



OVERVIEW

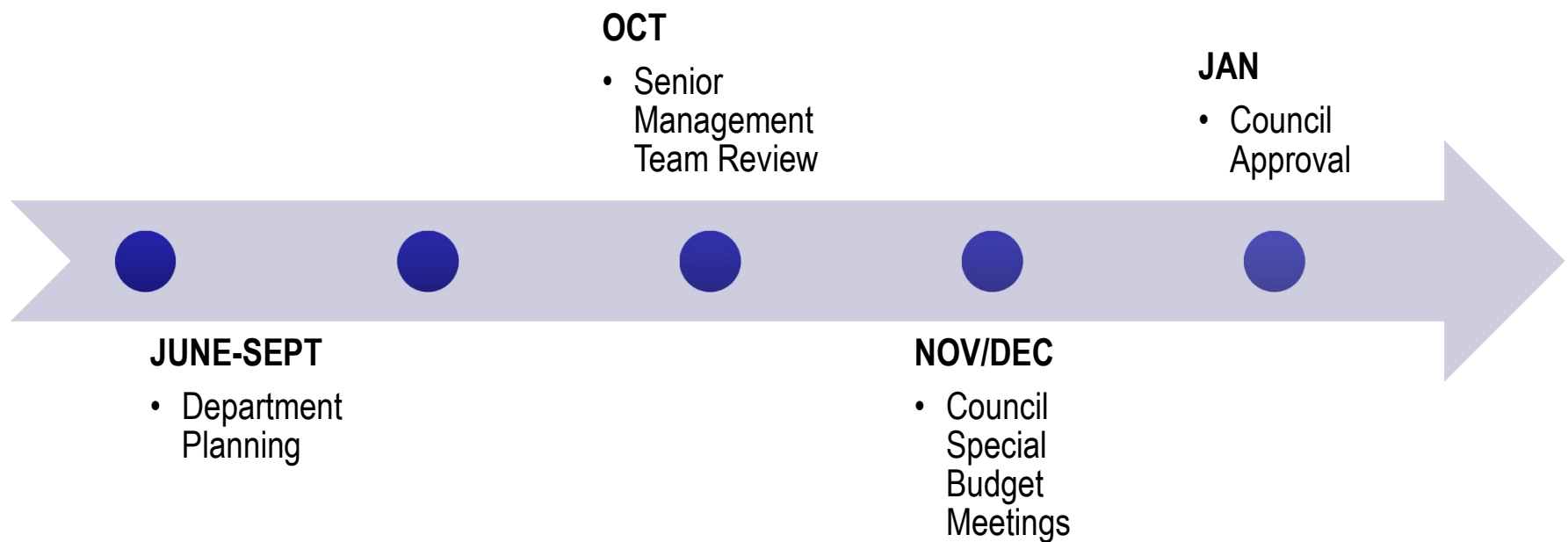
1. Budget process
2. Budget highlights
3. Pending budget adjustments
4. Special Budget Meeting



BUDGET PROCESS

BUDGET PROCESS

BUSINESS PLANNING AND BUDGET PROCESS



BUDGET PROCESS

BUDGET DEVELOPMENT

2022 Approved Budget

+/- Base budget	Maintain services at the level of the previous year's approved budget
+/- Non-Recurring	Items that are non-recurring in nature
+/- Service level	Changes in the services provided
+/- New initiatives	Significant new programs or services that are intended to have a lasting impact
+/- Initiative Gapping	Phased-in impacts of service level and new initiatives to be realized in future budget year
+/- COVID Impacts	Non-recurring items related to COVID-19
+/- In-year Approval/ Carryover	In-year approvals previously not included in the budget

= 2023 Draft Budget

BUDGET HIGHLIGHTS

BUDGET HIGHLIGHTS



PG. 8

BUDGET HIGHLIGHTS

OVERVIEW

2023 Budget Levy: \$74.6 million

Gross expenditures:

\$305.0 million

- *\$221.0 M Operating*
- *\$84.0 M Capital*

Gross Revenues:

\$230.4 million

General revenue: **\$147.9** million

- \$67.4 M Federal and Provincial Grants
- \$40.6 M Water & Wastewater Rates
- \$33.9 M User fees & Charges
- \$6.1 M Other Income

Other sources: **\$82.5** million

- \$5.2 M Development Charges
- \$8.7 M Proceeds from Debentures
- \$66.4 M Reserve Funding
- \$2.2 M Supplemental & Payment In-Lieu Taxation

Property taxes:

\$74.6 million

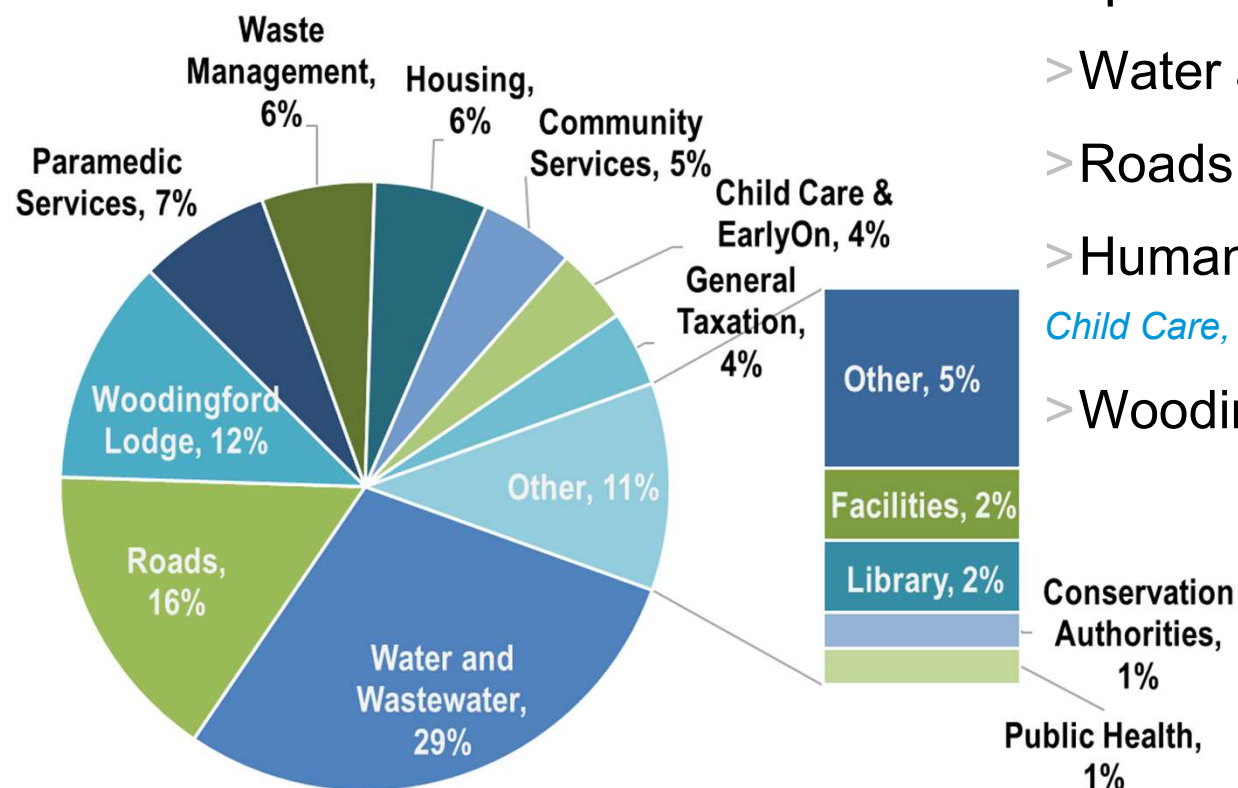
General (+5.7%)\$70.3 million

Library (+5.6%) \$4.3 million

Court Security (-80.1%)\$ 0.01 million

BUDGET HIGHLIGHTS

TOTAL EXPENDITURE DISTRIBUTION



- Largest portion of County expenditures:
 - > Water and Wastewater: 29%
 - > Roads: 16%
 - > Human Services: 15%
Child Care, Housing, Community Services
 - > Woodingford Lodge: 12%

BUDGET HIGHLIGHTS

DRAFT BUDGET IMPACTS

Draft Budget Impacts	Total	Reserves	Other	Rates	Taxation	%
One-time Items	\$ 419,288	\$ 487,706	\$17,938	\$73,000	(\$159,356)	(0.2%)
Service Level	2,767,865	274,000	1,057,121	339,614	1,097,130	1.6%
New Initiatives	5,262,667	4,513,559	273,368	(49,708)	525,449	0.7%
Initiative Gapping	(3,091,060)	(2,662,110)	-	(250,476)	(178,474)	(0.3%)
COVID	519,961	-	519,961	-	-	0.0%
Carryover/In-Year Approval	2,785,528	2,635,500	150,028	-	-	0.0%
Total	8,664,249	5,248,655	2,018,416	112,430	1,284,748	1.8%
Draft levy increase over prior year					3,951,167	5.6%
Base Budget increase					\$2,666,419	3.8%

BUDGET HIGHLIGHTS

2023 COMMUNITY GRANT REQUESTS

Oxford Creative Connections	\$60,000
Social Planning Council Oxford	65,000
North Oxford Intercommunity Bus Transit*	22,500
Oxford County Youth Initiatives	15,000
Agricultural Award of Excellence	2,000
Economic Development [Oxford Connection]	50,000
Economic Development [Physician Recruitment]	30,000
Small Business Centre	50,000
2023 REQUESTED GRANTS	\$294,500

* 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

2022 Approved FTE Plan	627.7				
2022 Temporary FTE	(10.5)				
2022 In-year	2.8				
2023 FTE Plan	620.0				
Strategic Communications	0.3	0.3			
Community Planning	0.7	0.7			
Human Services	1.5		1.0	0.5	
Paramedic Services	1.2	0.6			0.6
Waste Management	0.6	0.6			
Woodingford Lodge	9.7	2.7	4.6		2.4
Water and Wastewater	6.3	6.3			
Engineering	1.0	1.0			
Library	2.1	(0.2)		2.3	
Finance	1.0	1.0			
Human Resources	1.0	1.0			
2023 Draft Budget increase	25.4	14.0	5.6	2.8	3.0
Draft 2023 FTE Plan	645.4				

* Provincially funded temporary positions due to COVID-19



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BUDGET HIGHLIGHTS

NEW INITIATIVES

#	New Initiative	Page
1	Agricultural Plastic Diversion Pilot Program	127
2	Early Compactor Replacement Procurement	133
3	Curbside Large Article Collection in Tillsonburg	136
4	Tillsonburg Transfer Station Funding	138
5	Tillsonburg Yard Waste Depot Funding	141
6	Existing Fleet Conversion to Upgraded Sanitary Flushing/ Cleaning Truck	222
7	Affordable Housing and Housing Repair Program	257
8	Continuous Quality Improvement Content Management System	282

BUDGET HIGHLIGHTS

NEW INITIATIVES

#	New Initiative	Page
9	Continuous Quality Improvement Team	285
10	Family Transition Program	289
11	Infection Prevention and Control Team	292
12	Emergency Management Coordinator	369
13	Year-round Ox on the Run Mobile Outreach Pilot	403

BUDGET HIGHLIGHTS

CAPITAL PLAN PROJECTS

Projects	Budget
Studies & General Capital	\$5.3 million
Fleet & Equipment	8.4 million
Social Housing & Corporate Facilities	7.0 million
Road Network	18.7 million
Bridges & Culverts	6.3 million
Water & Wastewater	38.3 million
Total	\$84.0 million



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BUDGET HIGHLIGHTS

2023 CAPITAL PLAN FUNDING

Taxation	\$0.1 million
Debentures	8.7 million
Other sources	2.3 million
W/WW rates/reserves	31.9 million
Reserves	28.2 million
Development charges	4.1 million
Gas tax/grants	8.7 million

Total capital budget\$ 84.0 million

31.5% increase over 2022 capital budget (\$63.9 million)

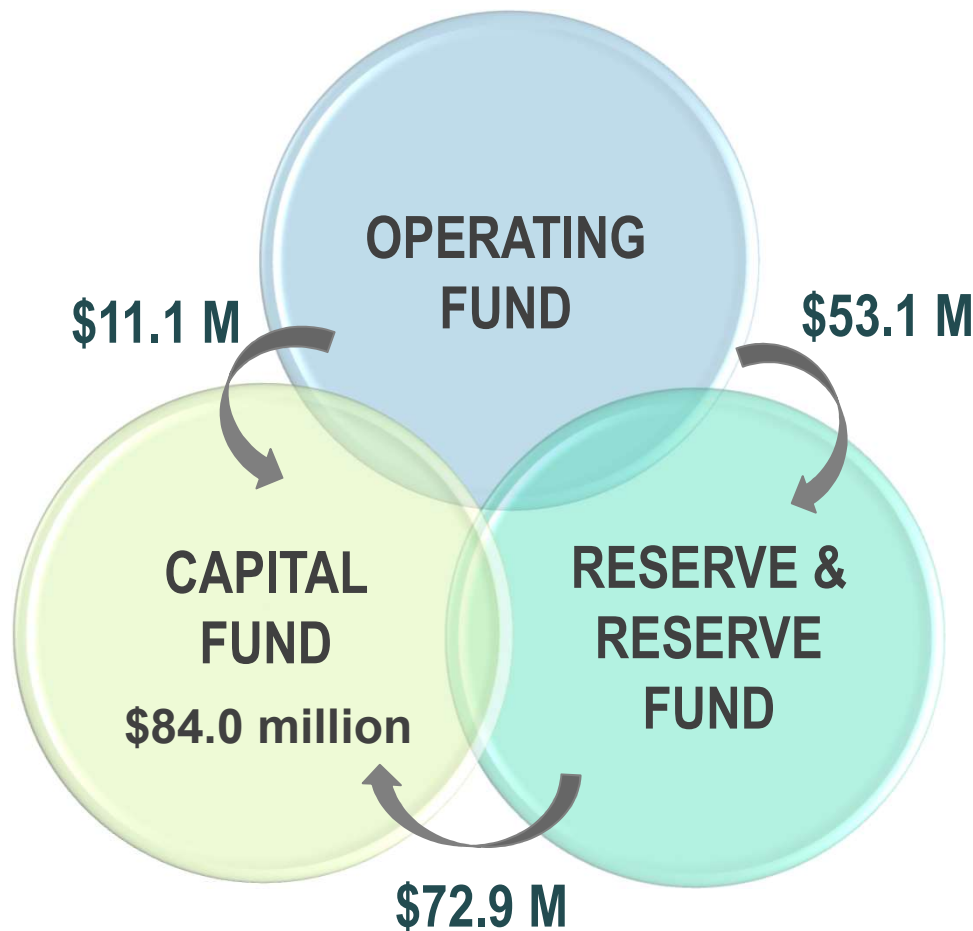


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BUDGET HIGHLIGHTS

CAPITAL FUNDING MODEL

\$53.1 million in Capital Reserve Contributions



- General levy \$17.4M
- Library levy \$0.1M
- Water & Wastewater rates \$13.2M
- Interest Revenue \$5.9M
- Development charge exemptions \$0.6M

Plus:

- CCBF Grant \$3.5M
- OCIF Grant \$5.1M
- Development charge revenues \$7.3M



BUDGET HIGHLIGHTS

CAPITAL FUNDING MODEL

General Levy Asset Management Plan Capital Transfer:

- **\$196,505** Information Technology capital (interdepartmental funded) - \$15,860 ↓
- **\$1,216,987** Facilities (interdepartmental and rent funded) - \$156,128 ↑
- **\$2,455,600** Fleet (interdepartmental funded) - \$404,200 ↑
- **\$8,624,000** Roads – \$400,000 ↑
- **\$2,640,000** Bridges – Unchanged
- **\$302,000** Woodingford Lodge equipment - \$15,500 ↑
- **\$965,250** Housing facilities (County-owned) – \$140,250 ↑
- **\$939,800** Paramedic Services vehicle and equipment - \$49,800 ↑

= \$17,340,142 Total General Levy Asset Management Plan Contributions

- **\$117,000** Library Levy - facilities - \$17,000 ↑
- **\$6,498,776** Wastewater (collected from rates) - \$661,626 ↑
- **\$6,733,026** Water (collected from rates) - \$573,809 ↑

PENDING BUDGET ADJUSTMENTS

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Potential Impacts

- **Stewardship Ontario Blue Box Funding**
 - 2023 Budget estimated by County **0%** increase over 2022 Actuals
- **Conservation Authorities – Pending Draft Budget**
 - 2023 Budget estimated by County is **3%** overall increase 2022 Levy
- **Southwestern Public Health - Draft Budget**
 - 2023 Budget estimated by County **6%** increase over 2022 Levy
- **Broadband Internet Funding- Draft Budget**
 - Resolution 6 on April 27, 2022 - “Resolved that the correspondence from the Township of South-West Oxford dated April 20, 2022 regarding Broadband Internet Funding be received and referred to 2023 Budget and Business Plan deliberations”
 - 2023 draft budget does not include a provision
- **Community Grants- Draft Budget**
 - 2023 Budget draft budget includes 2022 approved grants

FIRST BUDGET MEETING:

November 30, 2022 - 9:00 AM