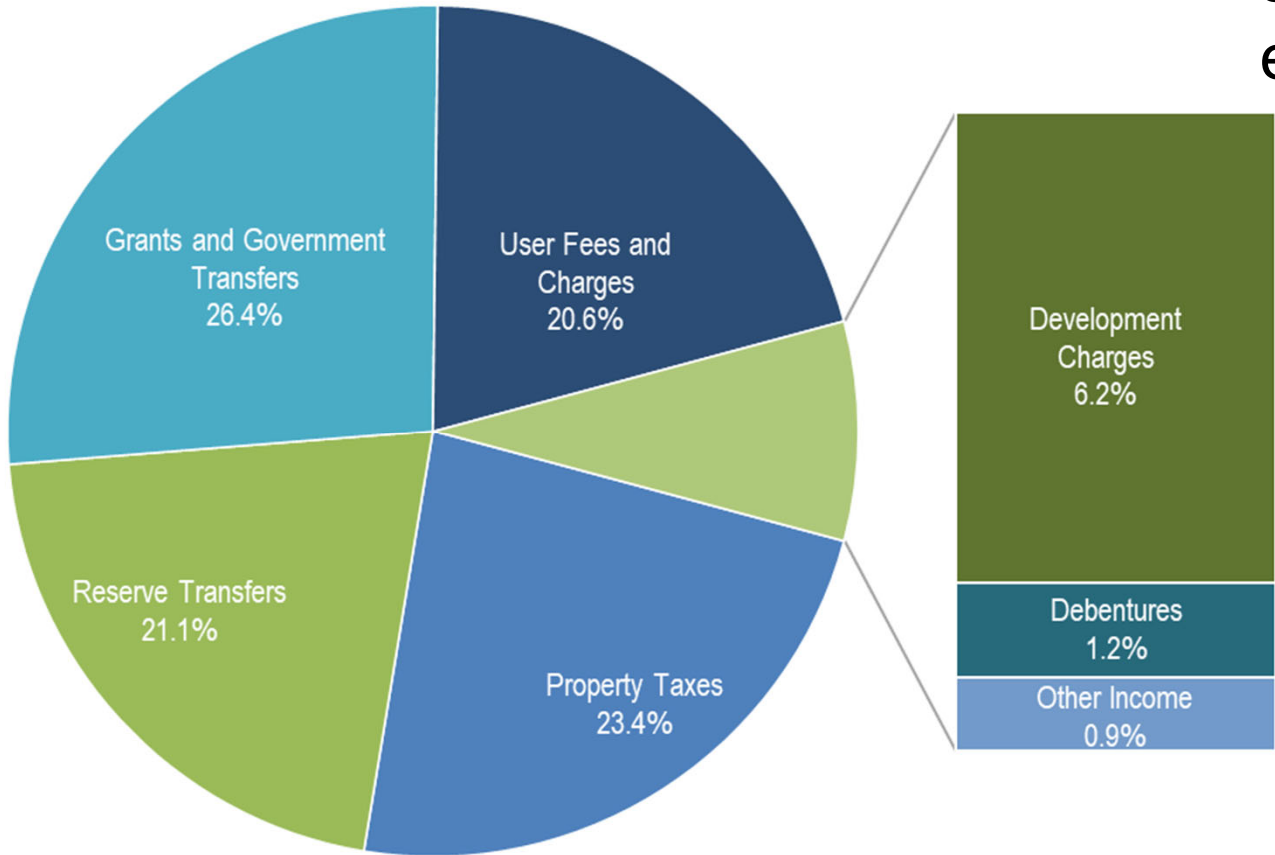


Largest portion of County expenditures (operating + capital):

- > Water and Wastewater: 29%
- > Roads: 16%
- > Child Care and EarlyON: 10%
- > Woodingford Lodge: 10%

# BUDGET HIGHLIGHTS

## HOW IS THE BUDGET FUNDED



Largest revenue sources for County expenditures:

1. Grants and Transfers: 26.4%
2. Property Taxes: 23.4%
3. Reserves: 21.1%

# BUDGET HIGHLIGHTS

## NEW INITIATIVES

#	New Initiative	Page
1	Thornton Wellfield Naturalization	105
2	Benchmark Traffic Data - Automated Speed Enforcement Program	130
3	Storm Sewer Closed-Circuit Television (CCTV) Inspection Program	131
4	Tillsonburg Watermain Swabbing and Sanitary De-rooting Program	185
5	Water Wastewater Electronic Logbooks	187
6	Council Chambers Technology Upgrades	251
7	Leadership Development and Succession Planning Programming	318

# BUDGET HIGHLIGHTS

## FULL-TIME EQUIVALENT PLAN

<b>2024 Approved FTE Plan</b>	<b>683.1</b>
2024 Temporary FTE	(5.7)
2024 In-year	6.5
<b>2025 FTE Plan</b>	<b>683.9</b>
<b>2025 Draft Budget increase</b>	<b>21.9</b>
<b>Draft 2025 FTE Plan</b>	<b>705.8</b>



Facilities	0.8
Engineering and Construction	3.0
Waste Management	1.0
Water and Wastewater	1.3
Community Services	0.7
Child Care	0.5
Housing	0.5
Woodingford Lodge	3.2
Information Service	1.0
Finance	2.0
Tourism	0.1
Communications	1.0
Paramedic Services	4.0
Library	2.8
<b>2025 FTE Budget Increase</b>	<b>21.9</b>



# BUDGET HIGHLIGHTS

## DRAFT BUDGET IMPACTS

	Total	Reserves	Other	Rates	Taxation	%
<b>Levy/Rate increase over prior year</b>				<b>3,887,752</b>	<b>10,955,657</b>	<b>12.5%</b>
New Initiatives	2,654,001	85,000	2,175,000	150,200	243,801	<b>0.3%</b>
One-time Items	4,266,000	3,417,522	251,500	351,348	245,630	<b>0.3%</b>
Service Level	2,560,478	294,464	253,055	170,303	1,842,656	<b>2.1%</b>
Capital Contribution	778,000	-	-	-	778,000	<b>0.9%</b>
Initiative Gapping	(1,295,539)	-	(1,130,000)	(18,950)	(146,589)	<b>(0.2%)</b>
In-year Approval/ Carryover	1,614,392	570,000	934,338	-	110,054	<b>0.1%</b>
Minor Capital/Infrastructure	38,630,500	24,987,419	12,358,694	-	1,284,387	<b>1.5%</b>
<b>Budget Impacts</b>	<b>49,207,832</b>	<b>29,354,405</b>	<b>14,842,587</b>	<b>652,901</b>	<b>4,357,939</b>	<b>5.0%</b>
Prior year non-recurring items				161,240	(921,626)	<b>(1.0%)</b>
Prior year initiative gapping				(78,552)	305,899	<b>0.3%</b>
Development charge exemptions				(332,000)	4,959,500	<b>5.6%</b>
<b>Base Budget increase</b>				<b>3,484,163</b>	<b>2,253,945</b>	<b>2.6%</b>

# BUDGET HIGHLIGHTS

## DEVELOPMENT CHARGE EXEMPTIONS

- **Higher than normal population growth**
  - Including significant industrial growth
- **Increased costs to service development areas**
  - 5.6% budget increase

<b>Estimated Exemptions</b>	<b>Budget</b>
Residential – Statutory	\$1.47 million
Residential – Non-Statutory	0.37 million
Non-Residential – Statutory	0.45 million
Non-Residential – Non-Statutory	3.20 million
<b>Subtotal</b>	<b>\$5.49 million</b>
Net contribution to growth reserves	\$0.06 million
2024 Budgeted Exemptions	(\$0.92 million)
<b>2025 Budget Impact</b>	<b>\$4.63 million</b>

# BUDGET HIGHLIGHTS

## CAPITAL PLAN PROJECTS

Projects	Budget
Studies and General Capital	\$7.4 million
Fleet, Equipment and Furnishings	9.1 million
Facilities	11.9 million
Road Network and Stormwater	30.9 million
Bridges and Culverts	9.2 million
Water and Wastewater	62.5 million
<b>Total</b>	<b>\$131.0 million</b>





# BUDGET HIGHLIGHTS

## 2025 CAPITAL PLAN FUNDING

Taxation	\$1.4 million
Debentures	5.2 million
Other sources	0.6 million
W/WW rates/reserves	46.2 million
Reserves	38.3 million
Development charges	23.4 million
Grants (CCBF/OCIF)	15.9 million

**Total capital budget \$131.0 million**

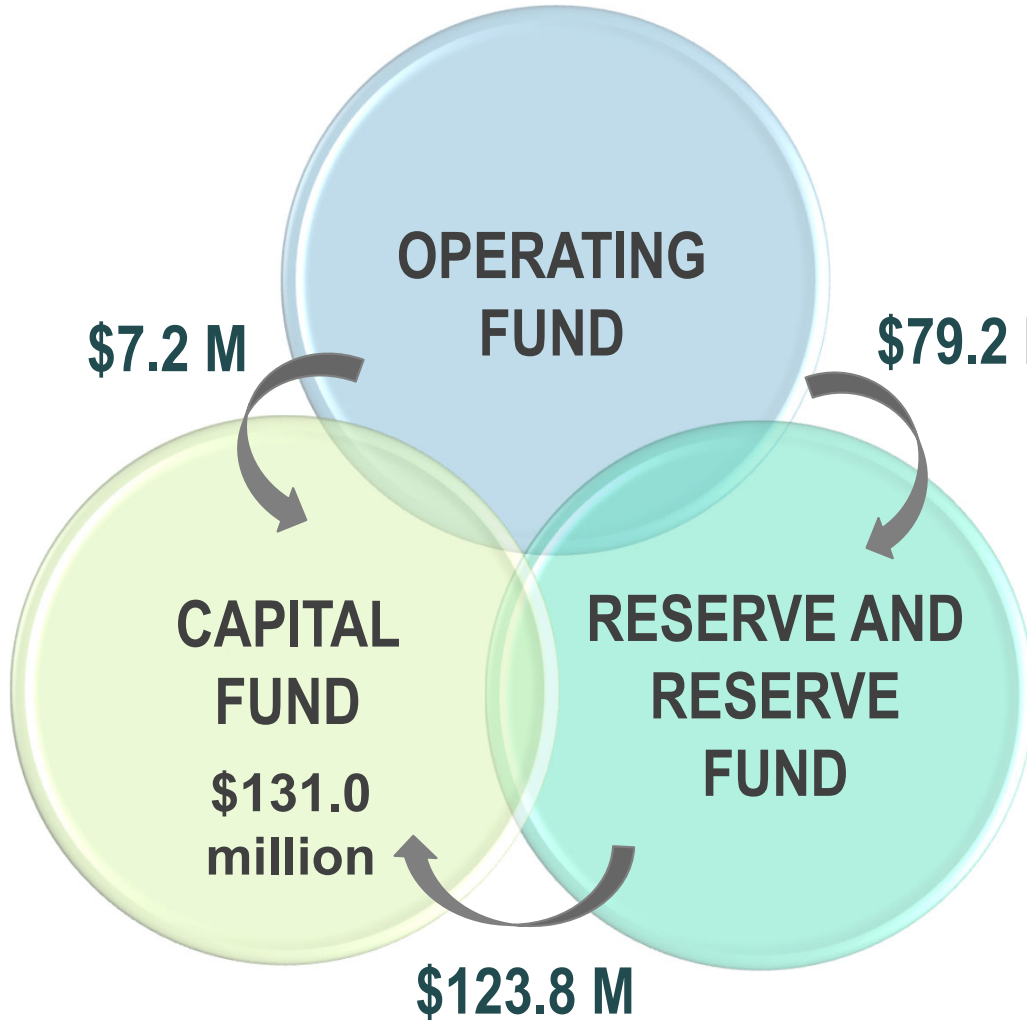
*26.4% increase over 2024 capital budget (\$103.6 million)*



# BUDGET HIGHLIGHTS

## CAPITAL FUNDING MODEL

### \$79.2 million in Capital Reserve Contributions



- General levy \$22.6M
- Library levy \$0.4M
- Water and Wastewater rates \$17.0M
- Interest Revenue \$5.9M
- Development charge exemptions \$5.6M

#### Plus:

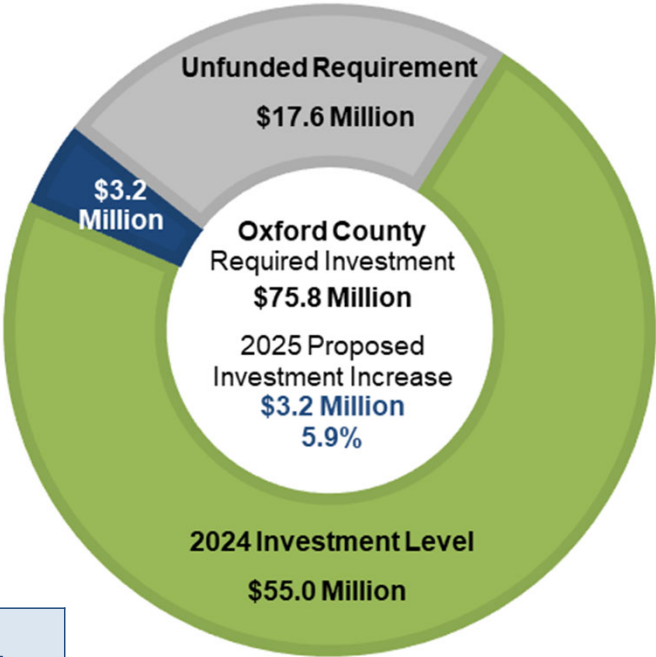
- CCBF Grant \$4.0M
- OCIF Grant \$5.1M
- Development charge revenues \$18.6M



# BUDGET HIGHLIGHTS

## ASSET MANAGEMENT PLAN FUNDING

The 2025 budget includes steps towards an appropriately funded and sustainable asset management program.



Budget Source \$Millions	AMP Required Investment	2025 Budget Investment	Investment Surplus/(Deficit)
General Levy	45.68	35.57	(10.11)
Library Levy	0.66	0.44	(0.22)
Water and Wastewater Rates	29.43	22.17	(7.26)
<b>Total</b>	<b>75.77</b>	<b>58.18</b>	<b>(17.59)</b>



# BUDGET HIGHLIGHTS

## Summary and Outlook

### Investments

- 7 New initiatives to advance the Strategic Plan
- Capital Contributions
- Affordable Housing
- Attract and Retain Staff
- Planning for Growth
- Maintain Service Level
- Safe Drinking Water
- Vulnerable and Unhoused Populations
- Traffic Calming and Road Safety
- Asset Management Plan
- Curbside Waste Collection
- Indigenous Consultation Plan and Safe and Well Oxford Plan

### Challenges and Risks

- Growth
- WSIB Costs
- Social Assistance Modernization
- Shifting Fiscal Accountability
- Long-term Care – funding and new information

### Summary

- **2.6%** Base budget increase
- **12.5%** Overall levy increase
- **\$137** Increase per average residential household

# PENDING BUDGET ADJUSTMENTS

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## Potential Impacts

- **Conservation Authorities – Pending Draft Budget**
  - 2025 Budget estimated by County to increase **12%** over 2024 County-Approved Budget (or **6.1%** from 2024 Conservation Final Approved Budget)
- **Southwestern Public Health - Pending Draft Budget**
  - 2025 Budget estimated by County **5%** increase over 2024 County Approved Budget

# FIRST BUDGET MEETING:

November 20, 2024 - 9:30 AM