



2022 BUSINESS PLAN AND BUDGET

COUNTY COUNCIL SPECIAL BUDGET MEETING 1
NOVEMBER 17, 2021

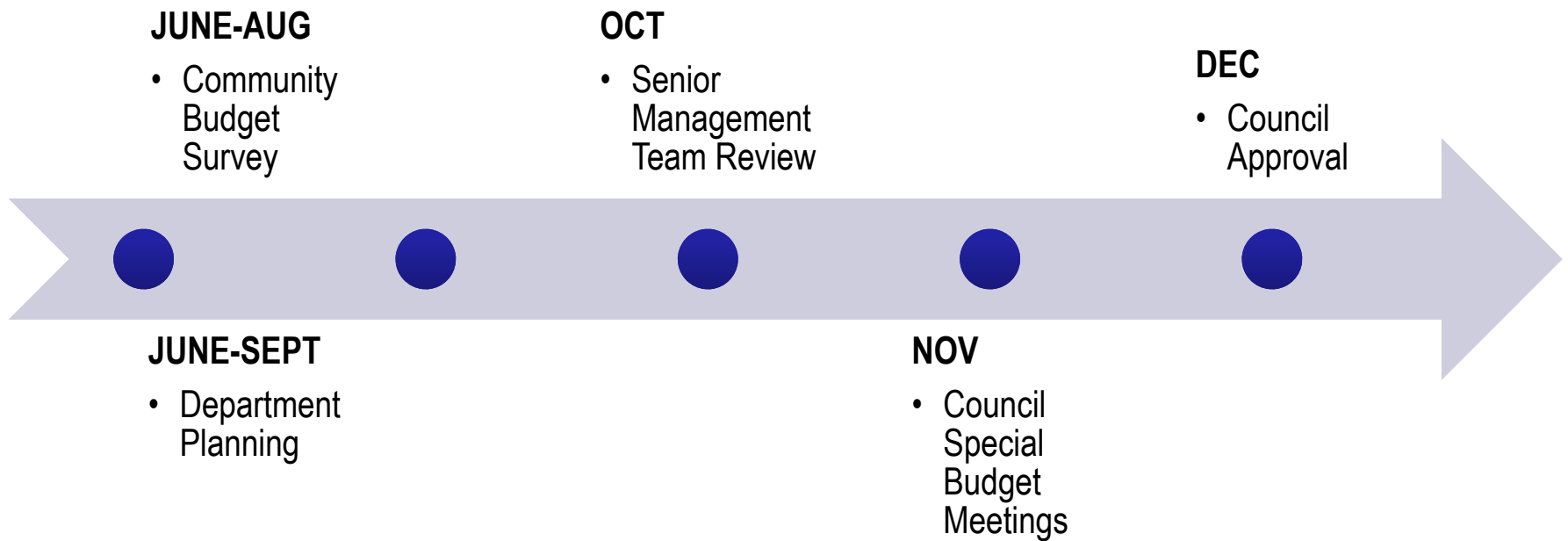
OUTLINE

1. Budget Process
 2. Budget Highlights
 3. Capital Plan & Asset Management
 4. Business Plan & 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

2021 Approved Budget

+/- Base budget	Maintain services at the level of the previous year's approved budget
+/- One-time items	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
+/- Operating impacts of capital	Operating impacts of capital projects
+/- COVID Impacts	Impacts related to COVID-19
+/- Modernization Funding	Projects to modernize service delivery
+/- In-year Approval/ Carryover	Impact previously not included in the budget

= 2022 Draft Budget

BUDGET PACKAGE

REPORT PRESENTATION

	2021	2021	LESS:	2022	2022	2022	2022		2022	\$ OVER	% OVER
	2021	REVISED	2021 ONE	BASE	ONE	SERVICE	NEW	2022	REQUESTED	2021	2021
	FORECAST	BUDGET*	TIME	BUDGET	TIME	LEVEL	INITIATIVES	OTHER	BUDGET	BUDGET	BUDGET
REVENUES											
GENERAL REVENUES											
PROVINCIAL GRANTS	(18,937)	-	-	-	-	-	-	-	-	-	-
USER FEES AND CHARGES	(9,500)	-	-	-	-	-	-	-	-	-	-
TOTAL GENERAL REVENUES	(28,437)	-	-	-	-	-	-	-	-	-	-
TOTAL REVENUES	(28,437)	-	-	-	-	-	-	-	-	-	-
EXPENSES											
SALARIES AND BENEFITS											
SALARIES	454,514	454,526	-	20,207	-	-	78,029	-	552,762	98,236	21.6%
BENEFITS	108,985	108,988	-	10,666	-	-	24,529	-	144,183	35,195	32.3%
TOTAL SALARIES AND BENEFITS	563,499	563,514	-	30,873	-	-	102,558	-	696,945	133,431	23.7%
OPERATING EXPENSES											
MATERIALS	54,807	31,054	-	(3,414)	300	-	940	-	28,880	(2,174)	(7.0%)
CONTRACTED SERVICES	115,000	115,000	-	(50,000)	-	-	-	-	65,000	(50,000)	(43.5%)
TOTAL OPERATING EXPENSES	169,807	146,054	-	(53,414)	300	-	940	-	93,880	(52,174)	(35.7%)
CAPITAL											
FURNISHINGS AND EQUIPMENT	-	-	-	-	2,200	-	-	-	2,200	2,200	-
TOTAL CAPITAL	-	-	-	-	2,200	-	-	-	2,200	2,200	-
INTERDEPARTMENTAL CHARGES											
INTERDEPARTMENTAL CHARGES	54,823	54,826	-	(6,530)	-	-	-	-	48,296	(6,530)	(11.9%)
TOTAL INTERDEPARTMENTAL CHARGES	54,823	54,826	-	(6,530)	-	-	-	-	48,296	(6,530)	(11.9%)
TOTAL EXPENSES	788,129	764,394	-	(29,071)	2,500	-	103,498	-	841,321	76,927	10.1%
TOTAL	759,692	764,394	-	(29,071)	2,500	-	103,498	-	841,321	76,927	10.1%

- Groups and aligns revenue and expenses
- Expense groupings align with FIR
- Separated and aligned reserve transfers – Capital, Development Charges, Operating/ Surplus

BUDGET PACKAGE







REPORT PRESENTATION

	REF	BASE BUDGET	CAPITAL/ ONE TIME	EXPENSES	REVENUES	TAXATION
2021 REVISED BUDGET		764,394	-	764,394	-	764,394
BASE BUDGET IMPACT		(29,071)	-	(29,071)	-	(29,071)
NEW INITIATIVES						
CAO-Diversity, Equity, and Inclusion Coordinator FTE	NI2022-10	103,498	2,500	105,998	-	105,998
		103,498	2,500	105,998	-	105,998
TOTAL		74,427	2,500	76,927	-	76,927
2022 DRAFT BUDGET		838,821	2,500	841,321	-	841,321

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

BUDGET HIGHLIGHTS

STRATEGIC PRIORITIES (2020-2022)

	Business Plan
 A County that works together	22
 A County that is well connected	4
 A County that thinks ahead and wisely shapes the future	37
 A County that informs and engages	13
 A County that performs and delivers results	46
 A County that employs people who make a positive difference	5

BUDGET HIGHLIGHTS



PG. 8

BUDGET HIGHLIGHTS

OVERVIEW

2022 Budget Levy: \$70.6 million

Gross expenditures:
\$271.0 million

Capital:
\$64.1 million

Gross Revenues:
\$200.4 million

General revenue: **\$133.0** million

- \$58.1 M Federal and Provincial Grants
- \$38.0 M Water & Wastewater Rates
- \$29.6 M User fees & Charges
- \$7.3 M Other Income

Other sources: **\$67.4** million

- \$7.4 M Development Charges
- \$4.6 M Proceeds from Debentures
- \$53.6 M Reserve Funding
- \$1.8 M Supplemental & Payment In-Lieu Taxation

Property taxes:
\$70.6 million

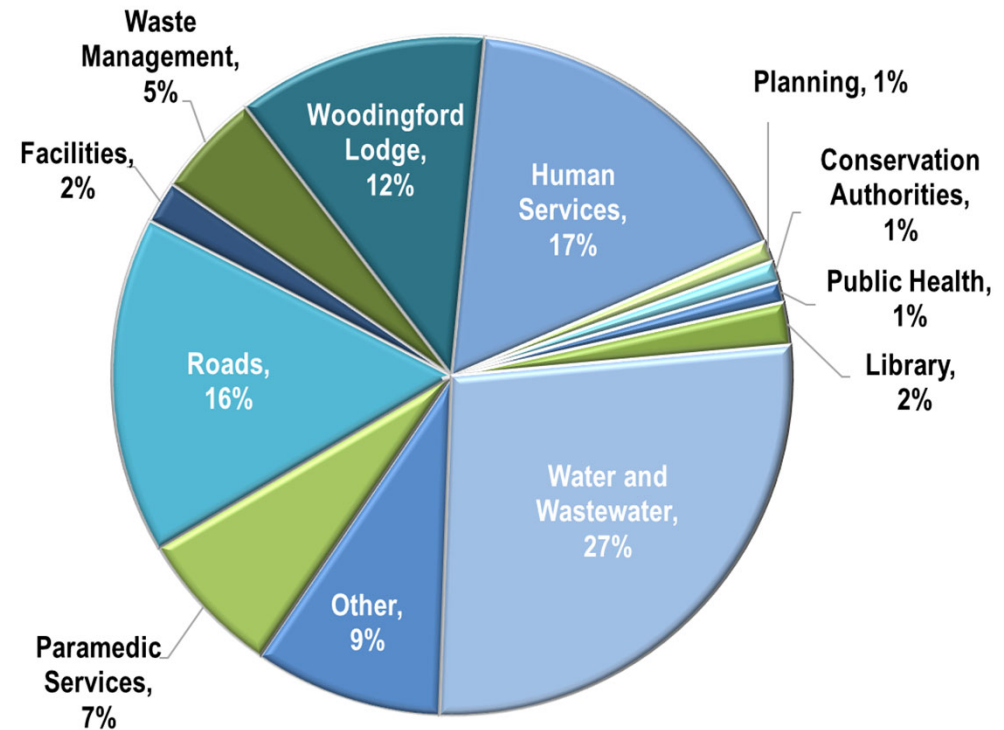
General (+4.3%)	\$66.5 million
Library (+1.7%)	\$ 4.1 million
Court Security (-45.8%)	\$ 0.05 million

BUDGET HIGHLIGHTS

EXPENDITURE DISTRIBUTION

Expenditures

- Largest portion of County expenditures:
 - > Water and Wastewater: 27%
 - > Human Services: 17%
 - > Roads: 16%
 - > Woodingford Lodge: 12%



BUDGET HIGHLIGHTS

DRAFT BUDGET IMPACTS

Draft Budget Impacts	Total	Reserves	Other	Rates	Taxation	%
One-time Items	\$ 1,049,102	\$ 1,254,096	\$-	\$ 16,800	\$(221,794)	-0.3%
Service Level	1,672,486*	-	407,143	206,100	1,059,243	1.6%
New Initiatives	2,276,323	323,250	1,170,881	610,750	171,442	0.2%
COVID	1,385,906	-	1,396,566	-	(10,660)	0.0%
Operating Impacts of Capital	4,900	-	-	-	4,900	0.0%
Modernization Funding	760,270	57,995	551,730	-	150,545	0.2%
In-year Approval/Carryover	4,355,190	4,163,000	98,070	-	94,120	0.1%
Total	11,504,177	5,798,341	3,624,390	833,650	1,247,796	1.8%
Draft levy increase over prior year					2,788,978	4.1%
Base Budget Increase					\$1,541,182	2.3%

*Includes increase in asset management plan capital transfers of \$605,000, which is comprised of: \$60,000 for Social Housing Facilities; \$55,000 for Paramedic Services Fleet & Equipment; \$90,000 for Bridges (\$40,000 funded from road rationalization revenues); \$400,000 for Roads

BUDGET HIGHLIGHTS

2022 COMMUNITY GRANT REQUESTS*

Oxford Creative Connections	\$60,000	
Social Planning Council Oxford	65,000	
North Oxford Intercommunity Bus Transit**	22,500	
St. Mary's Hospital	45,000	
Oxford County Youth Initiatives	15,000	
Agricultural Award of Excellence	2,000	
Economic Development [Oxford Connection]	50,000	
Economic Development [Physician Recruitment]	30,000	
Small Business Centre	50,000	
Tillsonburg Airport	100,000	
2022 REQUESTED GRANTS	\$439,500	0.7%

* All budget requests above have not been included in the draft budget

** 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

		Service Level	Grant or Reserve Funded	Temp
2021 Approved FTE Plan	588.2			
2021 Temporary FTE	(8.4)			
2021 Base FTE Plan	579.8			
CAO Office	1.0	1.0		
Strategic Communications	1.0	1.0		
Human Services	(2.0)	(3.0)	1.0	
Paramedic Services	13.9	2.0	7.0	4.9 *
Waste Management	(0.4)	(0.4)		
Woodingford Lodge	4.9			4.9 *
Transportation Services	1.0	1.0		
Engineering	1.0	1.0		
Fleet and Facilities	1.0	1.0		
Library	1.9	1.2		0.7
Finance	2.0	2.0		
Human Resources	1.0	1.0		
2022 Draft Budget increase	26.3	7.8	8.0	10.5
Draft 2022 FTE Plan	606.1			

* Provincially funded temporary positions due to COVID-19



PG. 71

BUDGET HIGHLIGHTS

NEW INITIATIVES

#	New Initiative	Page
1	Automated Utility Data Collection	98
2	Emergency Road Closed Trailers	125
3	Utilization of Used County Fleet (Tandem) at the OCWMF	138
4	Heating of Front Equipment Shed at OWMF	140
5	Preventative Maintenance of OCWMF Leachate Collection System	142
6	Additional Scale and New Scale House at the OCWMF	144
7	Storage Building Tillsonburg WWTP	179
8	Mobile EarlyON Programs	195

BUDGET HIGHLIGHTS

NEW INITIATIVES

#	New Initiative	Page
9	Woodingford Accreditation	214
10	Diversity, Equity, and Inclusion Coordinator	270
11	Feminine Hygiene Product Access Improvement	277
12	Community Paramedicine	306
13	Community Planning Software	326

BUDGET HIGHLIGHTS

Summary & Outlook

Challenges & Risks

- COVID-19 Response and Recovery
- Affordable Housing
- Aging infrastructure
- Asset Management Plan
- Insurance Costs
- Paramedic Services WSIB Costs
- Staffing
- Fluctuating energy prices

Opportunities

- Service Delivery Reviews – *Paramedic Services Deployment; Roads Operations and Maintenance; and Water and Wastewater*
- Provincial & Federal Grant Opportunities
- Provincial investment in Woodingford Lodge for increasing direct care time for residents
- 13 New initiatives to advance the Strategic Plan

Summary

- **2.3%** Base budget increase
- **4.1%** overall levy increase

CAPITAL PLAN HIGHLIGHTS

CAPITAL HIGHLIGHTS

CAPITAL PLAN PROJECTS

Projects	Budget
Studies & General Capital	\$3.9 million
Fleet & Equipment	5.0 million
Social Housing & Corporate Facilities	6.8 million
Road Network	16.5 million
Bridges & Culverts	3.9 million
Water & Wastewater	28.0 million
Total	\$64.1 million



CAPITAL HIGHLIGHTS

2022 CAPITAL PLAN FUNDING

Taxation	\$0.1 million
Debentures	6.1 million
Other sources	2.2 million
W/WW rates/reserves	23.6 million
Reserves	20.6 million
Development charges	4.9 million
Gas tax/grants	6.6 million

Total financed capital budget \$ 64.1 million*

3.3% decrease over 2021 capital budget (\$66.3 million)

* Total capital budget delivered is \$73.9 million with \$9.8 to be financed through a future budget at project completion

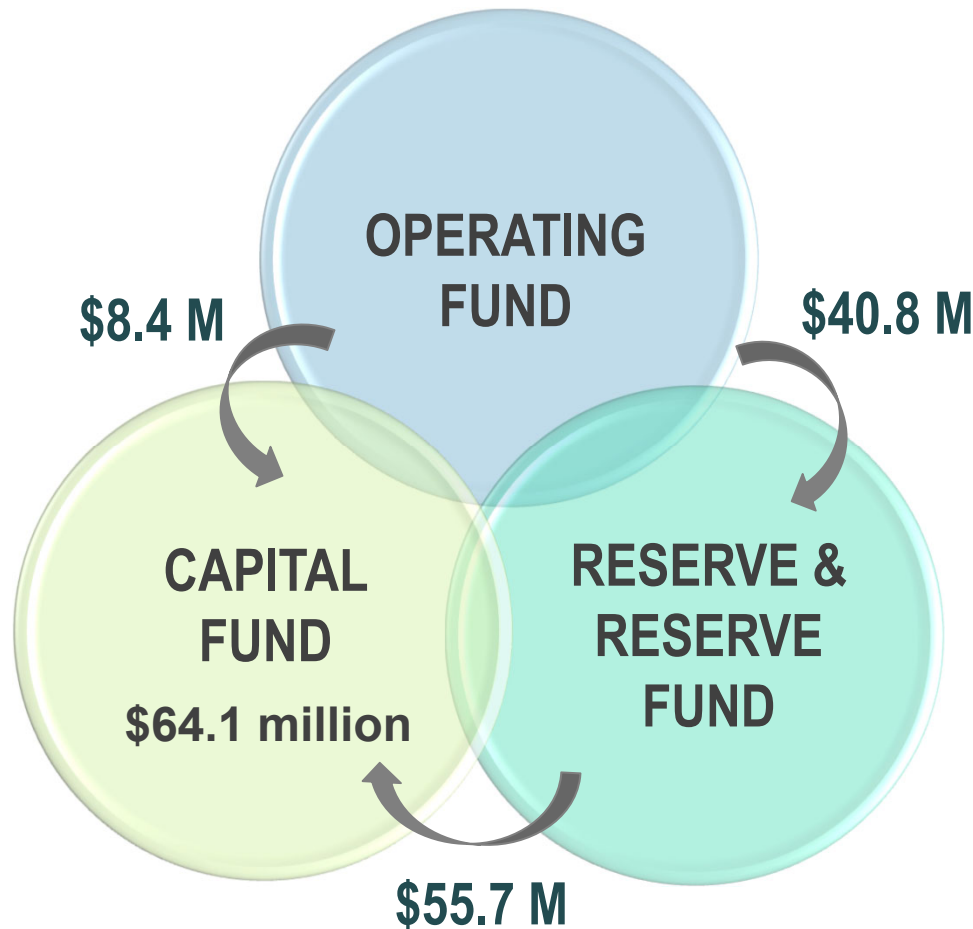


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CAPITAL HIGHLIGHTS

CAPITAL FUNDING MODEL

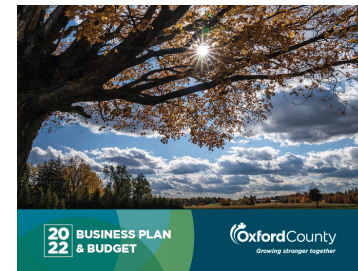
\$40.8 million in Capital Reserve Contributions



- General levy \$16.2M
- Library levy \$0.1M
- Water & Wastewater rates \$12.2M
- Interest Revenue \$1.1M
- Development charge exemptions \$0.6M

Plus:

- Gas Tax Grant \$3.5M
- OCIF Grant \$0.0M (*unknown*)
- Development charge revenues \$7.1M



CAPITAL HIGHLIGHTS

CAPITAL FUNDING MODEL

General Levy Asset Management Plan Capital Transfer:

- **\$212,365** Information Technology capital (interdepartmental funded) - \$4,960↑
- **\$1,060,859** Facilities (interdepartmental and rent funded) - \$79,908↑
- **\$2,051,400** Fleet (interdepartmental funded) - \$73,650↓
- **\$8,224,000** Roads – \$400,000↑
- **\$2,640,000** Bridges – \$90,000↑
- **\$286,500** Woodingford Lodge equipment - \$50,000↓
- **\$825,000** Housing facilities (County-owned) – \$75,000↑
- **\$890,000** Paramedic Services vehicle and equipment - \$55,000↑

= \$16,190,124 Total General Levy Asset Management Plan Contributions

Library Levy Asset Management Plan Capital Transfer:

- **\$100,000** Library Levy - facilities - \$33,000↑

= \$100,000 Total Library Levy Asset Management Plan Contributions

CAPITAL HIGHLIGHTS

CAPITAL FUNDING MODEL

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

- **\$1,320,649** Woodstock - \$568,122 ↓
- **\$1,064,258** Tillsonburg - \$45,349 ↓
- **\$1,839,727** Ingersoll - \$576,341 ↓
- **\$432,675** Norwich - \$27,590 ↑
- **\$621,531** Tavistock - \$94,522 ↓
- **\$-** Plattsville (operating deficit)
- **\$339,811** Thamesford - \$50,317 ↓
- **\$118,761** Drumbo - \$20,403 ↓
- **\$49,808** Mt Elgin - \$31,069 ↓
- **\$121,781** Embro - \$4,272 ↑
- **\$88,689** Innerkip \$11,328 ↓

= \$ 5,997,690 Total Wastewater Asset Management Plan Contributions \$1,365,589 ↓

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

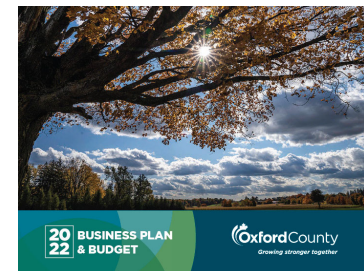
- **\$2,673,784** Woodstock - \$81,460 ↓
- **\$1,205,249** Tillsonburg - \$46,569 ↓
- **\$1,041,261** Ingersoll - \$389,826 ↓
- **\$1,299,974** Townships - \$144,862 ↑

= \$ 6,220,268 Total Water Asset Management Plan Contributions \$372,993 ↓

ASSET MANAGEMENT PLAN

OVERVIEW

- The Asset Management Plan will be updated in 2022 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 will provide updates to recommended annual capital investment.



ASSET MANAGEMENT PLAN

FACILITIES

- Ongoing reinvestment of debenture funds into reserves to support capital needs.
- Building condition assessments nearing completion will be used to help inform long-term requirements.
- Low risk projects deferred pending the outcome of the Paramedic Stations Review project. Capital replacement needs for 2023 and forward will be re-assessed upon completion of the Stations Review.

Asset Area	2017 AMP Recommended Investment	2022 Budget Investment	2022 Budget Surplus/ (Deficit)	2022 Budget Reserve Balance	2026 Projected Reserve Balance
Library	250,000	103,778	(146,222)	459,743	563,338
Corporate	1,600,000	3,230,785	1,630,785	2,757,276	1,453,367
Paramedic Services	90,000	69,294	(20,706)	518,289	143,367

ASSET MANAGEMENT PLAN

SOCIAL HOUSING

- Increased annual Capital Transfers investments to reduce funding gap and complete needed projects identified through the Building Condition Assessments.
- Declining reserve balance increases the risk of funding availability for emergency/unplanned expenditures.

Asset Area	2017 AMP Recommended Investment	2022 Budget Investment	2022 Budget Surplus/ (Deficit)	2022 Budget Reserve Balance	2026 Projected Reserve Balance
Social Housing	1,540,000	845,993	(694,007)	2,297,129	323,369

ASSET MANAGEMENT PLAN

FLEET & EQUIPMENT

- Capital contributions aligned with vehicle age.
- Green Fleet Plan outcomes has resulted in increased replacement costs not reflected in 2017 AMP recommended investment.
- Significant replacement cost increases and delays have been experienced as a result of COVID. Staff will continue to monitor the impacts on the long-term sustainability of this reserve.

Asset Area	2017 AMP Recommended Investment	2022 Budget Investment	2022 Budget Surplus/ (Deficit)	2022 Budget Reserve Balance	2026 Projected Reserve Balance
Fleet & Equipment	2,600,000	3,012,003	412,003	3,851,410	1,426,273

ASSET MANAGEMENT PLAN

ROADS NETWORK

- Ongoing capital contribution increases to reduce the funding gap - \$400,000 included in the 2022 Budget
- Long-term capital plan will be updated based on the needs identified through the 2022 Asset Management Plan
- 2017 Asset Management Plan update did not include stormwater assets. AMP investment required will be updated through the 2022 Asset Management Plan to include the capital replacement needs of the storm network

Asset Area	2017 AMP Recommended Investment	2022 Budget Investment	2022 Budget Surplus/ (Deficit)	2022 Budget Reserve Balance	2026 Projected Reserve Balance
Roads	14,390,000	12,059,668	(2,330,332)	12,314,028	4,429,078

ASSET MANAGEMENT PLAN

BRIDGES & CULVERTS

- Ongoing capital contribution increases to reduce the funding gap - \$90,000 included in the 2022 Budget
- Long-term capital plan will be updated based on the needs identified through the 2022 Asset Management Plan, and Bridge Needs Study
- Use of Canada Community Building Funds and Ontario Community Infrastructure Funds (no budget included in 2022) to help reduce the funding gap and complete significant project needs over the next 10-year period

Asset Area	2017 AMP Recommended Investment	2022 Budget Investment	2022 Budget Surplus/ (Deficit)	2022 Budget Reserve Balance	2026 Projected Reserve Balance
Bridges & Culverts	4,600,000	2,739,676	(1,860,324)	13,984,579	4,676,219

ASSET MANAGEMENT PLAN

WATER SYSTEMS

- 2022 Asset Management Plan update to help inform future capital investments recommendations and set rates accordingly
- Significant projects anticipated within Woodstock for expansion into development areas. Projects to be considered with the next Development Charges background study

Asset Area	2017 AMP Recommended Investment	2022 Budget Investment	2022 Budget Surplus/ (Deficit)	2022 Budget Reserve Balance	2026 Projected Reserve Balance
Woodstock	3,750,000	3,103,883	(646,117)	19,456,265	7,012,381
Tillsonburg	2,175,000	1,209,444	(965,556)	4,204,635	2,668,151
Ingersoll	950,000	1,158,412	208,412	5,059,250	2,672,367
Townships	1,400,000	1,385,386	(14,614)	10,589,972	5,797,125

ASSET MANAGEMENT PLAN

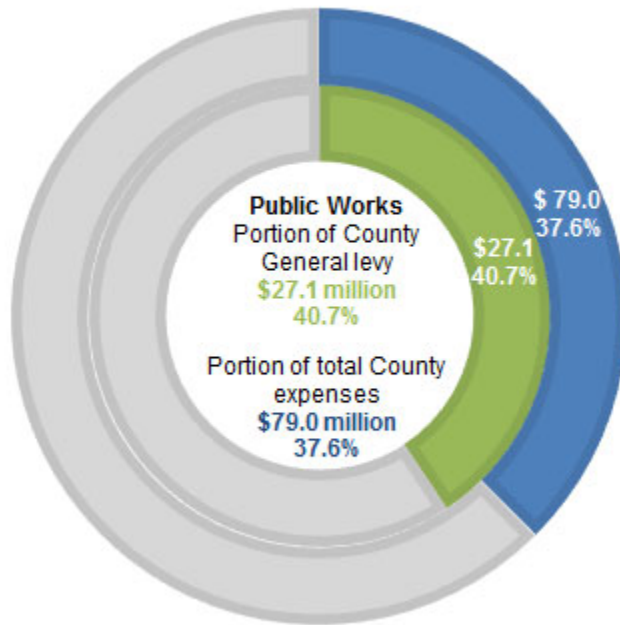
WASTEWATER SYSTEMS

- 2022 Asset Management Plan update to help inform future capital investments recommendations and set rates accordingly.
- Significant projects anticipated within Woodstock for expansion into development areas. Projects to be considered with the next Development Charges background study.
- Drumbo reserve balance declines to \$0 in 2023, and is anticipated to remain at \$0 over the 10-year period, due to increased costs for the Wastewater Treatment Plant capacity expansion.

Asset Area	2017 AMP Recommended Investment	2022 Budget Investment	2022 Budget Surplus/ (Deficit)	2022 Budget Reserve Balance	2026 Projected Reserve Balance
Woodstock	5,055,000	1,806,012	(3,248,988)	11,775,444	5,168,050
Tillsonburg	1,960,000	1,196,506	(763,494)	13,867,440	7,164,805
Ingersoll	3,930,000	2,273,817	(1,656,183)	8,091,743	14,895,245
Norwich	220,000	457,782	237,782	3,263,626	4,393,661
Tavistock	310,000	1,340,296	1,030,296	3,372,777	6,049,797
Plattsville	190,000	88,829	(101,171)	1,951,861	2,766,201
Thamesford	175,000	435,873	260,873	3,578,285	1,229,483
Drumbo	75,000	120,154	45,154	139,426	-*
Mt Elgin	55,000	54,022	(978)	474,407	52,216
Embro	140,000	127,559	(12,441)	793,828	1,338,997
Innerkip	110,000	96,220	(13,780)	1,001,789	1,453,367

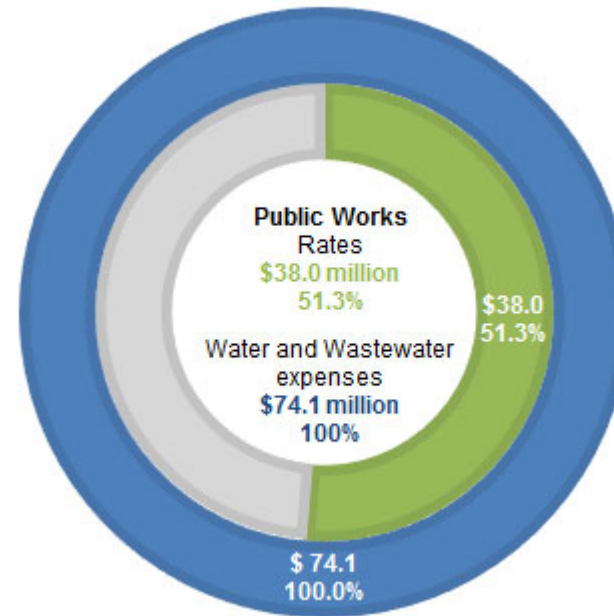
BUSINESS PLAN AND BUDGET BY DEPARTMENT

PUBLIC WORKS



DIVISIONS

- Administration
- Fleet & Facilities
- Engineering & Construction
- Transportation Services
- Waste Management
- Woodlands Conservation



DIVISIONS

- Water
- Wastewater

PUBLIC WORKS

Administration

Summary

- **Budget Highlights:** Organics Resource Recovery Technology Study to support Zero Waste

	2021 FORECAST	2021 BUDGET	2022 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	\$(597,812)	\$(680,828)	\$(741,447)	\$(60,619)	8.9%
EXPENSES	597,812	680,828	741,447	60,619	8.9%
NET LEVY	-	-	-	-	0.0%

PUBLIC WORKS

Facilities

Summary

- **2022 Budget Goals:** Implementation of Long Term Renewable Energy Plan; Energy Management Plan implementation, Ongoing implementation of Long Term RE Plan, Energy Management Plan
- **FTE Change:** ↑1.0 Maintenance Scheduler
- **New Initiatives:** Automated Building Utility Data Collection & Verification
- **Capital AMP Reserve Contribution:** \$1,060,859 Facilities (interdepartmental and rent funded) - \$79,908↑

	2021 FORECAST	2021 BUDGET	2022 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	\$(11,273,221)	\$(12,189,111)	\$(11,795,323)	\$393,788	(3.2%)
EXPENSES	12,692,623	13,628,308	13,241,344	(386,964)	(2.8%)
NET LEVY	\$1,419,402	\$1,439,197	\$1,446,021	\$6,824	0.5%

PUBLIC WORKS

Facilities

Capital Summary

- **\$208,370** in various projects identified from the Building Condition Assessments funded from the facilities capital reserve
- **\$665,000** for masonry repointing construction at 410 Buller, and design for phase 2 construction in 2023 funded from the facilities capital reserve
- **\$305,000** in various green and renewable energy projects funded from a combination of reserves and debt

	2021 FORECAST	2021 BUDGET	2022 BUDGET	BUDGET VAR \$	BUDGET VAR %
CAPITAL	1,774,566	2,769,600	2,271,370	(498,230)	(18.%)

PUBLIC WORKS

Fleet

Summary

- **2022 Budget Goals:** Green Fleet Plan Implementation; Fleet Utilization and Rationalization Plan Implementation
- **Capital AMP Reserve Contribution: \$2,051,400** Fleet (interdepartmental funded excluding Paramedic Services) - \$73,650↓

	2021 FORECAST	2021 BUDGET	2022 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	\$(5,508,150)	\$(5,640,569)	\$(5,673,914)	\$(33,345)	0.6%
EXPENSES	5,508,148	5,640,569	5,673,914	33,345	0.6%
NET LEVY	\$(2)	-	-	-	0.0%

PUBLIC WORKS

Fleet

Capital Summary

- 2022 Budget of **\$1,512,500** includes purchases of 9 pick-up trucks, 2 tandem axle trucks, 1 mower tractor, 1 trailer, and 1 leachate truck cab

	2021 FORECAST	2021 BUDGET	2022 BUDGET	BUDGET VAR \$	BUDGET VAR %
CAPITAL	1,495,631	1,556,500	1,512,500	(44,000)	(2.8%)

PUBLIC WORKS

Engineering and Construction

Summary

- **2022 Budget Goals:** Design and Construction Engineering Standards for Linear Infrastructure; Researching and Implementing more Sustainable Construction Practices into Capital Plan Projects; Implementing Project Management Documentation Guidelines for Capital Delivery
- **FTE Change:** ↑1.0 Development Review Technician funded from development review service recovery fee revenue

	2021 FORECAST	2021 BUDGET	2022 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	\$(430,500)	\$(335,500)	\$(660,000)	\$(324,500)	96.7%
EXPENSES	1,672,316	1,677,443	2,018,805	341,362	20.4%
NET LEVY	\$1,241,816	\$1,341,943	\$1,358,805	\$16,862	1.3%

PUBLIC WORKS

Engineering and Construction

Capital Summary

- Computer for proposed FTE
- Replacement of GPS Equipment
- Updating County design standards for all linear assets

	2021 FORECAST	2021 BUDGET	2022 BUDGET	BUDGET VAR \$	BUDGET VAR %
CAPITAL	2,000	2,000	202,000	200,000	10000.0%

PUBLIC WORKS

Transportation Services

Summary

- **2022 Budget Goals:** Ongoing Implementation of County-wide Traffic Calming/Speed Management Measures; Roadside Phragmites (Invasive Species) Control; Review of Potential Development of County-wide Automated Speed Enforcement (ASE) Program; Community Safety Zone (CSZ) Designations; Transportation Master Plan Update; School Bus Stop Arm Camera Pilot Program; Trail Development
- **FTE Change:** ↑1.0 Transportation Technologist
- **New Initiatives:** Emergency Road Closed Trailers
- **Other Budget Highlights:** Sewer condition assessment **\$30,000**; Tree trimming and stump grinding increase **\$39,000**; Road rationalization increases **\$126,400**
- **Capital AMP Reserve Contribution:** **\$8,224,000** Roads – \$400,000↑ & **\$2,640,000** Bridges – \$90,000↑
- **Development Charge Exemptions:** **\$240,000**↑

	2021 FORECAST	2021 BUDGET	2022 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	\$(22,158,684)	\$(25,605,811)	\$(21,021,750)	\$4,584,061	(17.9%)
EXPENSES	42,529,115	45,837,556	42,339,338	(3,498,218)	(7.6%)
NET LEVY	\$20,370,431	\$20,231,745	\$21,317,588	\$1,085,843	5.4%

PUBLIC WORKS

Transportation Services

Capital Summary

- **\$3,803,000** in bridge replacement, expansion and design projects funded from the Bridge Reserve and Ontario Community Infrastructure Fund Grant
- **\$5,465,000** in road resurfacing on various roads across the County funded by the Roads Reserve and Canada Community Building Fund
- **\$2,000,000** in road rehabilitation on County Road 54 Huron Street from Ingersoll Ave to Adelaide Street funded by the Roads Reserve and Canada Community Building Fund
- **\$2,400,000** in stormwater infrastructure replacements across the County funded by the Roads Reserve

	2021 FORECAST	2021 BUDGET	2022 BUDGET	BUDGET VAR \$	BUDGET VAR %
CAPITAL	21,629,800	25,240,415	20,585,200	(4,655,215)	(18.4%)

PUBLIC WORKS

Waste Management

Summary

- **2022 Budget Goals:** Plastic Film and Bulk Styrofoam Recycling; Second Weigh Scale at Oxford County Waste Management Facility (OCWMF); Organics Resource Recovery Technologies; Compost Facility Expansion; Transition of Municipal Blue Box Program to Full Producer Responsibility (FPR)
- **FTE Change:** ↓0.4 Scale Operator Part-time
- **New Initiatives:** Utilization of Used County Fleet (Tandem) at the OCWMF; Heating of the Front Equipment Shed at the OCWMF; Preventative Maintenance of the OCWMF Leachate Collection System; Additional Scale and New Scale House at the OCWMF
- **Development Charge Exemptions: \$3,500**↑

	2021 FORECAST	2021 BUDGET	2022 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	\$(11,176,814)	\$(10,098,022)	\$(11,973,765)	\$(1,875,743)	18.6%
EXPENSES	14,271,488	13,141,751	14,776,738	1,634,987	12.4%
NET LEVY	\$3,094,674	\$3,043,729	\$2,802,973	\$(240,756)	(7.9%)

PUBLIC WORKS

Waste Management

Capital Summary

- **\$250,000** for construction of a second weigh scale
- **\$575,000** for expansion of the compost pad
- **\$61,000** in various projects identified from the Building Condition Assessments
- **\$45,000** for monitoring well installation at closed landfill sites

	2021 FORECAST	2021 BUDGET	2022 BUDGET	BUDGET VAR \$	BUDGET VAR %
CAPITAL	209,000	254,000	943,500	689,500	271.5%

PUBLIC WORKS

Woodlands Conservation

Summary

- **2022 Budget Goals:** Ongoing Implementation of Forestry Management Plan; Hodges Wetland Complex (Phase 4); Strik Drain-Wetland
- **Other Budget Highlights:** **\$23,700** in increased tree planting, funded from Reserves

	2021 FORECAST	2021 BUDGET	2022 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	\$(31,250)	\$(31,250)	\$(43,700)	\$(12,450)	39.8%
EXPENSES	206,698	205,839	203,265	(2,574)	(1.3%)
NET LEVY	\$175,448	\$174,589	\$159,565	\$(15,024)	(8.6%)

PUBLIC WORKS

Water & Wastewater Services

Summary

- **2022 Budget Goals:** SCADA Master Plan Implementation; Water and Wastewater Master Servicing Plan; Drinking Water Quality Improvements; Drumbo Wastewater Treatment Plant Expansion; Groundwater Water Modelling; Tillsonburg Wastewater Treatment Plant Upgrades; Tavistock New Well Supply Class EA Study
- **New Initiatives:** Materials and Equipment Storage Building, Tillsonburg WWTP

PUBLIC WORKS

Water & Wastewater Services

Wastewater Summary

- **Other Budget Highlights:** 2 Students in Tillsonburg **\$25,000** and Woodstock large meter calibration program **\$20,000**; Stagnant wastewater rates expected (-0.2%)
- **Capital AMP Reserve Contribution:** **\$5,997,690** Wastewater (collected from rates) - \$1,365,589↓
- **Development Charge Exemptions:** **\$205,000**↑

	2021 FORECAST	2021 BUDGET	2022 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	\$(41,538,850)	\$(45,980,153)	\$(39,541,702)	\$6,438,451	(14.0%)
EXPENSES	41,538,850	45,980,152	39,541,702	(6,438,450)	(14.0%)
NET LEVY	-	\$(1)	-	\$1	(100.0%)

PUBLIC WORKS

Water & Wastewater Services

Wastewater Capital Summary

- **\$1,305,000** Combined water and wastewater for SCADA Master Plan implementation funded from rate reserves and DCs
- **\$3,672,000** for servicing to Pattullo Industrial Park funded by debt
- **\$4,055,000** for construction of Tillsonburg WWTP upgrades funded from reserves and DCs
- **\$4,692,710** for the Drumbo WWTP expansion funded from reserves, DCs and debt (upon project completion)

	2021 FORECAST	2021 BUDGET	2022 BUDGET	BUDGET VAR \$	BUDGET VAR %
CAPITAL	19,151,052	24,491,540	17,818,473	(6,673,067)	(27.2%)

PUBLIC WORKS

Water & Wastewater Services

Water Summary

- **Other Budget Highlights:** Maintenance of Woodstock Trunk Sewers **\$130,000** and Tillsonburg flushing and manhole inspection program **\$30,000**; Stagnant water rates expected (-0.2%)
- **Capital AMP Reserve Contribution:** **\$6,220,268** Water (collected from rates) - \$372,993↓
- **Development Charge Exemptions:** **\$111,000**↑

	2021 FORECAST	2021 BUDGET	2022 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	\$(28,373,556)	\$(34,524,012)	\$(34,526,015)	\$(2,003)	0.0%
EXPENSES	28,373,556	34,524,011	34,526,015	2,004	0.0%
NET LEVY	-	\$(1)	-	\$1	(100.0%)

PUBLIC WORKS

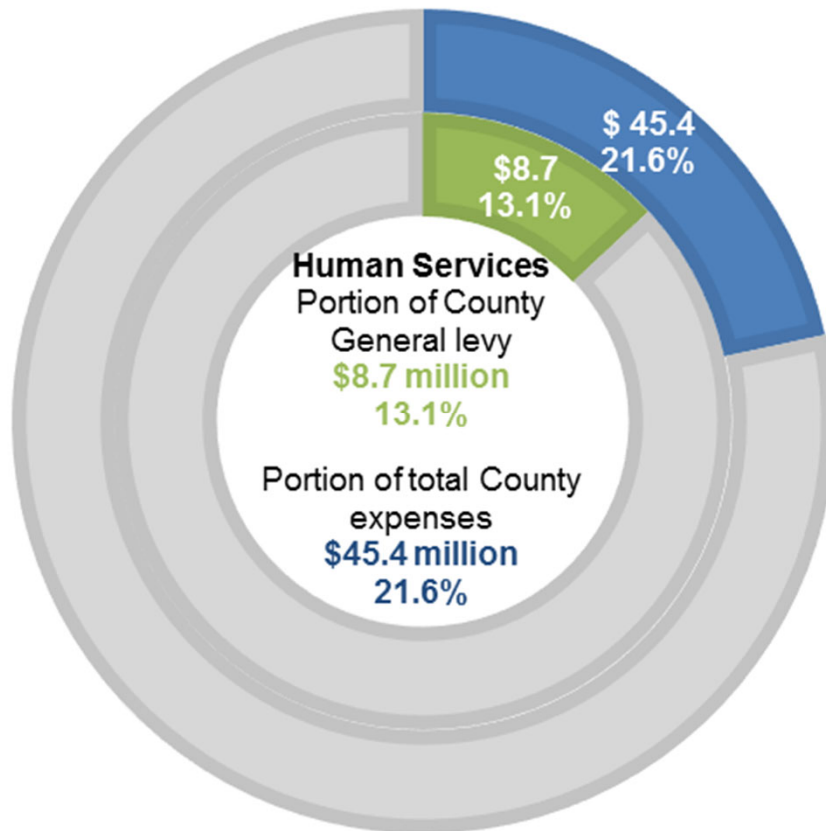
Water & Wastewater Services

Water Capital Summary

- **\$1,305,000** Combined water and wastewater for SCADA Master Plan implementation funded from rate reserves and DCs
- **\$4,800,000** for extension of watermain to service development on County Road 4 and Lansdowne Ave funded from reserve, DCs and debt
- **\$4,000,000** for extension of the water distribution system on County Road 17 to be funded by DCs
- **\$2,295,000** for paint and repairs at the Ingersoll Water Tower funded from reserve

	2021 FORECAST	2021 BUDGET	2022 BUDGET	BUDGET VAR \$	BUDGET VAR %
CAPITAL	8,668,174	14,907,004	14,905,850	(1,154)	(0.0%)

HUMAN SERVICES



DIVISIONS

- Community Services
- Child Care & EarlyOn
- Housing



HUMAN SERVICES

Community Services

Summary

- **2022 Budget Goals:** Enhanced Collaboration with community partners and local Employers; Online Discretionary Benefits Application; Social Assistance Modernization; Centralized Intake; Housing with Related Supports Financial Review
- **Other Budget Highlights:** A transition to a new service model resulted in not replacing 3.0 FTE vacancies as a result of retirement and resignation

	2021 FORECAST	2021 BUDGET	2022 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	\$(16,621,015)	\$(16,621,015)	\$(16,186,770)	\$434,245	(2.6%)
EXPENSES	18,628,275	18,607,680	18,185,321	(422,359)	(2.3%)
NET LEVY	\$2,007,260	\$1,986,665	\$1,998,551	\$11,886	0.6%

HUMAN SERVICES

Child Care and EarlyON

Summary

- **2022 Budget Goals:** Increase access to licensed child care spaces in Oxford County; Manage and support initiatives that work to reduce child care costs for families; Develop and deliver EarlyON programs and services that are responsive to community need; Coordinate service planning and create customized community connections; Facilitate special needs resourcing supports
- **FTE Change:** ↑1.0 EarlyOn Family Resource Coordinator - funded by provincial grants
- **New Initiatives:** Mobile EarlyON Programs - funded by provincial grants
- **Other Budget Highlights:** Renovations to 75 Graham Street once completed will result in ongoing facilities cost of approx. **\$11,690** per year – funded by provincial grants

	2021 FORECAST	2021 BUDGET	2022 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	\$(11,152,271)	\$(10,387,673)	\$(9,529,469)	\$858,204	(8.3%)
EXPENSES	12,113,883	11,402,814	10,507,873	(894,941)	(7.8%)
NET LEVY	\$961,612	\$1,015,141	\$978,404	\$(36,737)	(3.6%)

HUMAN SERVICES

Child Care and EarlyON

Capital Summary

- **\$50,000** for the purchase of a vehicle for Mobile EarlyON Programs fully funded by the province

	2021 FORECAST	2021 BUDGET	2022 BUDGET	BUDGET VAR \$	BUDGET VAR %
CAPITAL	1,019,000	1,024,733	50,000	(974,733)	(95.1%)

HUMAN SERVICES

Housing

Summary

- **2022 Budget Goals:** Support Affordable Housing Projects; Support the Emergency Housing System and Transitional Housing Opportunities; Promote Redevelopment and Review Existing Operating Agreements; Collaborate with Community Partners and Advocate for Housing Opportunities; Complete the Enumeration and By Name List in coordination with community partners
- **Other Budget Highlights:** \$75,000 Land/Redevelopment Study
- **Capital AMP Reserve Contribution:** \$825,000 Social Housing Facilities – \$75,000↑

	2021 FORECAST	2021 BUDGET	2022 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	\$(19,350,459)	\$(17,434,057)	\$(11,035,715)	\$6,398,342	(36.7%)
EXPENSES	24,428,355	22,511,953	16,742,100	(5,769,853)	(25.6%)
NET LEVY	\$5,077,896	\$5,077,896	\$5,706,385	\$628,489	12.4%

HUMAN SERVICES

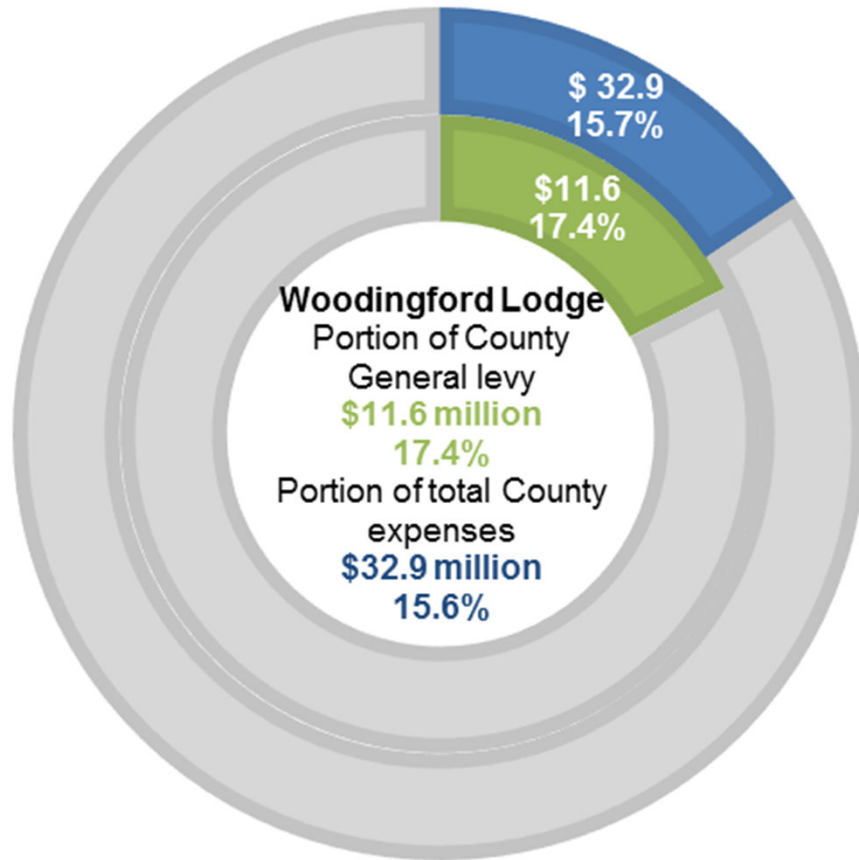
Housing

Capital Summary

- **\$1,390,374** in various projects identified from the Building Condition Assessments funded from the Social Housing Facilities reserve

	2021 FORECAST	2021 BUDGET	2022 BUDGET	BUDGET VAR \$	BUDGET VAR %
CAPITAL	2,819,847	2,833,545	1,390,374	(1,443,171)	(50.9%)

WOODINGFORD LODGE



DIVISIONS

- Woodingford Lodge



PG. 207

WOODINGFORD LODGE

Woodingford Lodge

Summary

- **2022 Budget Goals:** Policy Changes to Increase and Maximize Long Term Care Flexibility and Funding; Environmental Sustainability Initiatives; Commence Accreditation Program; Logistics and Fiscal Responsibility; Infection Prevention and Control (IPAC)
- **FTE Change:** ↑4.2 COVID Entrance Monitors & Swabbers & ↑0.7 COVID Housekeeping and Maintenance – fully funded by provincial grants
- **New Initiatives:** Woodingford Accreditation - funded by provincial grants
- **Other Budget Highlights:** Automated Scheduling Solution for Long Term Care & Woodingford Nutritional Services – Fully funded by Modernization Funding
- **Capital AMP Reserve Contribution:** \$286,500 Woodingford Lodge equipment - \$50,000 ↓

	2021 FORECAST	2021 BUDGET	2022 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	\$(20,966,296)	\$(20,388,234)	\$(21,318,043)	\$(929,809)	4.6%
EXPENSES	31,286,895	31,733,327	32,908,658	1,175,331	3.7%
NET LEVY	\$10,320,599	\$11,345,093	\$11,590,615	\$245,522	2.2%

WOODINGFORD LODGE

Woodingford Lodge

Capital Summary

- **\$177,100** in various furnishings including chairs, bed and mattress replacements, and bath furniture at all three sites funded from the Woodingford Lodge Equipment reserve
- **\$136,272** in various equipment including sanitizer, dietary equipment, lifts, scrubbers, steam cleaner and Nexsys dispensing cabinets at all three sites funded from the Woodingford Lodge Equipment reserve
- **\$1,717,000** in various projects as identified from the Building Condition Assessments funded from the Facilities reserve

	2021 FORECAST	2021 BUDGET	2022 BUDGET	BUDGET VAR \$	BUDGET VAR %
CAPITAL	1,156,098	1,338,335	2,030,372	692,037	51.7%

SUMMARY

SUMMARY

Follow the Budget Process

Budget package, updates and presentations:

www.oxfordcounty.ca/budgets



NEXT BUDGET MEETING:

November 24, 2021 - 2:00 PM