



# 2025 BUSINESS PLAN AND BUDGET

COUNTY COUNCIL SPECIAL BUDGET MEETING 1  
NOVEMBER 20, 2024



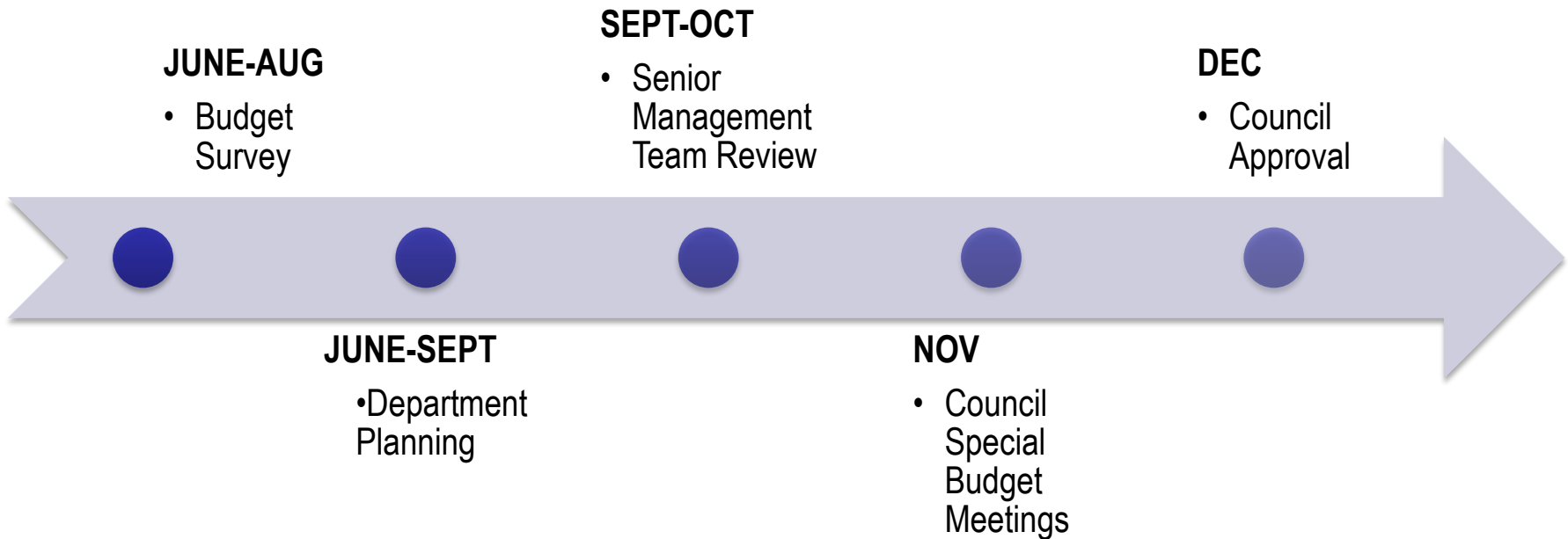
# OUTLINE

1. Budget Process
2. Budget Highlights
3. Capital Plan and Asset Management
4. Business Plan and Budgets by Department
  - Public Works
  - Human Services
  - Woodingford Lodge
  - Corporate Services
  - General Budget
5. Library Budget
6. Court Security
7. Summary
8. Pending Budget Adjustments
  - Council
  - CAO
  - Paramedic Services
  - Human Resources
  - Community Planning

# BUDGET PROCESS

# BUDGET PROCESS

## 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 PACKAGE

## REPORT PRESENTATION

	2024	2024	LESS: 2024	2025	2025		\$ OVER	% OVER
	FORECAST	BUDGET*	NON-	BASE	BUDGET	2025	2024	2024
			RECURRING	BUDGET	IMPACTS	BUDGET	BUDGET	BUDGET
<b>OPERATING</b>								
<b>REVENUES</b>								
<b>GENERAL REVENUES</b>								
PROVINCIAL GRANTS	(138,904)	(138,904)	-	-	-	(138,904)	-	-
USER FEES AND CHARGES	(24,574)	(19,900)	-	(4,230)	(2,400)	(26,530)	(6,630)	33.3%
NET INVESTMENT INCOME	(5,000)	-	-	-	-	-	-	-
OTHER REVENUE	(11,282)	(3,600)	-	1,200	-	(2,400)	1,200	(33.3%)
<b>TOTAL GENERAL REVENUES</b>	<b>(179,760)</b>	<b>(162,404)</b>	<b>-</b>	<b>(3,030)</b>	<b>(2,400)</b>	<b>(167,834)</b>	<b>(5,430)</b>	<b>3.3%</b>
<b>OTHER REVENUES</b>								
RESERVE TRANSFER	(236,260)	(305,899)	305,899	-	-	-	305,899	(100.0%)
DEVELOPMENT CHARGES	(304,252)	(71,649)	-	(168,903)	-	(240,552)	(168,903)	235.7%
<b>TOTAL OTHER REVENUES</b>	<b>(540,512)</b>	<b>(377,548)</b>	<b>305,899</b>	<b>(168,903)</b>	<b>-</b>	<b>(240,552)</b>	<b>136,996</b>	<b>(36.3%)</b>
<b>TOTAL REVENUES</b>	<b>(720,272)</b>	<b>(539,952)</b>	<b>305,899</b>	<b>(171,933)</b>	<b>(2,400)</b>	<b>(408,386)</b>	<b>131,566</b>	<b>(24.4%)</b>
<b>EXPENSES</b>								
<b>SALARIES AND BENEFITS</b>								
SALARIES	2,521,452	2,537,952	(126,724)	114,994	167,107	2,693,329	155,377	6.1%
BENEFITS	655,394	660,494	(25,029)	55,347	31,181	721,993	61,499	9.3%
<b>TOTAL SALARIES AND BENEFITS</b>	<b>3,176,846</b>	<b>3,198,446</b>	<b>(151,753)</b>	<b>170,341</b>	<b>198,288</b>	<b>3,415,322</b>	<b>216,876</b>	<b>6.8%</b>
<b>OPERATING EXPENSES</b>								
MATERIALS	558,551	542,123	(21,615)	27,301	20,624	568,433	26,310	4.9%

- Groups and aligns revenue and expenses
- Columns show budget changes between 2024 Budget and 2025 Draft Budget

# BUDGET PACKAGE

## REPORT PRESENTATION

	2024	2024	LESS: 2024	2025	2025		\$ OVER	% OVER
	FORECAST	BUDGET*	NON-RECURRING	BASE BUDGET	BUDGET IMPACTS	2025 BUDGET	2024 BUDGET	2024 BUDGET
<b>OPERATING</b>								
TOTAL INTERDEPARTMENTAL CHARGES	1,565,620	1,504,955	(10,031)	87,687	14,821	1,597,432	92,477	6.1%
TOTAL EXPENSES	5,863,330	5,534,694	(310,399)	514,809	414,233	6,153,337	618,643	11.2%
<b>PROGRAM SURPLUS/DEFICIT</b>								
<b>RESERVE CONTRIBUTION TO (FROM)</b>								
RESERVE CONTRIBUTION-SURPLUS	80,684	-	-	-	-	-	-	-
TOTAL RESERVE CONTRIBUTION TO (FROM)	80,684	-	-	-	-	-	-	-
TOTAL PROGRAM SURPLUS/DEFICIT	80,684	-	-	-	-	-	-	-
<b>NET OPERATING</b>	<b>5,223,742</b>	<b>4,994,742</b>	<b>(4,500)</b>	<b>342,876</b>	<b>411,833</b>	<b>5,744,951</b>	<b>750,209</b>	<b>15.0%</b>
<b>CAPITAL</b>								
<b>CAPITAL REVENUES</b>								
CAPITAL PROVINCIAL GRANTS	-	-	-	-	-	-	-	-
CAPITAL RESERVE TRANSFER	(511,500)	(291,500)	-	(33,600)	-	(325,100)	(33,600)	11.5%
CAPITAL CONTRIBUTIONS	(36,000)	(36,000)	-	31,200	-	(4,800)	31,200	(86.7%)
CAPITAL DONATIONS	-	-	-	-	-	-	-	-
TOTAL CAPITAL REVENUES	(547,500)	(327,500)	-	(2,400)	-	(329,900)	(2,400)	0.7%
<b>CAPITAL EXPENSES</b>								
MAJOR INFRASTRUCTURE	137,500	146,500	-	(119,500)	-	27,000	(119,500)	(81.6%)
VEHICLES	-	-	-	-	-	-	-	-
BUILDING	181,000	181,000	-	(165,900)	-	15,100	(165,900)	(91.7%)
FURNISHINGS AND EQUIPMENT	229,000	229,000	-	58,800	-	287,800	58,800	25.7%
TOTAL CAPITAL EXPENSES	547,500	556,500	-	(226,600)	-	329,900	(226,600)	(40.7%)
<b>NET CAPITAL</b>	<b>-</b>	<b>229,000</b>	<b>-</b>	<b>(229,000)</b>	<b>-</b>	<b>-</b>	<b>(229,000)</b>	<b>(100.0%)</b>

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

# BUDGET PACKAGE

## REPORT PRESENTATION

	2024	2024	LESS: 2024	2025	2025		\$ OVER	% OVER
	FORECAST	BUDGET*	NON-RECURRING	BASE BUDGET	BUDGET IMPACTS	2025 BUDGET	2024 BUDGET	2024 BUDGET
OPERATING								
<b>SUMMARY</b>								
TOTAL REVENUES	(1,267,772)	(867,452)	305,899	(174,333)	(2,400)	(738,286)	129,166	(14.9%)
TOTAL EXPENSES	6,410,830	6,091,194	(310,399)	288,209	414,233	6,483,237	392,043	6.4%
TOTAL PROGRAM SURPLUS/DEFICIT	80,684	-	-	-	-	-	-	-
TOTAL LEVY	5,223,742	5,223,742	(4,500)	113,876	411,833	5,744,951	521,209	10.0%

### 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

	REFERENCE	OPERATING EXPENSES	CAPITAL EXPENSES	TOTAL EXPENSES	REVENUES	TAXATION	%
<b>ONE-TIME ITEMS</b>							
OCL-Ox on the Run		173,819	-	173,819	-	173,819	3.3%
OCL-Vehicle Wrap		4,400	-	4,400	-	4,400	0.1%
OCL-60th Anniversary		6,000	-	6,000	-	6,000	0.1%
		<b>184,219</b>	-	<b>184,219</b>	-	<b>184,219</b>	<b>3.5%</b>
<b>SERVICE LEVEL</b>							
OCL-Library Summer Student FTE	FTE 2025-15	12,309	-	12,309	-	12,309	0.2%
OCL-Branch Hours Adjustments FTE	FTE 2025-16	40,206	-	40,206	2,400	37,806	0.7%
		<b>52,514</b>	-	<b>52,514</b>	<b>2,400</b>	<b>50,114</b>	<b>1.0%</b>
<b>CAPITAL CONTRIBUTION</b>							
OCL-Library Capital Increase (AMP)		40,000	-	40,000	-	40,000	0.8%
		<b>40,000</b>	-	<b>40,000</b>	-	<b>40,000</b>	<b>0.8%</b>
<b>DEVELOPMENT CHARGE EXEMPTIONS</b>							
OCL-Library Non-Statutory Development Charge Exemptions		75,511	-	75,511	-	75,511	1.4%
OCL-Library Statutory development charge exemptions		61,989	-	61,989	-	61,989	1.2%
		<b>137,500</b>	-	<b>137,500</b>	-	<b>137,500</b>	<b>2.6%</b>
<b>TOTAL</b>		<b>414,233</b>	-	<b>414,233</b>	<b>2,400</b>	<b>411,833</b>	<b>7.9%</b>

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

# 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

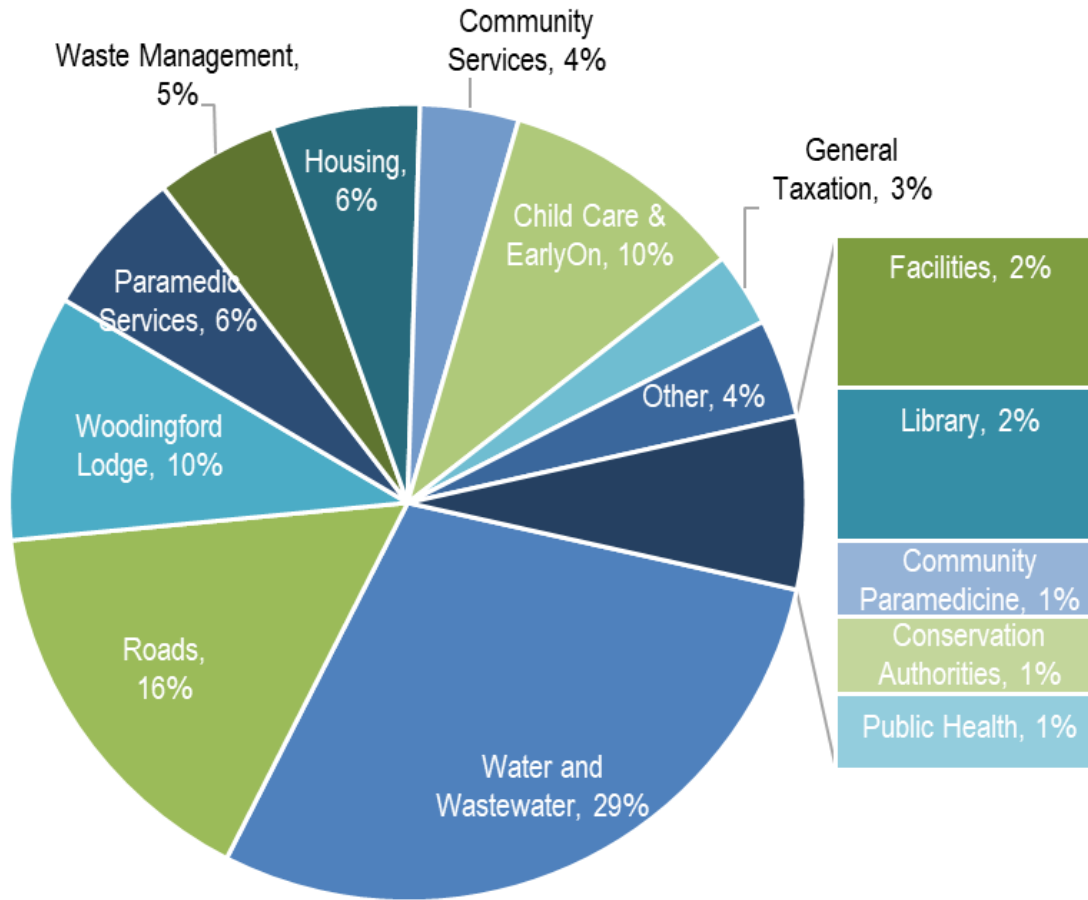
## BUDGET AT A GLANCE

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>\$131.0 M</b> The capital budget covers maintenance of existing County assets and the adding of new assets.
<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)	
10.3%	7.9%	46.0%	10.1%	2025 prelim tax rate increase	2.9% to 14.3%	

# BUDGET HIGHLIGHTS

## TOTAL EXPENDITURE DISTRIBUTION

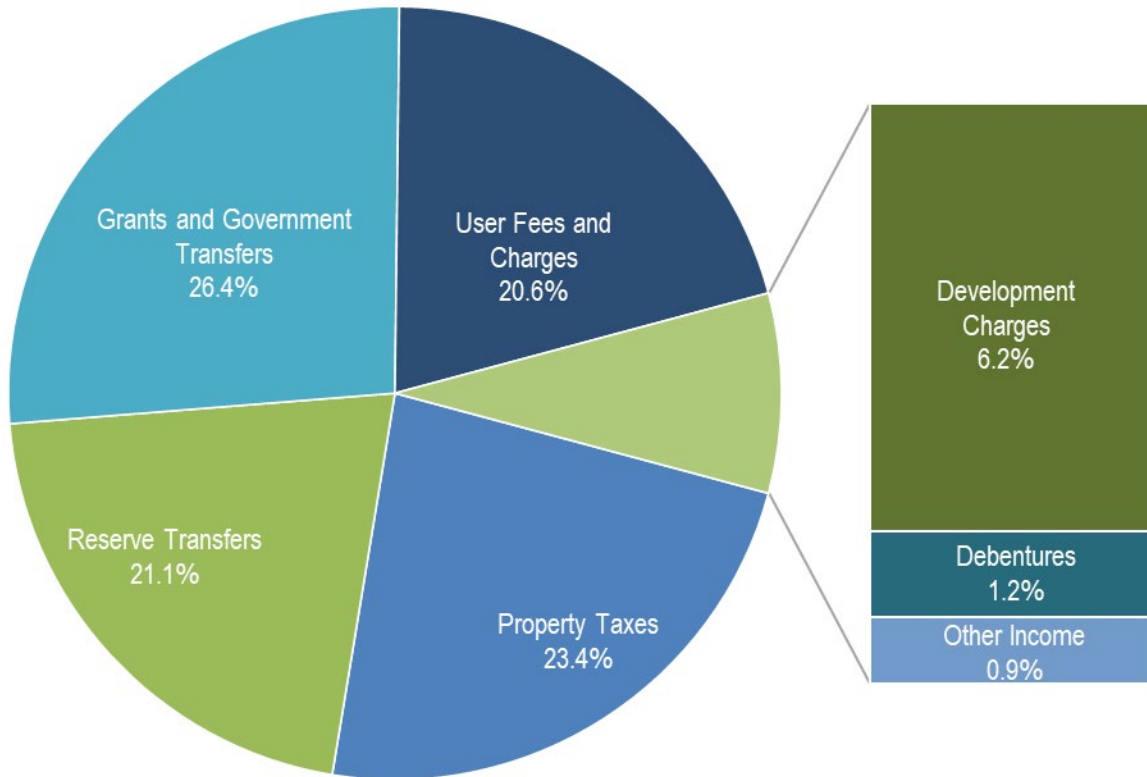


Largest portion of County expenditures (operating + capital):

- > 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



PG. 67

	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

## 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

# NEW INFORMATION

# NEW INFORMATION

## Summary and Outlook

2024 Approved General Levy Requirements			\$82,566,456		
#	Item	Notice of Motion	Cost Total \$	Levy Change \$	%
<b>2025 Draft Budget Levy Increase</b>				<b>\$10,393,954</b>	<b>12.6%</b>
1	Whereas Council passed a resolution at their November 13, 2024 Council meeting directing staff to take all necessary steps to amend the development charge policy and by-law at the earliest date to remove the non-statutory exemption related to industrial buildings, and will allow for the funding provision for the non-statutory exemption to be removed from the draft 2025 budget; Therefore be it resolved, that the 2025 Business Plan and Budget be amended to remove the funding provision for non-statutory exemptions related to industrial development.	NM01 241113	(3,199,324)	(3,159,901)	(3.8%)
2	HR (CS) 2024-04: Draft budget adjustment	BA01 241113	609,080	142,605	0.1%
3	WDFL (CS) 2024-08: Draft budget adjustment	BA02 241113	(1,283,000)	-	0.0%

# NEW INFORMATION

## Summary and Outlook

2024 Approved General Levy Requirements			\$82,566,456		
#	Item	Notice of Motion	Cost Total \$	Levy Change \$	%
4	Grand River Conservation Authority: Draft budget adjustment	BA03 241120	(1,510)	(1,510)	0.0%
5	Catfish Creek Conservation Authority: Draft budget adjustment	BA04 241120	856	856	0.0%
<b>2025 Budget Levy Increase</b>				<b>\$7,376,004</b>	<b>8.9%</b>
<b>2025 General Levy Requirements</b>				<b>\$89,942,460</b>	<b>8.9%</b>

# CAPITAL PLAN HIGHLIGHTS

# 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

## 2024 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 2023 capital budget (\$103.6 million)*

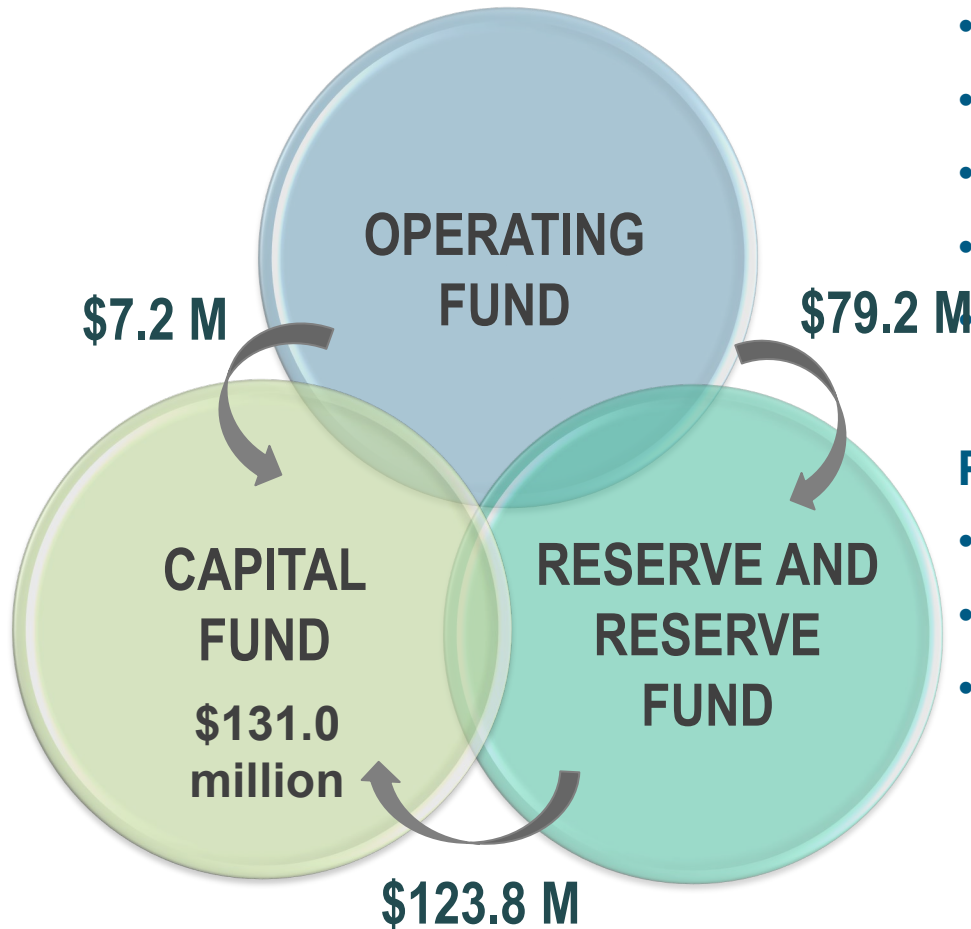


**PG. 37**

# 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:

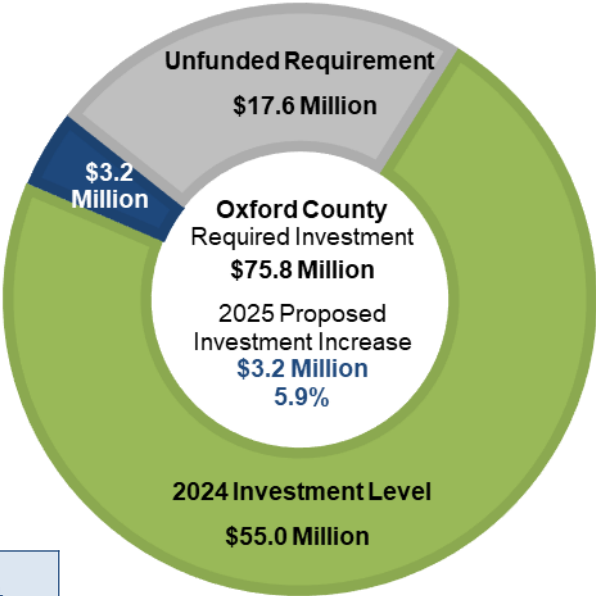
- CCBF Grant \$4.0M
- OCIF Grant \$5.1M
- Development charge revenues \$18.6M



# CAPITAL 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>



# CAPITAL HIGHLIGHTS

## NOTABLE CAPITAL PROJECTS

### **Growth related projects identified subsequent to the development charges background study**

- Signalization at OR 20 and Cranberry Lane in Tillsonburg
- Signalization at OR 9 and OR 10 in Ingersoll
- Signalization at OR 2 and George St in Thamesford

### **Early procurement projects for fleet due to delivery times in excess of 12 months**

- Ambulances (2)
- Tandem Axle Trucks (2)
- Tractor – Mower (2)

# CAPITAL HIGHLIGHTS

## NOTABLE CAPITAL PROJECTS

### Significant projects to support growth needs

- Water and wastewater servicing
  - Northeast Industrial Park – Woodstock
  - Cranberry Road – Tillsonburg
  - Southwest Industrial Park – Ingersoll
- Lansdowne sewer extension in Woodstock
- Wastewater Treatment Plant Upgrades
  - Norwich – class EA study for capacity expansion of the lagoon
  - Tavistock – class EA completion and initiate design
  - Thamesford – upgrades for treatment process enhancements
  - Drumbo – class EA completion and commence capacity expansion phase 2
  - Mt Elgin – construction of phase 3 and 4 capacity expansion

# ASSET MANAGEMENT PLAN

## OVERVIEW

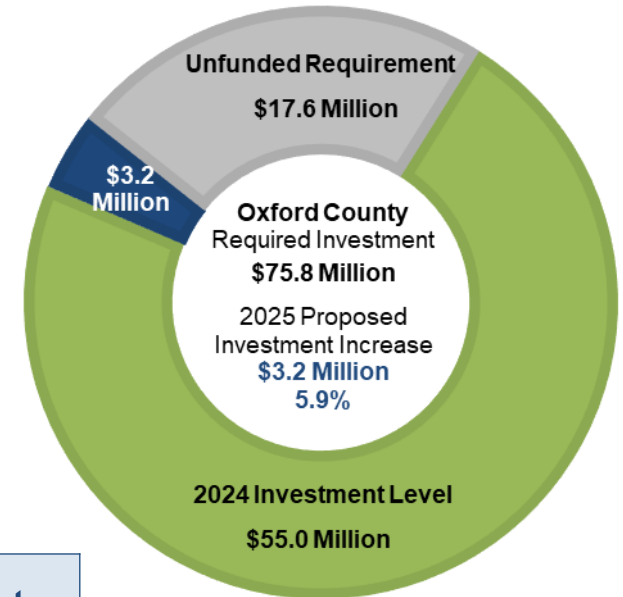
- The Asset Management Plan was updated in 2024 and will be updated to include projected levels of service in 2025 in compliance with Ontario Regulation 588/17.
- The AMP Sets out a strategic framework to guide future investments and support economic growth.
- The 2024 Asset Management Plan provided updates to the required investment in assets, to ensure that the County is capable of achieving a sustainable long-term plan in support of the Strategic Plan.



# BUDGET HIGHLIGHTS

## ASSET MANAGEMENT PLAN FUNDING

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



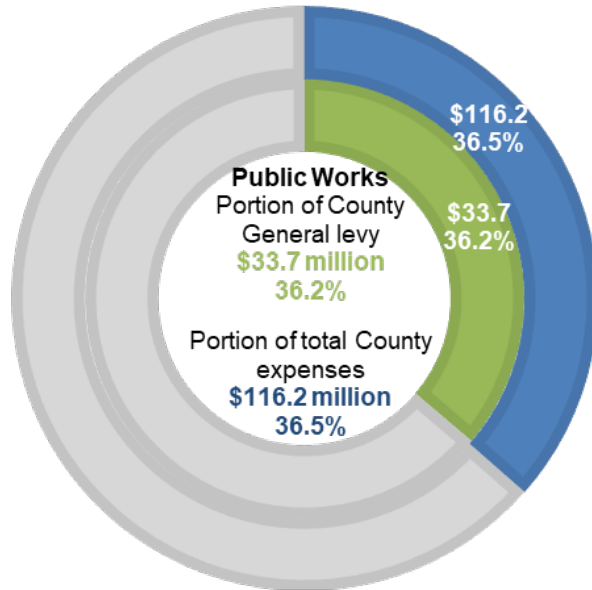
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<b>Total</b>	<b>75.77</b>	<b>58.18</b>	<b>17.59</b>



# BUSINESS PLAN AND BUDGET BY DEPARTMENT

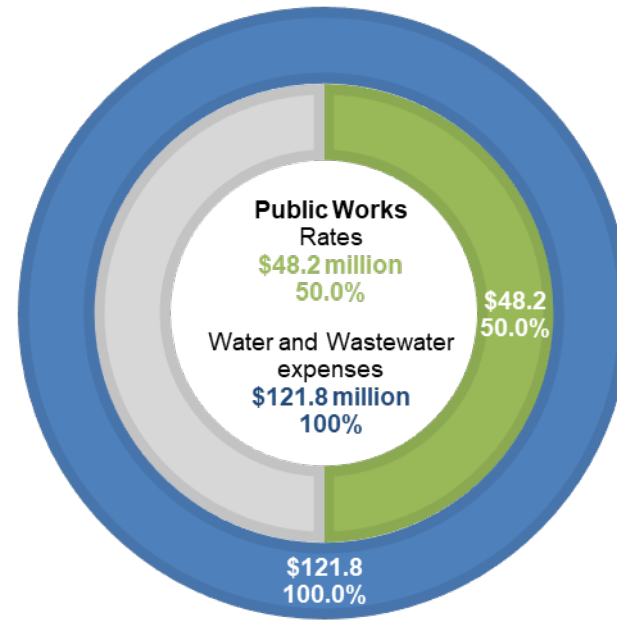


# PUBLIC WORKS



## DIVISIONS

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



## DIVISIONS

- Water Services
- Wastewater Services



# PUBLIC WORKS| Administration

## SUMMARY

	2024 FORECAST	2024 BUDGET	2025 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(647,960)	(649,233)	(676,541)	(27,308)	4.2%
EXPENSES	647,960	649,233	676,541	27,308	4.2%
<b>NET LEVY</b>	-	-	-	-	<b>0.0%</b>

# PUBLIC WORKS| Facilities and Energy

## SUMMARY

- **2025 Budget Goals:**
  - Implementation of Renewable Energy Action Plan
  - Energy Management Plan Implementation
  - Forestry Management Plan Implementation
  - Thornton Wellfield Project
- **FTE Change:** +0.8 Facilities Driver
- **New Initiative:** Thornton Wellfield Naturalization
- **Capital AMP Reserve Contribution:** \$1.1 M Facilities (interdepartmental and rent funded) - \$0.3 M ↑

	2024 FORECAST	2024 BUDGET	2025 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(14,207,141)	(15,660,680)	(16,378,238)	(717,558)	4.6%
EXPENSES	15,499,061	16,951,629	17,624,722	673,093	4.0%
<b>NET LEVY</b>	<b>\$1,291,920</b>	<b>\$1,290,949</b>	<b>\$1,246,484</b>	<b>\$(44,465)</b>	<b>(3.4%)</b>

# PUBLIC WORKS| Facilities and Energy

## CAPITAL

### ▪ New Projects

- **\$185,900** in various projects identified from the Building Condition Assessments
- **\$400,000** for completing Building Condition Assessments
- **\$3,053,200** in various green and renewable energy projects
- **\$420,000** for Space Optimization at 21 Reeve St (**NI 2024-01**)

	2024 FORECAST	2024 BUDGET	2025 BUDGET	BUDGET VAR \$	BUDGET VAR %
<b>CAPITAL BUDGET</b>	2,576,724	4,511,110	4,288,138	(222,972)	(4.9%)
<i>FUNDING</i>					
RESERVE	1,803,006	1,636,879	2,523,600	886,721	54.2%
GRANTS	636,322	720,292	408,000	(312,292)	(43.4%)
DEBT	-	2,098,089	1,286,659	(811,430)	(38.7%)
DC	79,743	-	69,879	69,879	0.0%
TAXATION	57,653	55,850	-	(55,850)	(100.%)

# PUBLIC WORKS| Fleet

## SUMMARY

- **2025 Budget Goals:**
  - Green Fleet Plan Implementation
- **Capital AMP Reserve Contribution: \$3.5 M** Fleet (interdepartmental funded excluding Paramedic Services) - \$0.3 M↑

	2024 FORECAST	2024 BUDGET	2025 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(9,836,940)	(9,777,605)	(8,301,984)	1,475,621	(15.1%)
EXPENSES	9,836,940	9,777,605	8,301,984	(1,475,621)	(15.1%)
<b>NET LEVY</b>	-	-	-	-	<b>0.0%</b>

# PUBLIC WORKS| Fleet

## CAPITAL

- **New Projects**
  - **\$2,341,700** in various vehicle replacements

	2024 FORECAST	2024 BUDGET	2025 BUDGET	BUDGET VAR \$	BUDGET VAR %
CAPITAL BUDGET	3,823,284	3,808,069	2,341,700	(1,466,369)	(38.5%)
<i>FUNDING</i>					
RESERVE	3,823,284	3,808,069	2,341,700	(1,466,369)	(38.5%)

# PUBLIC WORKS| Engineering and Construction

## SUMMARY

- **2025 Budget Goals:**
  - Continuous Improvement of Project Management Documentation for Capital Delivery
  - Enhancement of Development Review Services
  - Revamp Existing County-Wide Water and Wastewater Capacity Allocation Protocol
- **FTE Change:** ↑2.0 Project Engineer, ↑1.0 Public Works Technician

	2024 FORECAST	2024 BUDGET	2025 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(955,824)	(964,919)	(582,100)	382,819	(39.7%)
EXPENSES	2,165,579	2,508,112	2,212,945	(295,167)	(11.8%)
<b>NET LEVY</b>	<b>\$1,209,755</b>	<b>\$1,543,193</b>	<b>\$1,630,845</b>	<b>\$87,652</b>	<b>5.7%</b>

# PUBLIC WORKS| Engineering and Construction

## CAPITAL

- **New Projects**

- **\$7,000** for radar traffic counters
- **\$4,000** for computers for two Project Engineers (**FTE 2025-02**)
- **\$45,200** for a computer and fleet vehicle for a Public Works Technician (**FTE 2025-03**)

	2024 FORECAST	2024 BUDGET	2025 BUDGET	BUDGET VAR \$	BUDGET VAR %
<b>CAPITAL BUDGET</b>	302,177	311,915	61,200	(250,715)	(80.4%)
<i>FUNDING</i>					
RESERVE	260,000	264,915	5,000	(259,915)	(98.1%)
GRANTS	40,820	45,000	-	(45,000)	(100.%)
TAXATION	1,357	2,000	56,200	54,200	2710.0%



# PUBLIC WORKS| Transportation Services

## SUMMARY

- **2025 Budget Goals:**
  - Development of County-Wide Automated Speed Enforcement Program
  - Ongoing Implementation of County-Wide Traffic Calming/Speed Management Measures
  - Cycling Master Plan Implementation
  - 2025 Road Needs Study
  - Storm Sewer Closed Circuit Television Inspection Program
- **New Initiative:**
  - Benchmark Traffic Data – Automated Speed Enforcement Program
  - Storm Sewer – Closed Circuit Television Inspection Program
- **Capital AMP Reserve Contribution: \$10.3 M** Roads and Stormwater - \$0.7 M ↑ and; **\$2.6 M** Bridges and Structural Culverts – no change

	2024 FORECAST	2024 BUDGET	2025 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(41,136,184)	(44,307,046)	(40,139,153)	4,167,893	(9.4%)
EXPENSES	65,497,089	69,268,316	66,630,748	(2,637,568)	(3.8%)
<b>NET LEVY</b>	<b>\$24,360,905</b>	<b>\$24,961,270</b>	<b>\$26,491,595</b>	<b>\$1,530,325</b>	<b>6.1%</b>

# PUBLIC WORKS| Transportation Services

## CAPITAL

### NEW PROJECTS

- **\$22,840,000** in various County Road improvement projects
- **\$7,505,000** in various Stormwater improvement projects
- **\$8,240,000** in various County Bridge and Structural Culvert improvement projects
- **\$482,500** in minor capital projects

	2024 FORECAST	2024 BUDGET	2025 BUDGET	BUDGET VAR \$	BUDGET VAR %
<b>CAPITAL BUDGET</b>	41,098,911	44,483,696	40,751,500	(3,732,196)	(8.4%)
<i>FUNDING</i>					
RESERVE	16,095,029	20,451,334	20,391,408	(59,926)	(0.3%)
GRANTS	13,703,754	15,012,500	13,236,677	(1,775,823)	(11.8%)
RECOVERY	2,353,425	2,330,000	556,000	(1,774,000)	(76.1%)
DC	8,473,646	5,955,562	5,384,028	(571,534)	(9.6%)
TAXATION	473,057	734,300	1,183,387	449,087	61.2%

# PUBLIC WORKS| Waste Management

## SUMMARY

- **2025 Budget Goals:**
  - Transition of Municipal Blue Box Program to Full Producer Responsibility
  - Changes to Curbside Collection Services
  - Expansion of Landfill Gas Collection and Flaring System
  - South Fill Area Expansion
- **FTE Change:** ↑1.0 Waste Management Technician
- **Capital AMP Reserve Contribution:** \$0.4 M Waste Management - \$0.02 M ↑

	2024 FORECAST	2024 BUDGET	2025 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(15,594,213)	(16,093,160)	(16,475,618)	(382,458)	2.4%
EXPENSES	19,653,756	19,987,747	20,797,658	809,911	4.1%
<b>NET LEVY</b>	<b>\$4,059,543</b>	<b>\$3,894,587</b>	<b>\$4,322,040</b>	<b>\$427,453</b>	<b>11.0%</b>

# PUBLIC WORKS| Waste Management

## CAPITAL

### NEW PROJECTS

- **\$650,000** for arrival of the front end loader (**NI 2024-15**)
- **\$55,000** for the landfill south cell expansion approvals and design
- **\$550,000** for scale replacement
- **\$953,000** for investments in the gas collection system
- **\$283,000** for other capital projects

	2024 FORECAST	2024 BUDGET	2025 BUDGET	BUDGET VAR \$	BUDGET VAR %
CAPITAL BUDGET	2,201,507	2,773,341	3,036,000	262,659	9.5%
<i>FUNDING</i>					
RESERVE	2,176,507	2,598,341	3,016,000	417,659	16.1%
TAXATION	25,000	175,000	20,000	(155,000)	(88.6%)

# PUBLIC WORKS| Wastewater Services

## SUMMARY

- **2025 Budget Goals:**
  - Sanitary Sewer Infiltration and Inflow Reduction Program
  - Wastewater System Modeling Development
  - SCADA Masterplan Implementation
  - Tavistock Wastewater Treatment Plant Expansion/Upgrade
- **New Initiatives:**
  - Tillsonburg Sanitary Derooting
  - Water and Wastewater Electronic Logbooks
- **Capital AMP Reserve Contribution: \$8.7 M** Wastewater (collected from rates) – \$2.0 M ↑

	2024 FORECAST	2024 BUDGET	2025 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(42,976,636)	(53,085,115)	(65,884,346)	(12,799,231)	24.1%
EXPENSES	42,976,636	53,085,115	65,884,346	12,799,231	24.1%
<b>NET LEVY</b>	-	-	-	-	<b>0.0%</b>

# PUBLIC WORKS| Wastewater Services

## CAPITAL

### NEW PROJECTS

- **\$6,036,000** for expansion into the Northeast industrial park in Woodstock
- **\$2,499,000** for replacement projects led by the Town of Tillsonburg
- **\$6,806,000** for expansion into the Southwest industrial park in Ingersoll
- **\$5,200,000** for the Thamesford wastewater treatment plant process enhancements

	2024 FORECAST	2024 BUDGET	2025 BUDGET	BUDGET VAR \$	BUDGET VAR %
<b>CAPITAL BUDGET</b>	17,773,349	28,757,556	39,155,450	10,397,894	36.2%
<i>FUNDING</i>					
RESERVE	9,586,020	14,853,970	26,265,416	11,411,446	76.8%
GRANTS	804	-	-	-	0.0%
DEBT	-	8,919,083	2,468,014	(6,451,069)	(72.3%)
RECOVERY	137,500	137,500	50,000	(87,500)	(63.6%)
DC	8,049,025	4,847,003	10,372,020	5,525,017	114.0%

# PUBLIC WORKS| Water Services

## SUMMARY

- **2025 Budget Goals:**
  - SCADA Masterplan Implementation
  - Woodstock Feedermain Relining at 401 Crossing
- **FTE Change:** ↑1.0 SCADA Technician, ↑ 0.3 Technical Services Co-op Student
- **New Initiatives:**
  - Tillsonburg Watermain Swabbing
  - Water and Wastewater Electronic Logbooks
- **Capital AMP Reserve Contribution:** \$8.3 M Water (collected from rates) – \$1.0 M  
↑

	2024 FORECAST	2024 BUDGET	2025 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(40,491,871)	(46,858,715)	(55,940,519)	(9,081,804)	19.4%
EXPENSES	40,491,871	46,858,715	55,940,519	9,081,804	19.4%
<b>NET LEVY</b>	-	-	-	-	<b>0.0%</b>

# PUBLIC WORKS| Water Services

## CAPITAL

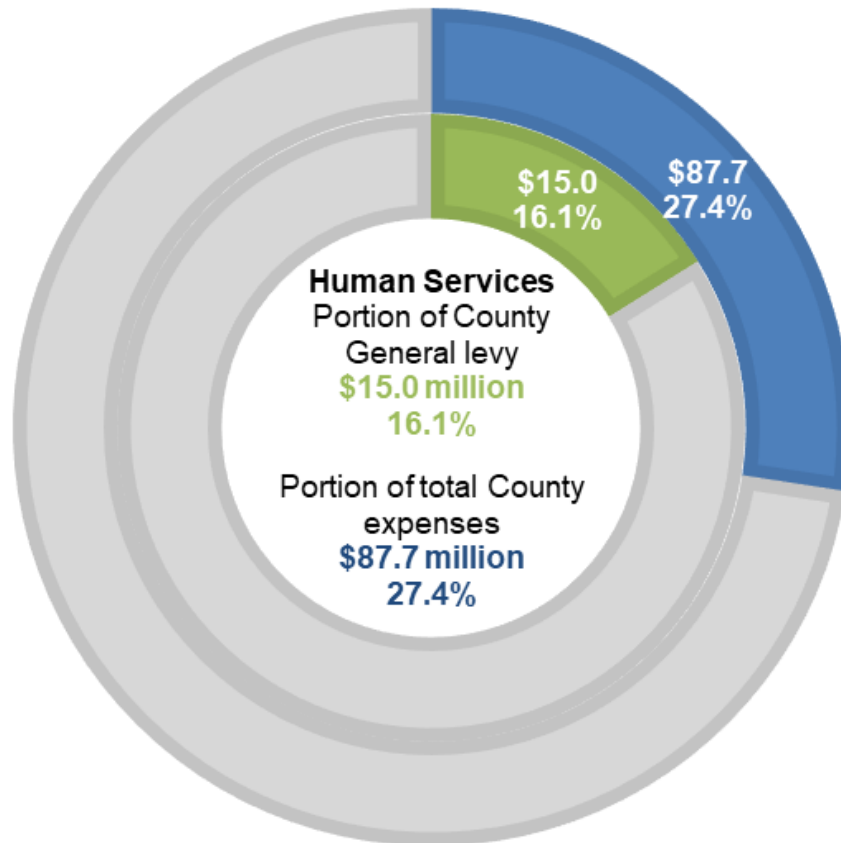
### NEW PROJECTS

- **\$4,696,000** in City of Woodstock projects
- **\$3,399,000** for expansion into the Northeast industrial park in Woodstock
- **\$1,720,000** in Town of Tillsonburg projects
- **\$1,750,000** in cast iron pipe replacements at railway crossings
- **\$1,298,000** for a new well supply in Tavistock

	2024 FORECAST	2024 BUDGET	2025 BUDGET	BUDGET VAR \$	BUDGET VAR %
CAPITAL BUDGET	16,726,560	23,123,188	29,859,498	6,736,310	29.1%
<i>FUNDING</i>					
RESERVE	10,976,581	18,935,812	19,679,521	743,709	3.9%
GRANTS	142,350	-	1,295,750	1,295,750	0.0%
DEBT	2,936,613	2,930,000	1,450,000	(1,480,000)	(50.5%)
RECOVERY	46,901	-	-	-	0.0%
DC	2,624,115	1,257,376	7,434,227	6,176,851	491.2%



# HUMAN SERVICES



## DIVISIONS

- Community Services
- Child Care and EarlyON
- Housing Services



PG. 192

# HUMAN SERVICES| Child Care and EarlyON

## SUMMARY

- **2025 Budget Goals:**
  - EarlyON Child and Family Centres
  - Child Care Expansion/Growth Plan/Canada Wide Early Learning and Child Care Program
  - Implementation of Revised/Renewed/Updated Child Care and Early Years 5-Year Plan
  - Review of Service Delivery
  - Child Care Cost Based Funding Implementation
- **FTE Change:** ↑ **0.5** Integrated Program Coordinator

	2024 FORECAST	2024 BUDGET	2025 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(22,936,307)	(17,186,616)	(43,304,659)	(26,118,043)	152.0%
EXPENSES	23,878,014	18,095,049	44,262,478	26,167,429	144.6%
<b>NET LEVY</b>	<b>\$941,707</b>	<b>\$908,433</b>	<b>\$957,819</b>	<b>\$49,386</b>	<b>5.4%</b>

# HUMAN SERVICES| Child Care and EarlyON

## CAPITAL

- **NEW PROJECTS**

- **\$65,000** for additional meeting room technology

	2024 FORECAST	2024 BUDGET	2025 BUDGET	BUDGET VAR \$	BUDGET VAR %
CAPITAL BUDGET	-	-	65,000	65,000	0.0%
<i>FUNDING</i>					
GRANTS	-	-	65,000	65,000	0.0%

# HUMAN SERVICES| Community Services

## SUMMARY

- **2025 Budget Goals:**
  - Social Assistance Modernization – Employment Services Transformation
  - Social Assistance Modernization – Centralized Intake
  - Review of Service Delivery
  - Develop an Onboarding Toolkit and Resource Library
  - Community Awareness Resource
- **FTE Change: + 1.0 Community Outreach Navigator (Temp), ↓ 0.3 Summer Student**

	2024 FORECAST	2024 BUDGET	2025 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(14,185,900)	(14,059,900)	(14,532,103)	(472,203)	3.4%
EXPENSES	16,185,070	16,059,070	16,710,776	651,706	4.1%
<b>NET LEVY</b>	<b>\$1,999,170</b>	<b>\$1,999,170</b>	<b>\$2,178,673</b>	<b>\$179,503</b>	<b>9.0%</b>

# HUMAN SERVICES| Housing

## SUMMARY

- **2025 Budget Goals:**
  - Support Affordable / Supportive Housing Projects / Programs
  - Promote Community Housing Redevelopment and Negotiate New Operating Agreements
  - Collaborate with Community Partners and Advocate for Housing Opportunities
  - Homelessness Response Strategy
  - Review of Service Delivery
- **FTE Change:** ↑0.5 Integrated Programs Coordinator
- **Capital AMP Reserve Contribution:** \$1.4 M Social Housing Facilities - \$0.3 M ↑

	2024 FORECAST	2024 BUDGET	2025 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(25,734,934)	(25,129,382)	(14,898,712)	10,230,670	(40.7%)
EXPENSES	36,744,188	36,138,636	26,738,752	(9,399,884)	(26.0%)
<b>NET LEVY</b>	<b>\$11,009,254</b>	<b>\$11,009,254</b>	<b>\$11,840,040</b>	<b>\$830,786</b>	<b>7.5%</b>

# HUMAN SERVICES| Housing

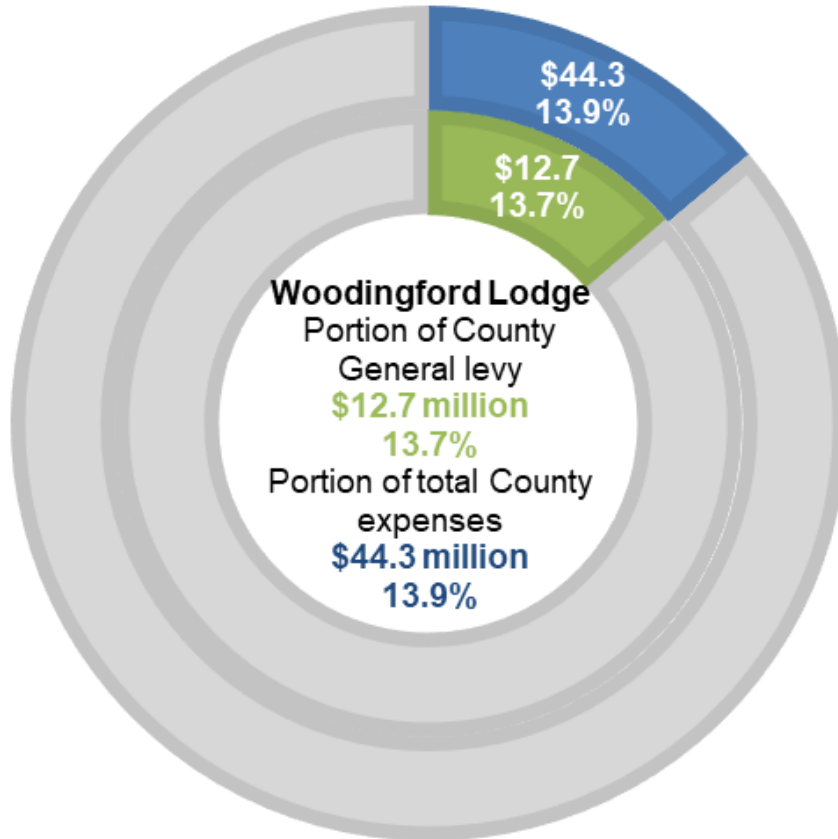
## CAPITAL

### NEW PROJECTS

- **\$2,775,000** in various projects identified from the Building Condition Assessments
- **\$1,500,000** in an affordable housing project in Tillsonburg
- **\$70,000** towards affordable housing project implementation

	2024 FORECAST	2024 BUDGET	2025 BUDGET	BUDGET VAR \$	BUDGET VAR %
CAPITAL BUDGET	6,339,132	6,514,194	4,345,000	(2,169,194)	(33.3%)
<i>FUNDING</i>					
RESERVE	4,901,112	5,298,624	3,466,060	(1,832,564)	(34.6%)
GRANTS	1,436,020	1,213,570	878,940	(334,630)	(27.6%)
TAXATION	2,000	2,000	-	(2,000)	(100.%)

# WOODINGFORD LODGE



## DIVISIONS

- Woodingford Lodge



PG. 217

# WOODINGFORD LODGE

## SUMMARY

- **2025 Budget Goals:**
  - Continual Assessment of Long Term Care Needs
  - Promote Quality Excellence through Accreditation
  - Develop a Thorough Emergency Preparedness Program
  - Development of Continuous Quality Improvement Initiatives
  - Evaluate Long Term Care Needs and Services
- **FTE Change:** ↑1.0 Recreation Aide Full-time, ↑ 1.0 Recreation Aide Part-time, ↓ 1.0 Dietician, ↑ 1.4 Personal Support Worker Part-time, +0.8 Family Transition Program Staffing Part-time
- **Capital AMP Reserve Contribution:** \$1.7 M Woodingford Lodge - \$0.4 M ↑

	2024 FORECAST	2024 BUDGET	2025 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(30,348,832)	(28,625,203)	(31,546,278)	(2,921,075)	10.2%
EXPENSES	41,198,223	41,180,458	44,282,607	3,102,149	7.5%
<b>NET LEVY</b>	<b>\$10,849,391</b>	<b>\$12,555,255</b>	<b>\$12,736,329</b>	<b>\$181,074</b>	<b>1.4%</b>



# WOODINGFORD LODGE

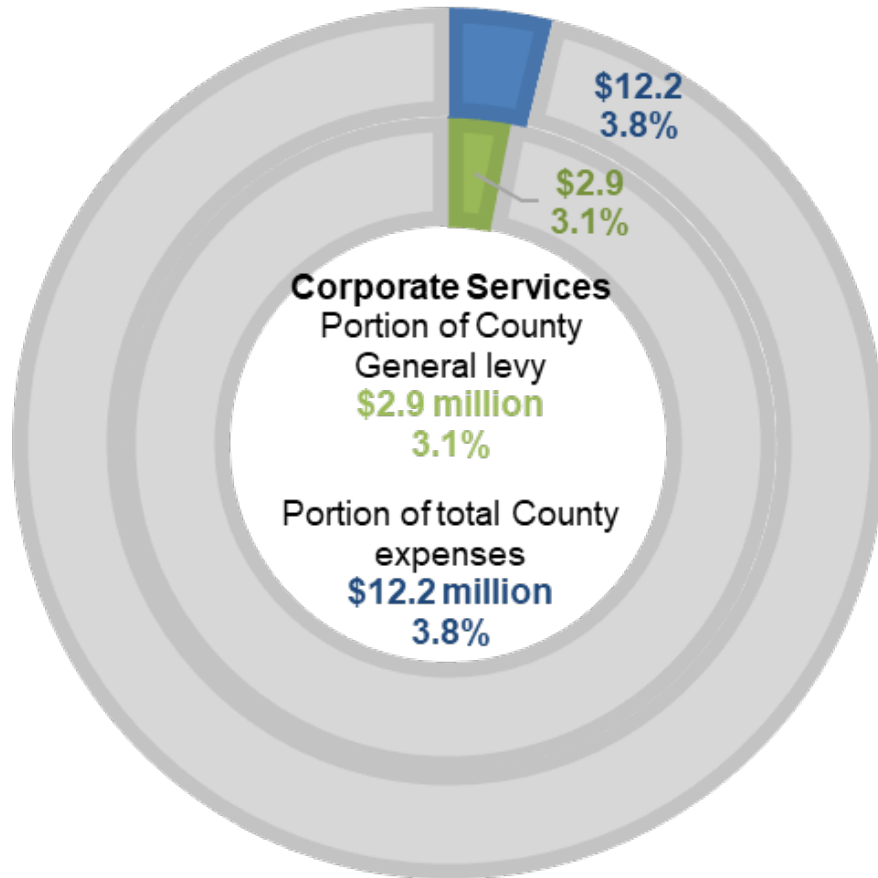
## CAPITAL

### ▪ NEW PROJECTS

- **\$460,610** in various equipment and furnishing projects
- **\$1,842,800** identified from the Building Condition Assessments
- **\$1,283,000** For a new long-term care facility

	2024 FORECAST	2024 BUDGET	2025 BUDGET	BUDGET VAR \$	BUDGET VAR %
<b>CAPITAL BUDGET</b>	2,711,403	2,891,892	3,485,563	593,671	20.5%
<i>FUNDING</i>					
RESERVE	1,547,310	1,696,032	3,244,810	1,548,778	91.3%
GRANTS	1,113,780	1,156,654	-	(1,156,654)	(100.%)
RECOVERY	8,500	-	10,000	10,000	0.0%
DC	-	-	182,153	182,153	0.0%
TAXATION	41,813	39,206	48,600	9,394	24.0%

# CORPORATE SERVICES



## DIVISIONS

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



PG. 233

## SUMMARY

- **2025 Budget Goals:**
  - Customer Relationship Manager Software

	2024 FORECAST	2024 BUDGET	2025 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(794,904)	(793,904)	(702,333)	91,571	(11.5%)
EXPENSES	791,824	793,904	702,333	(91,571)	(11.5%)
<b>NET LEVY</b>	<b>\$(3,080)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>

# CORPORATE SERVICES | Information Services

## SUMMARY

- **2025 Budget Goals:**
  - Support Implementation of Asset Management Systems Enhancement Project
  - Upgrade Water and Wastewater Utility Data
  - Oxford Anniversaries
  - Online Exhibits
  - Records Management Program Review
- **FTE Change:** ↑1.0 Business and Policy Analyst

	2024 FORECAST	2024 BUDGET	2025 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(335,205)	(322,200)	(406,000)	(83,800)	26.0%
EXPENSES	2,507,198	2,659,083	2,962,607	303,524	11.4%
<b>NET LEVY</b>	<b>\$2,171,993</b>	<b>\$2,336,883</b>	<b>\$2,556,607</b>	<b>\$219,724</b>	<b>9.4%</b>

# CORPORATE SERVICES| Information Services

## CAPITAL


- **NEW PROJECTS**

- **\$2,000** for a laptop for Business and Policy Analyst (**FTE 2025-10**)

	2024 FORECAST	2024 BUDGET	2025 BUDGET	BUDGET VAR \$	BUDGET VAR %
CAPITAL BUDGET	5,500	5,500	2,000	(3,500)	(63.6%)
<i>FUNDING</i>					
TAXATION	5,500	5,500	2,000	(3,500)	(63.6%)

# CORPORATE SERVICES| Information Technology

## SUMMARY

- **2025 Budget Goals:**
  - Cybersecurity Policy
- **New Initiative:** Council Chambers Technology Upgrades
- **Capital AMP Reserve Contribution:** \$0.3 M Information Technology capital (interdepartmental funded) - \$0.1 M 

	2024 FORECAST	2024 BUDGET	2025 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(2,686,250)	(2,677,750)	(3,326,165)	(648,415)	24.2%
EXPENSES	2,696,964	2,677,750	3,326,165	648,415	24.2%
<b>NET LEVY</b>	<b>\$10,714</b>	-	-	-	<b>0.0%</b>

# CORPORATE SERVICES| Information Technology

## CAPITAL

### ▪ NEW PROJECTS

- **\$272,100** for the replacement of computer equipment across the County
- **\$65,000** for Council chambers technology upgrades (**NI 2025-06**)

	2024 FORECAST	2024 BUDGET	2025 BUDGET	BUDGET VAR \$	BUDGET VAR %
CAPITAL BUDGET	104,300	104,300	337,100	232,800	223.2%
<i>FUNDING</i>					
RESERVE	102,300	102,300	337,100	234,800	229.5%
TAXATION	2,000	2,000	-	(2,000)	(100.%)

# CORPORATE SERVICES| Provincial Offences

## SUMMARY

- **2025 Budget Goals:**
  - Prosecution Model
  - Provincial Legislation Updates
  - Automated Speed Enforcement – Administration Space
  - Automated Speed Enforcement – Administrative Penalties Framework

	<b>2024 FORECAST</b>	<b>2024 BUDGET</b>	<b>2025 BUDGET</b>	<b>BUDGET VAR \$</b>	<b>BUDGET VAR %</b>
REVENUES	(1,040,649)	(995,000)	(995,000)	-	0.0%
EXPENSES	1,191,826	1,186,281	1,205,749	19,468	1.6%
<b>NET LEVY</b>	<b>\$151,177</b>	<b>\$191,281</b>	<b>\$210,749</b>	<b>\$19,468</b>	<b>10.2%</b>



## SUMMARY

- **2025 Budget Goals:**
  - Review Water and Wastewater Billing Processes
  - Implement Payroll and Scheduling System
  - 2025 Asset Management Plan – Proposed Levels of Service
- **FTE Change:** ↑1.0 Financial Analyst – Capital, ↑1.0 Supervisor of Payroll

	2024 FORECAST	2024 BUDGET	2025 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(3,161,588)	(3,647,712)	(3,926,995)	(279,283)	7.7%
EXPENSES	3,147,479	3,637,712	3,926,995	289,283	8.0%
NET LEVY	\$(14,109)	\$(10,000)	-	\$10,000	(100.0%)

## CAPITAL

- **NEW PROJECTS**

- **\$2,000** for a laptop for Payroll Supervisor (**FTE 2025-12**)
- **\$2,000** for a laptop for Financial Analyst – Capital (**FTE 2025-11**)

	2024 FORECAST	2024 BUDGET	2025 BUDGET	BUDGET VAR \$	BUDGET VAR %
CAPITAL BUDGET	150,000	651,477	505,477	(146,000)	(22.4%)
<i>FUNDING</i>					
RESERVE	150,000	651,477	501,477	(150,000)	(23.%)
TAXATION	-	-	4,000	4,000	0.0%



PG. 268

# GENERAL BUDGET

General Taxation, Public Health and Conservation  
Authorities

# GENERAL BUDGET | General Taxation

## SUMMARY

	2024 FORECAST	2024 BUDGET	2025 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(16,719,291)	(13,527,429)	(10,469,952)	3,057,477	(22.6%)
EXPENSES	16,575,102	12,627,192	14,502,589	1,875,397	14.9%
NET LEVY	\$(144,189)	\$(900,237)	\$4,032,637	\$4,932,874	(548.0%)

# GENERAL BUDGET | General Taxation

## Grants

	2025 BUDGET
Grant Policy Allocation [6.26]	\$250,000
<b>Total Grants</b>	<b>\$250,000</b>

# GENERAL BUDGET | Conservation Authorities

## SUMMARY

- 2025 Budget estimated by County is **12%** increase over 2024 Budget

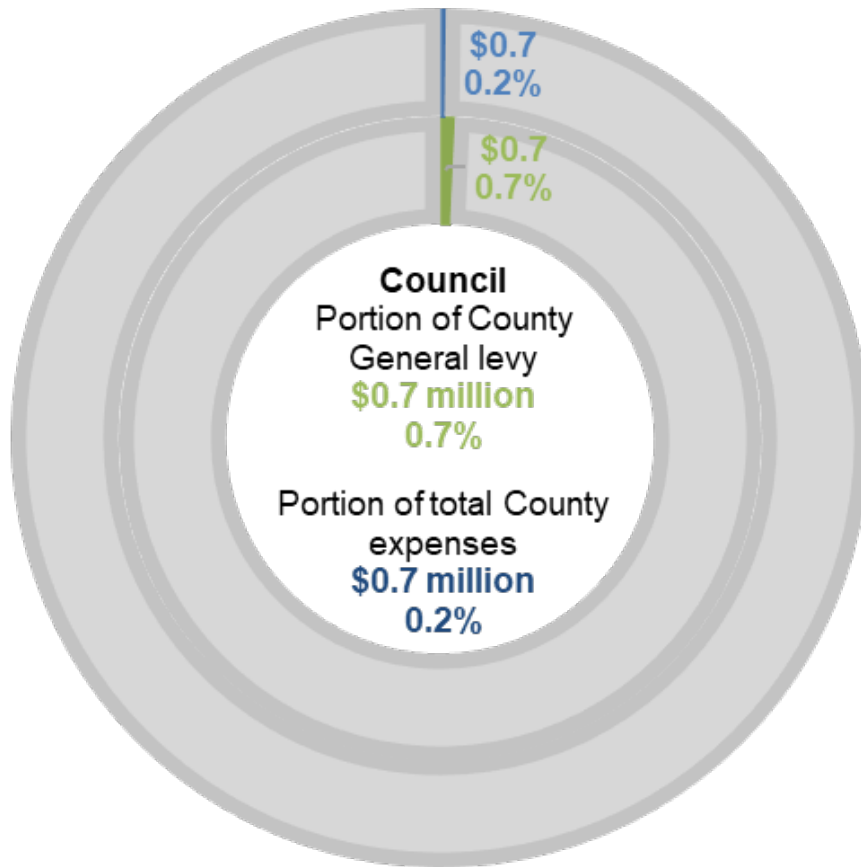
	2024 FORECAST	2024 BUDGET	2025 BUDGET	BUDGET VAR \$	BUDGET VAR %
Upper Thames	\$1,447,577	\$1,339,493	\$1,556,150	\$216,657	16.2%
Grand River	105,841	105,841	109,020	3,179	3.0%
Long Point	510,690	510,690	526,010	15,320	3.0%
Catfish Creek	15,282	15,282	15,740	458	3.0%
<b>EXPENSES</b>	<b>\$2,079,390</b>	<b>\$1,971,306</b>	<b>\$2,206,920</b>	<b>\$235,614</b>	<b>12.0%</b>

# GENERAL BUDGET | Southwestern Public Health

## SUMMARY

- 2025 Budget estimated by County **5%** increase over 2024 Actual

	2024 FORECAST	2024 BUDGET	2025 BUDGET	BUDGET VAR \$	BUDGET VAR %
EXTERNAL TRANSFER	4,346,038	4,346,038	4,563,340	217,302	5.0%



## DIVISIONS

- Council

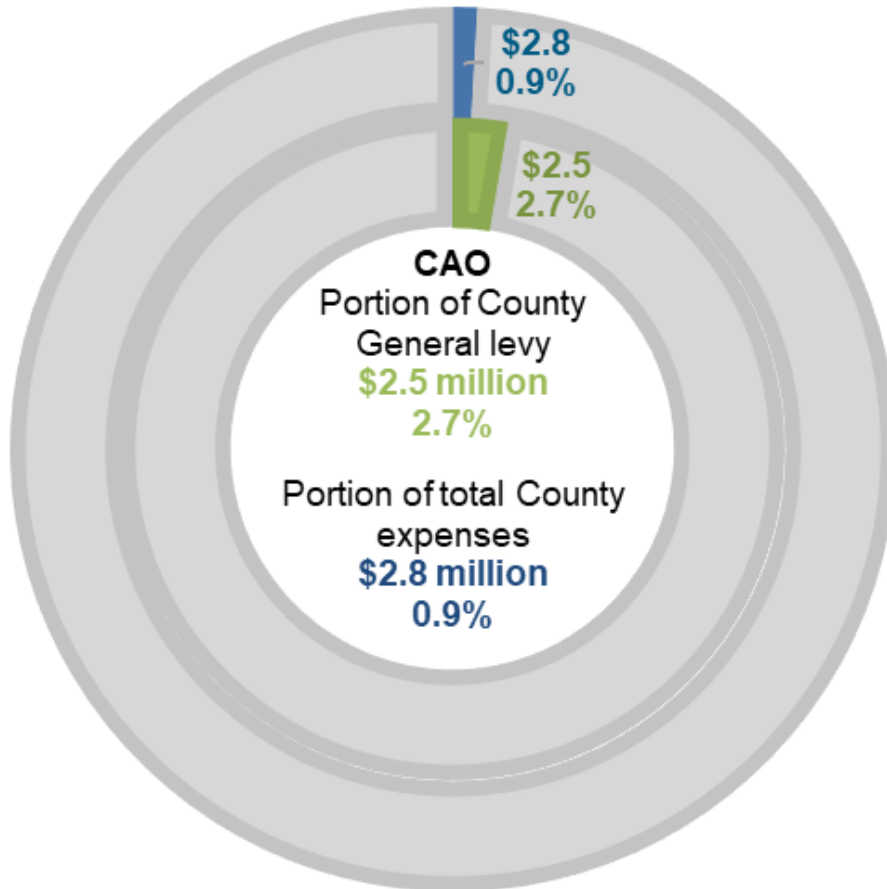




# COUNCIL

## SUMMARY

	<b>2024 FORECAST</b>	<b>2024 BUDGET</b>	<b>2025 BUDGET</b>	<b>BUDGET VAR \$</b>	<b>BUDGET VAR %</b>
REVENUES	(1,096,994)	(247,935)	-	247,935	(100.%)
EXPENSES	1,761,084	904,867	681,066	(223,801)	(24.7%)
<b>NET LEVY</b>	<b>\$664,090</b>	<b>\$656,932</b>	<b>\$681,066</b>	<b>\$24,134</b>	<b>3.7%</b>



## DIVISIONS

- CAO Office
- Strategic Initiatives
- Tourism
- Strategic Communication and Engagement



## SUMMARY

- **2025 Budget Goals:**
  - Workforce Culture
  - Strategic Commitments
  - Continuous Improvement
  - Relationship Building

	2024 FORECAST	2024 BUDGET	2025 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(334,866)	-	-	-	0.0%
EXPENSES	887,427	542,659	579,966	37,307	6.9%
<b>NET LEVY</b>	<b>\$552,561</b>	<b>\$542,659</b>	<b>\$579,966</b>	<b>\$37,307</b>	<b>6.9%</b>

# CAO| Strategic Initiatives

## SUMMARY

- **2025 Budget Goals:**
  - Climate Action Plan
  - Community Environmental Sustainability
  - Internal Diversity Equity and Inclusion
  - Community Diversity Equity and Inclusion
  - Safe and Well Oxford
  - Advocacy
  - Strategic Plan

	<b>2024 FORECAST</b>	<b>2024 BUDGET</b>	<b>2025 BUDGET</b>	<b>BUDGET VAR \$</b>	<b>BUDGET VAR %</b>
REVENUES	(445,000)	(100,000)	(130,000)	(30,000)	30.0%
EXPENSES	947,022	615,378	758,111	142,733	23.2%
<b>NET LEVY</b>	<b>\$502,022</b>	<b>\$515,378</b>	<b>\$628,111</b>	<b>\$112,733</b>	<b>21.9%</b>

## SUMMARY

- **2025 Budget Goals:**
  - Develop Surveys and reports to Improve Measurement, Monitoring and Reporting of Tourism Related Data
  - Investigate New Partnerships with Canada’s Outdoor Farm Show
  - Complete Implementation of Your Next Stop
  - Develop a New Visiting Friends and Family Ambassador Program
  - Improve Communication with Businesses, Resident and Consumers on Sustainable Tourism
- **FTE Change:** ↑**0.4** Tourism Clerk Part-time, ↓**0.3** Student

	2024 FORECAST	2024 BUDGET	2025 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(126,442)	(88,832)	(20,400)	68,432	(77.%)
EXPENSES	684,999	648,936	589,568	(59,368)	(9.1%)
<b>NET LEVY</b>	<b>\$558,557</b>	<b>\$560,104</b>	<b>\$569,168</b>	<b>\$9,064</b>	<b>1.6%</b>

# CAO| Strategic Communication and Engagement

## SUMMARY

- **2025 Budget Goals:**
  - Update Communication and Engagement Strategy
  - Develop an Annual Communication and Engagement Update
  - Enhance Construction and Capital Project-Related Communication to the Public
- **FTE Changes:** ↑1.0 Communications Officer

	2024 FORECAST	2024 BUDGET	2025 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(87,220)	(87,220)	(100,420)	(13,200)	15.1%
EXPENSES	698,843	703,903	834,925	131,022	18.6%
<b>NET LEVY</b>	<b>\$611,623</b>	<b>\$616,683</b>	<b>\$734,505</b>	<b>\$117,822</b>	<b>19.1%</b>

# CAO| Strategic Communication and Engagement

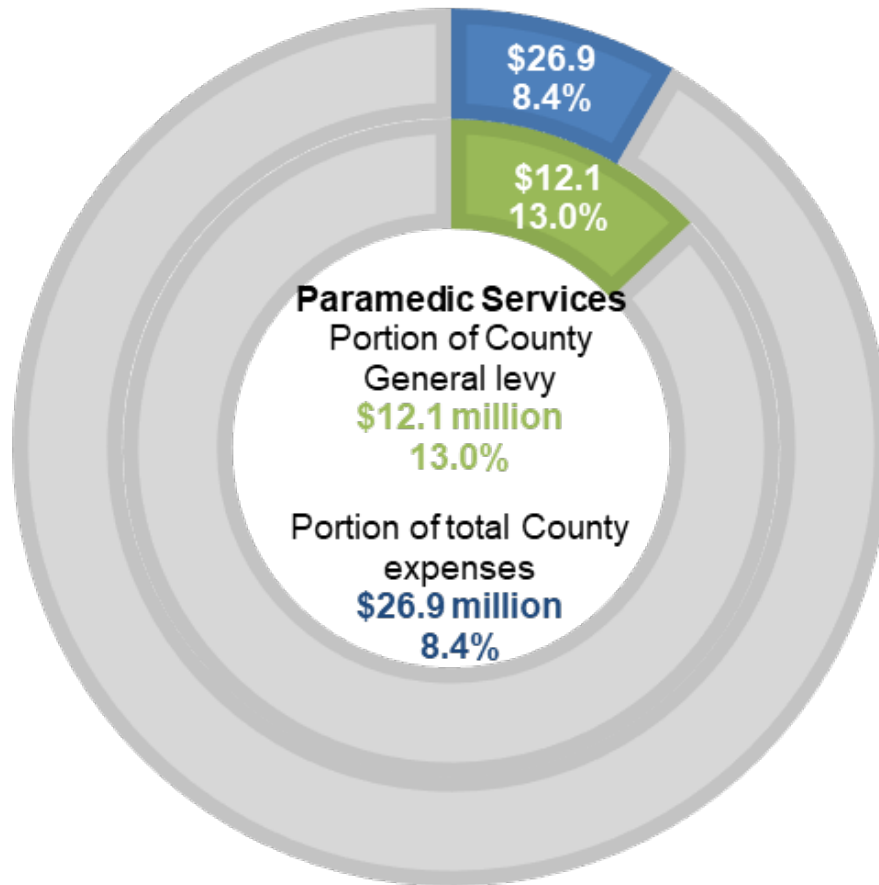
## CAPITAL

- **NEW PROJECTS**

- **\$2,000** for a computer for Communication Officer (**FTE 2025-13**)

	2024 FORECAST	2024 BUDGET	2025 BUDGET	BUDGET VAR \$	BUDGET VAR %
CAPITAL BUDGET	2,200	2,200	2,000	(200)	(9.1%)
<i>FUNDING</i>					
TAXATION	2,200	2,200	2,000	(200)	(9.1%)

# PARAMEDIC SERVICES



## DIVISIONS

- Paramedic Services
- Community Paramedicine



PG. 299



# PARAMEDIC SERVICES| Paramedic Services

## SUMMARY

- **2025 Budget Goals:**
  - Paramedic Services 10-Year Master Plan
  - Emergency Management Program Modernization
  - Local Community Healthcare Integration
- **FTE Changes:**
  - ↑**4.0** Primary Care Paramedics (PCP)
- **Capital AMP Reserve Contribution: \$1.3 M** Paramedic Services - \$0.05 M ↑

	2024 FORECAST	2024 BUDGET	2025 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(11,483,226)	(12,143,203)	(12,356,977)	(213,774)	1.8%
EXPENSES	23,849,247	23,118,702	24,443,011	1,324,309	5.7%
<b>NET LEVY</b>	<b>\$12,366,021</b>	<b>\$10,975,499</b>	<b>\$12,086,034</b>	<b>\$1,110,535</b>	<b>10.1%</b>

# PARAMEDIC SERVICES | Paramedic Services

## CAPITAL

### NEW PROJECTS

- **\$1,286,540** for equipment replacements
- **\$746,400** for vehicle replacements
- **\$309,200** in various projects identified from the Building Condition Assessments
- **\$40,000** for presentation technology at Griffin Way
- **\$25,000** for controlled access drug containment at various sites

	2024 FORECAST	2024 BUDGET	2025 BUDGET	BUDGET VAR \$	BUDGET VAR %
<b>CAPITAL BUDGET</b>	3,189,315	3,231,484	2,447,140	(784,344)	(24.3%)
<i>FUNDING</i>					
RESERVE	2,689,984	2,737,084	2,382,140	(354,944)	(13.%)
GRANTS	37,000	37,000	-	(37,000)	(100.%)
DC	55,612	49,760	-	(49,760)	(100.%)
TAXATION	406,719	407,640	65,000	(342,640)	(84.1%)

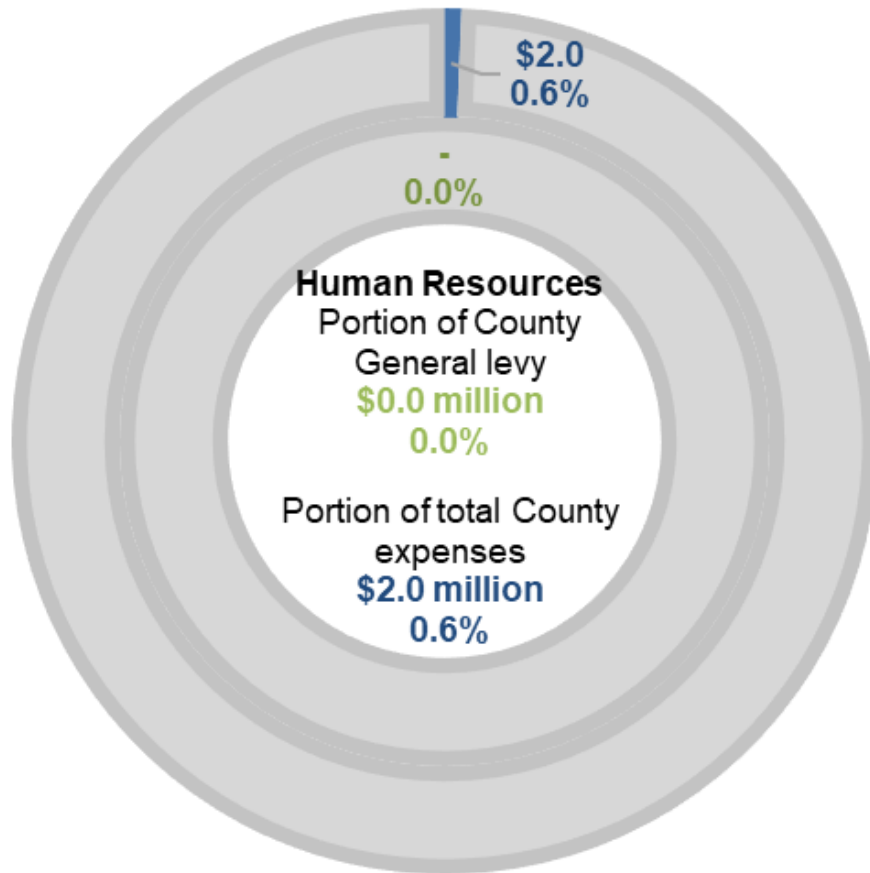
# PARAMEDIC SERVICES| Community Paramedicine

## 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.

	2024 FORECAST	2024 BUDGET	2025 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(2,396,900)	(2,378,000)	(2,476,900)	(98,900)	4.2%
EXPENSES	2,396,900	2,378,000	2,476,900	98,900	4.2%
<b>NET LEVY</b>	-	-	-	-	<b>0.0%</b>

# HUMAN RESOURCES



## DIVISIONS

- Human Resources



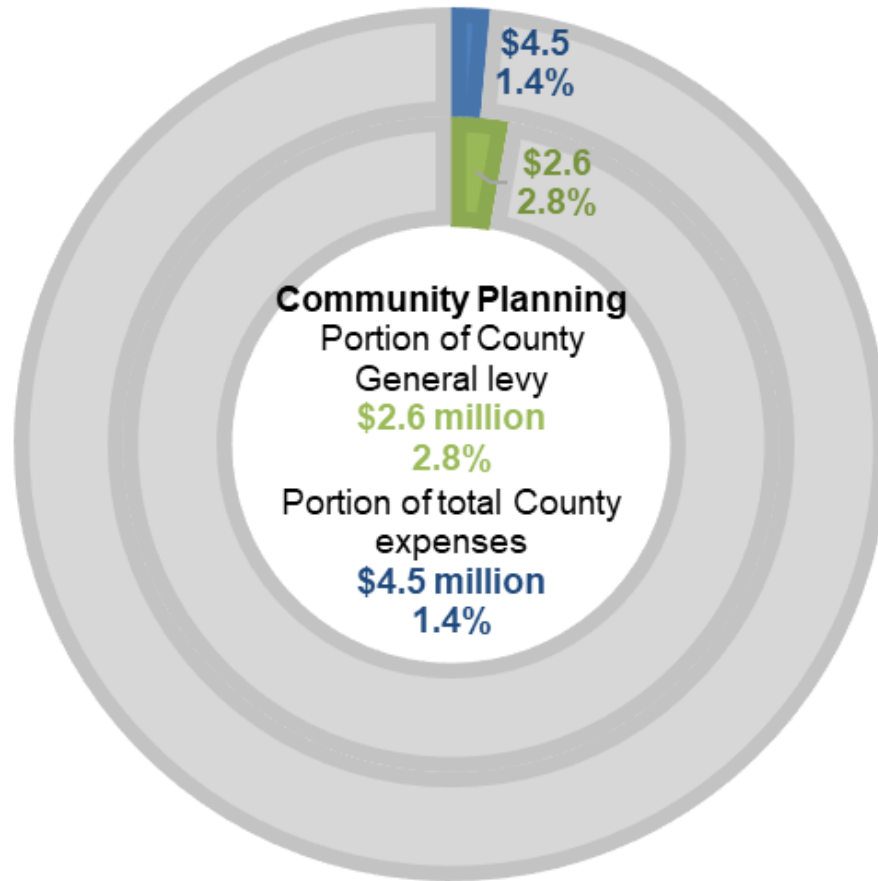
# HUMAN RESOURCES

## SUMMARY

- **2025 Budget Goals:**
  - Diversity, Equity, and Inclusion
  - Succession Planning and Leadership Development
  - Employee Feedback/Listening Strategy
  - Update Most Referenced Physical and Cognitive Demands Analyses
  - Human Resources Information System
- **New Initiative:** Leadership Development Programming

	2024 FORECAST	2024 BUDGET	2025 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(1,817,029)	(1,867,029)	(1,960,884)	(93,855)	5.0%
EXPENSES	1,807,393	1,867,029	1,960,884	93,855	5.0%
<b>NET LEVY</b>	<b>\$(9,636)</b>	-	-	-	<b>0.0%</b>

# COMMUNITY PLANNING



## DIVISIONS

- Community Planning



PG. 322

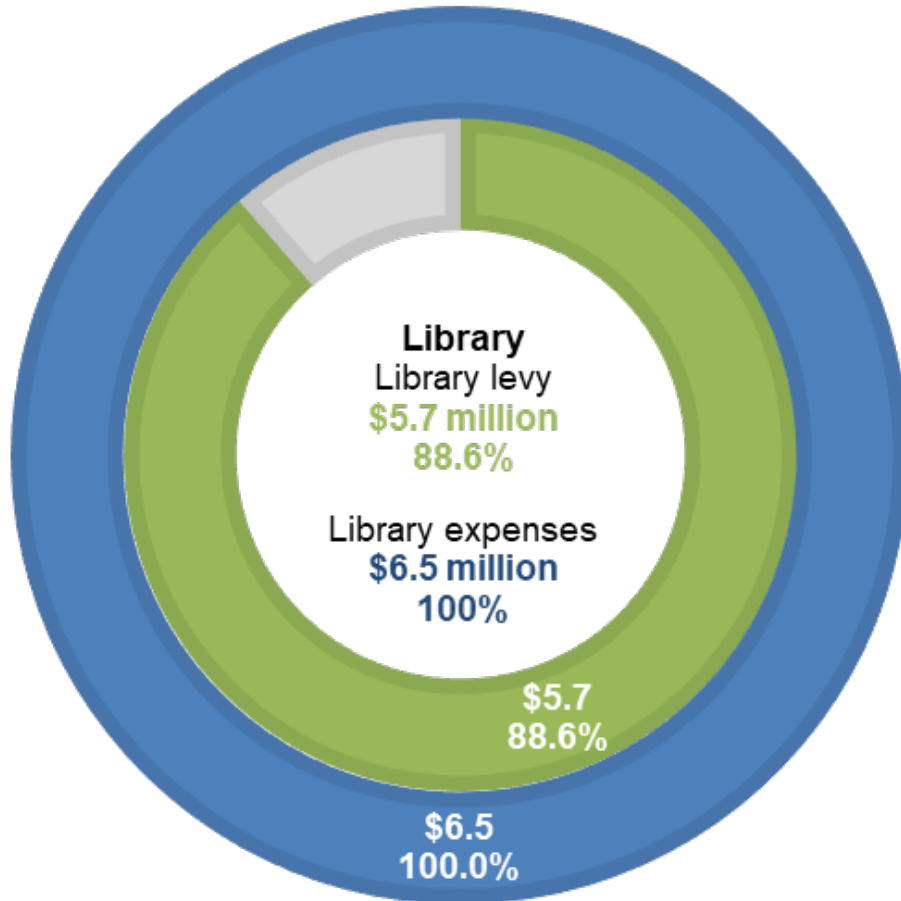
# COMMUNITY PLANNING

## SUMMARY

- **2025 Budget Goals:**
  - Official Plan Review
  - Planning for Growth
  - Implementation of New Provincial Planning Statement
  - Planning for Infrastructure
  - Housing Initiatives
  - Zoning By-Law and Development Process Updates

	<b>2024 FORECAST</b>	<b>2024 BUDGET</b>	<b>2025 BUDGET</b>	<b>BUDGET VAR \$</b>	<b>BUDGET VAR %</b>
REVENUES	(883,230)	(1,507,688)	(1,914,966)	(407,278)	27.0%
EXPENSES	3,196,270	4,009,508	4,522,448	512,940	12.8%
<b>NET LEVY</b>	<b>\$2,313,040</b>	<b>\$2,501,820</b>	<b>\$2,607,482</b>	<b>\$105,662</b>	<b>4.2%</b>

# OXFORD COUNTY LIBRARY



## DIVISIONS

- Library



PG. 330



# OXFORD COUNTY LIBRARY

## SUMMARY

- **2025 Budget Goals:**
  - Organizational Review and Onboarding Plan
  - Branch Level Payment Solution
  - Communication Strategy for Patron Management, Brand Awareness and Growth
  - Oxford County Library 60 Year Anniversary
- **FTE Changes:**
  - **↑0.3** Library Summer Student, **↑0.5** Library Programming Support, **+2.0** Mobile Outreach Staff
- **Capital AMP Reserve Contribution: \$0.4 M** Library Levy - facilities - \$0.3 M **↑**

	2024 FORECAST	2024 BUDGET	2025 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(1,267,772)	(867,452)	(738,286)	129,166	(14.9%)
EXPENSES	6,491,514	6,091,194	6,483,237	392,043	6.4%
<b>NET LEVY</b>	<b>\$5,223,742</b>	<b>\$5,223,742</b>	<b>\$5,744,951</b>	<b>\$521,209</b>	<b>10.0%</b>

# OXFORD COUNTY LIBRARY

## Capital

### NEW PROJECTS

- **\$42,100** in various projects identified from the Building Condition Assessments
- **\$21,000** for public use, maker space and assistive technologies
- **\$257,800** for annual refresh of collection materials
- **\$9,000** for public and staff use furniture

	2024 FORECAST	2024 BUDGET	2025 BUDGET	BUDGET VAR \$	BUDGET VAR %
CAPITAL BUDGET	547,500	556,500	329,900	(226,600)	(40.7%)
<i>FUNDING</i>					
RESERVE	511,500	291,500	325,100	33,600	11.5%
RECOVERY	36,000	36,000	4,800	(31,200)	(86.7%)
TAXATION	-	229,000	-	(229,000)	(100.%)



PG. 345

# COURT SECURITY

# COURT SECURITY

## Court Security

	2024 FORECAST	2024 BUDGET	2025 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	-	-	-	-	0.0%
EXPENSES	82,936	82,936	123,430	40,494	48.8%
<b>NET LEVY</b>	<b>\$82,936</b>	<b>\$82,936</b>	<b>\$123,430</b>	<b>\$40,494</b>	<b>48.8%</b>

# PENDING BUDGET ADJUSTMENTS

# PENDING BUDGET ADJUSTMENTS

## 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

# SUMMARY

# NEXT BUDGET MEETING

Special Budget Meeting – November 25, 2024 – 9:30 AM

## Follow the Budget Process

Budget package, updates and presentations:

[www.oxfordcounty.ca/budget](http://www.oxfordcounty.ca/budget)



Council Notice of Motion deadline of **December 5 at 4:30 pm**