



2023 BUSINESS PLAN AND BUDGET

COUNTY COUNCIL SPECIAL BUDGET MEETING 1
NOVEMBER 30, 2022

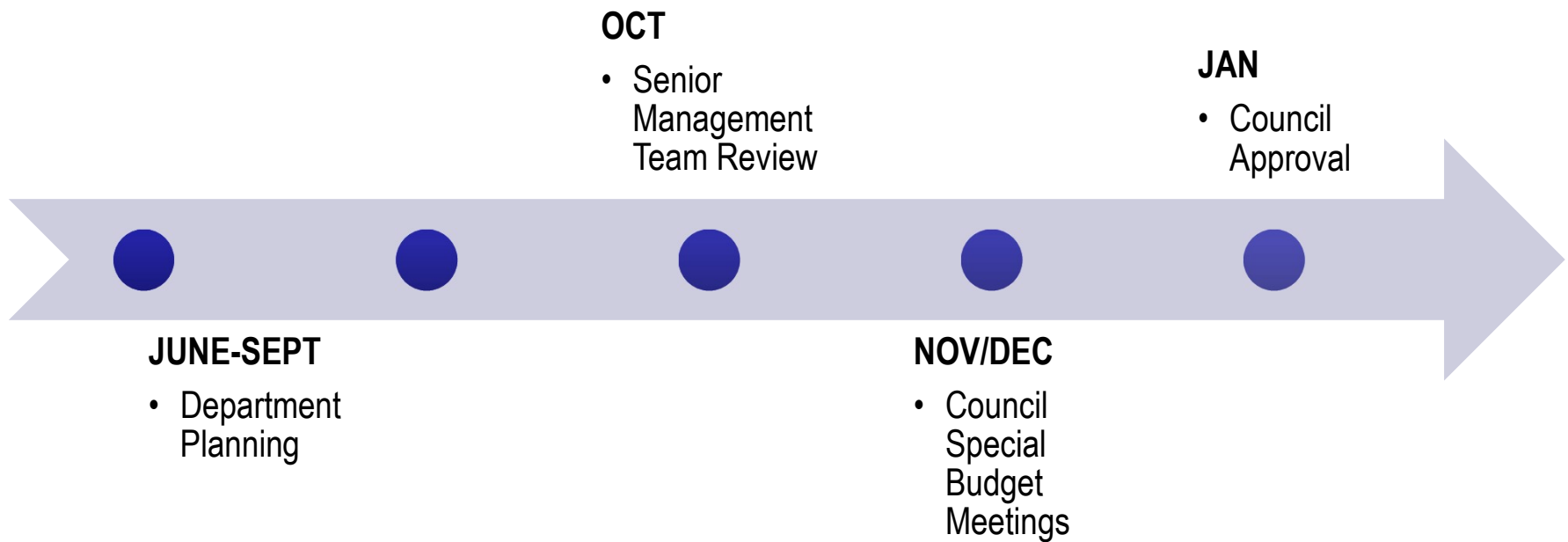
OUTLINE

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

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 PACKAGE

REPORT PRESENTATION

	2022	2022	LESS: 2022	2023	2023	2023 BASE	2023	2023	\$ OVER	% OVER
	FORECAST	BUDGET*	NON-	BASE	NON-	SERVICE LEVEL	INITIATIVE	2023	2022	2022
			RECURRING	BUDGET	RECURRING	& NEW INITIATIVE	GAPPING	DRAFT	BUDGET	BUDGET
								BUDGET		
OPERATING										
REVENUES										
GENERAL REVENUES										
PROVINCIAL GRANTS	(180,069)	(143,904)	5,000	-	-	-	-	(138,904)	5,000	(3.5%)
USER FEES AND CHARGES	(16,959)	(21,115)	-	7,515	-	-	-	(13,600)	7,515	(35.6%)
NET INVESTMENT INCOME	(1,400)	-	-	-	-	-	-	-	-	-
OTHER REVENUE	(11,868)	(3,600)	-	-	-	-	-	(3,600)	-	-
TOTAL GENERAL REVENUES	(210,296)	(168,619)	5,000	7,515	-	-	-	(156,104)	12,515	(7.4%)
OTHER REVENUES										
RESERVE TRANSFER	(308,346)	(308,346)	308,346	(85,850)	(323,056)	(177,459)	23,110	(563,255)	(254,909)	82.7%
DEVELOPMENT CHARGES	(187,450)	(180,285)	-	23,125	-	-	-	(157,160)	23,125	(12.8%)
TOTAL OTHER REVENUES	(495,796)	(488,631)	308,346	(62,725)	(323,056)	(177,459)	23,110	(720,415)	(231,784)	47.4%
TOTAL REVENUES	(706,092)	(657,250)	313,346	(55,210)	(323,056)	(177,459)	23,110	(876,519)	(219,269)	33.4%
EXPENSES										
SALARIES AND BENEFITS										
SALARIES	1,961,199	2,189,392	(22,711)	46,490	-	117,792	-	2,330,963	141,571	6.5%
BENEFITS	454,935	520,647	(1,841)	(11,675)	-	11,286	-	518,417	(2,230)	(0.4%)
GAPPING ALLOCATION	-	-	-	-	-	-	(18,000)	(18,000)	(18,000)	-
TOTAL SALARIES AND BENEFITS	2,416,134	2,710,039	(24,552)	34,815	-	129,078	(18,000)	2,831,380	121,341	4.5%
OPERATING EXPENSES										
MATERIALS	642,169	632,685	(5,000)	31,162	17,600	12,600	(110)	688,937	56,252	8.9%
CONTRACTED SERVICES	67,132	21,000	-	4,000	35,000	-	-	60,000	39,000	185.7%
RENTS AND FINANCIAL EXPENSES	75	300	-	(150)	-	20,000	(5,000)	15,150	14,850	4,950.0%
TOTAL OPERATING EXPENSES	709,376	653,985	(5,000)	35,012	52,600	32,600	(5,110)	764,087	110,102	16.8%
DEBT REPAYMENT										
PRINCIPAL REPAYMENT	110,479	110,479	-	(26,979)	-	-	-	83,500	(26,979)	(24.4%)

- Groups and aligns revenue and expenses
- Columns show budget changes between 2022 Budget and 2023 Draft Budget

BUDGET PACKAGE

REPORT PRESENTATION

	2022	2022	LESS: 2022	2023	2023	2023 BASE	2023	2023	\$ OVER	% OVER
	FORECAST	BUDGET*	NON-	BASE	NON-	SERVICE LEVEL	INITIATIVE	DRAFT	2022	2022
			RECURRING	BUDGET	RECURRING	& NEW	GAPPING	BUDGET	BUDGET	BUDGET
						INITIATIVE				
OPERATING										
INTERDEPARTMENTAL CHARGES										
INTERDEPARTMENTAL CHARGES	1,103,704	1,104,209	-	222,531	-	15,781	-	1,342,521	238,312	21.6%
TOTAL INTERDEPARTMENTAL CHARGES	1,103,704	1,104,209	-	222,531	-	15,781	-	1,342,521	238,312	21.6%
TOTAL EXPENSES	4,456,234	4,686,253	(29,552)	281,068	52,600	177,459	(23,110)	5,144,718	458,465	9.8%
PROGRAM SURPLUS/DEFICIT										
RESERVE CONTRIBUTION TO (FROM)										
RESERVE CONTRIBUTION-SURPLUS	280,456	-	-	-	-	-	-	-	-	-
TOTAL RESERVE CONTRIBUTION TO (FROM)	280,456	-	-	-	-	-	-	-	-	-
TOTAL PROGRAM SURPLUS/DEFICIT	280,456	-	-	-	-	-	-	-	-	-
NET OPERATING	4,030,598	4,029,003	283,794	225,858	(270,456)	-	-	4,268,199	239,196	5.9%
CAPITAL										
CAPITAL REVENUES										
CAPITAL RESERVE TRANSFER	(284,895)	(288,490)	-	259,090	(24,000)	-	-	(53,400)	235,090	(81.5%)
CAPITAL CONTRIBUTIONS	(14,400)	(16,400)	-	16,400	-	-	-	-	16,400	(100.0%)
TOTAL CAPITAL REVENUES	(299,295)	(304,890)	-	275,490	(24,000)	-	-	(53,400)	251,490	(82.5%)
CAPITAL EXPENSES										
MAJOR INFRASTRUCTURE	61,725	67,000	-	(42,850)	-	-	-	24,150	(42,850)	(64.0%)
VEHICLES	-	-	-	-	15,000	-	-	15,000	15,000	-
BUILDING	228,000	228,320	-	(223,070)	-	-	-	5,250	(223,070)	(97.7%)
FURNISHINGS AND EQUIPMENT	39,975	41,570	(12,000)	(9,570)	9,000	-	-	29,000	(12,570)	(30.2%)
TOTAL CAPITAL EXPENSES	329,700	336,890	(12,000)	(275,490)	24,000	-	-	73,400	(263,490)	(78.2%)
NET CAPITAL	30,405	32,000	(12,000)	-	-	-	-	20,000	(12,000)	(37.5%)

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

BUDGET PACKAGE

REPORT PRESENTATION

	2022 FORECAST	2022 BUDGET*	LESS: 2022 NON- RECURRING	2023 BASE BUDGET	2023 NON- RECURRING	2023 BASE SERVICE LEVEL & NEW INITIATIVE	2023 INITIATIVE GAPPING	2023 DRAFT BUDGET	\$ OVER 2022 BUDGET	% OVER 2022 BUDGET
SUMMARY										
TOTAL REVENUES	(1,005,387)	(962,140)	313,346	220,280	(347,056)	(177,459)	23,110	(929,919)	32,221	(3.3%)
TOTAL EXPENSES	4,785,934	5,023,143	(41,552)	5,578	76,600	177,459	(23,110)	5,218,118	194,975	3.9%
TOTAL PROGRAM SURPLUS/DEFICIT	280,456	-	-	-	-	-	-	-	-	-
TOTAL LEVY	4,061,003	4,061,003	271,794	225,858	(270,456)	-	-	4,288,199	227,196	5.6%

- Overall summary of
 - Total Revenues (operating & capital);
 - Total Expenses (operating & capital); and
 - Program Surplus/Deficit (Contributions to/from reserves)

BUDGET PACKAGE

REPORT PRESENTATION

	REF	OPERATING EXPENSES	CAPITAL EXPENSES	REVENUES	TAXATION	%
2022 BUDGET		4,686,253	336,890	962,140	4,061,003	
LESS: 2022 ONE-TIME ITEMS		(29,552)	(12,000)	(313,346)	271,794	6.7%
BASE BUDGET IMPACT		281,068	(275,490)	(220,280)	225,858	5.6%
ONE-TIME ITEMS						
LIB-Library Strategic Plan		35,000	-	35,000	-	
LIB-Library Levy Stabilization Reserve Funding		-	-	280,456	(280,456)	(6.9%)
		35,000	-	315,456	(280,456)	(6.9%)
SERVICE LEVEL						
LIB-Enhanced library services advertising		10,000	-	-	10,000	0.2%
		10,000			10,000	0.2%
NEW INITIATIVES						
LIB-Ox On The Run Full Year Pilot	NI2023-13	185,059	24,000	209,059	-	
		185,059	24,000	209,059	-	
INITIATIVE GAPPING						
LIB-Ox On The Run Full Year Pilot	NI2023-13	(23,110)	-	(23,110)	-	
		(23,110)	-	(23,110)	-	
TOTAL		458,465	(263,490)	(32,221)	227,196	
2023 DRAFT BUDGET		5,144,718	73,400	929,919	4,288,199	5.6%

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

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

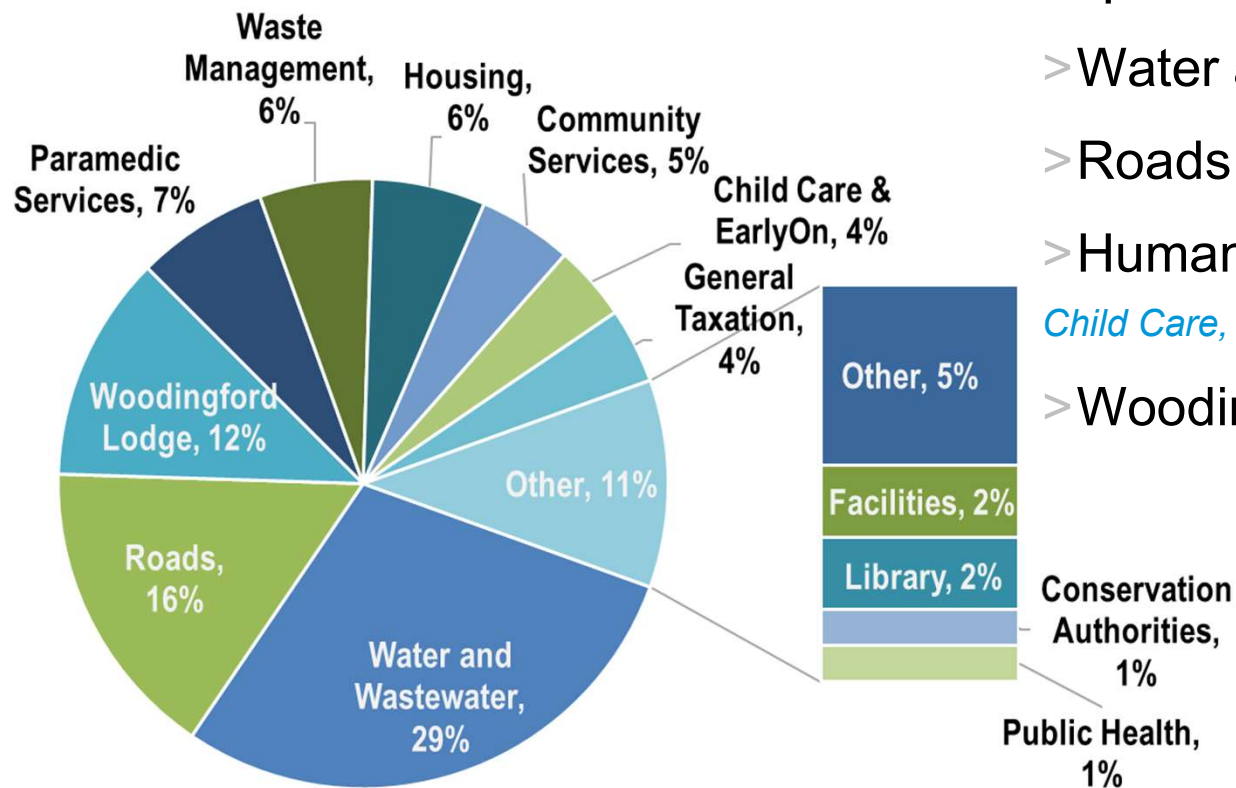
General (+5.7%)\$70.3 million

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)	Service Level	Grant or Reserve Funded	Temp	COVID-19 Temp*
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

Summary & Outlook

Challenges & Risks

- COVID-19 Response and Recovery
- Affordable Housing
- Aging infrastructure
- Asset Management Plan
- Insurance Costs
- Staffing Resources
- Long-term Care
- Inflation

Opportunities

- 8 Ongoing Modernization Funding Projects
- Canada-wide Early Learning Child Care
- Second Unit Program
- Community Paramedicine
- Social Assistance Modernization
- 13 New initiatives to advance the Strategic Plan

Summary

- **3.8%** Base budget increase
- **5.6%** overall levy increase

CAPITAL PLAN HIGHLIGHTS

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



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 financed capital budget \$84.0 million

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

* Total capital budget delivered is \$81.2 million with \$2.8 million of prior year delivered projects being financed in 2023.

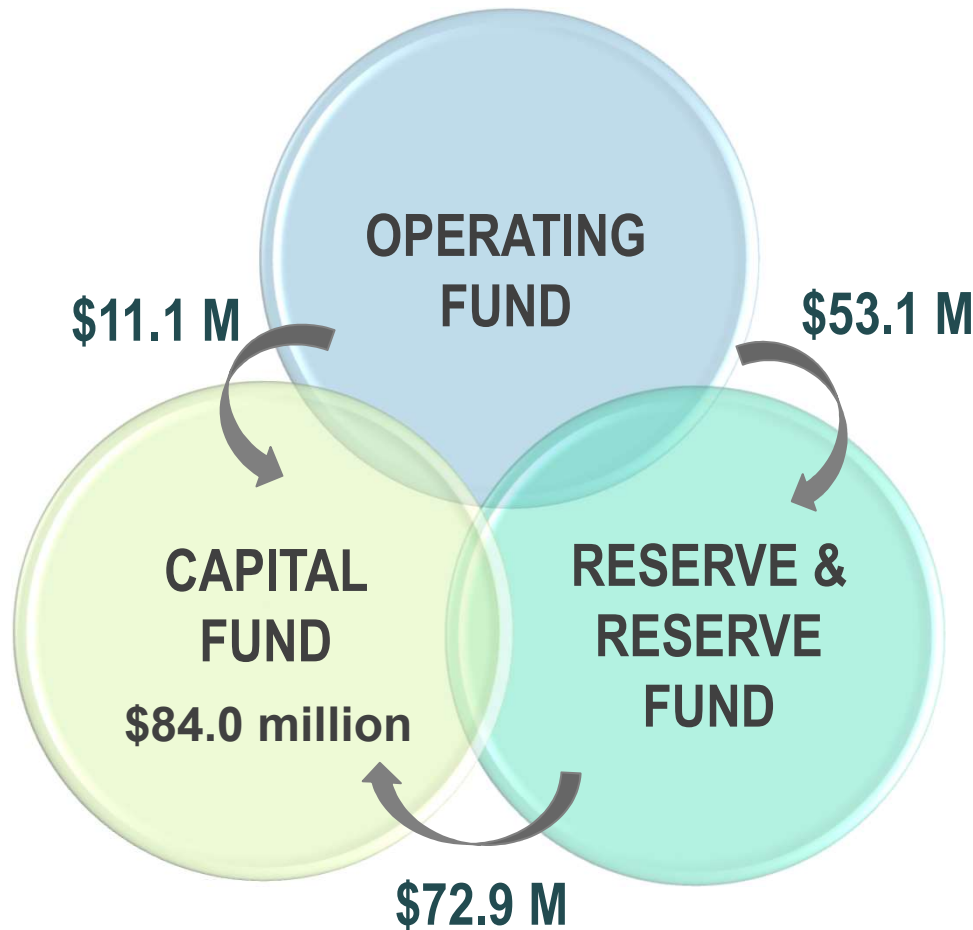


PG. 35

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



CAPITAL 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

Library Levy Asset Management Plan Capital Transfer:











- **\$117,000** Library Levy - facilities - \$17,000 ↑


= **\$117,000** Total Library Levy Asset Management Plan Contributions

CAPITAL HIGHLIGHTS





CAPITAL FUNDING MODEL


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

- **\$1,679,272** Woodstock - \$488,891 
- **\$1,257,254** Tillsonburg - \$223,102 
- **\$1,863,431** Ingersoll - \$23,790 
- **\$401,131** Norwich - \$31,522 
- **\$725,660** Tavistock - \$104,149 
- **\$-** Plattsville (operating deficit)
- **\$180,762** Thamesford - \$159,033 
- **\$101,941** Drumbo - \$16,814 
- **\$71,321** Mt Elgin - \$21,516 
- **\$124,609** Embro - \$2,833 
- **\$93,395** Innerkip \$4,714 

= \$ 6,498,776 Total Wastewater Asset Management Plan Contributions \$661,626 

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

- **\$3,077,208** Woodstock - \$423,675 
- **\$1,543,494** Tillsonburg - \$378,850 
- **\$1,006,890** Ingersoll - \$34,288 
- **\$1,105,434** Townships - \$194,428 

= \$ 6,733,026 Total Water Asset Management Plan Contributions \$573,809 

ASSET MANAGEMENT PLAN

OVERVIEW

- The Asset Management Plan was updated in 2022 and will be updated to include all asset classes in 2024 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 provided updates to the recommended annual capital investment for core assets, to ensure that the County is capable of providing the levels of service required to improve community wellbeing.



ASSET MANAGEMENT PLAN

FACILITIES

- Building condition assessments are being used to help inform long-term requirements.
- Increased annual Capital Transfers investment to address inflation
- **Paramedic Services:** Low risk projects deferred pending the outcome of the Paramedic Stations Review project. Capital replacement needs for 2024 and forward will be re-assessed upon completion of the Stations Review.
- **Social Housing:** Declining reserve balance increases the risk of funding availability for emergency/unplanned expenditures.

Asset Area	2017 AMP Required Investment	2023 Budget Investment	2023 Budget Surplus/ (Deficit)	2023 Budget Reserve Balance	2027 Projected Reserve Balance
Library	250,000	136,206	(113,794)	582,925	811,391
Corporate	1,600,000	3,354,121	1,754,121	1,321,909	1,752,504
Paramedic Services	90,000	20,167	(69,833)	465,027	106,878
Social Housing	1,054,715	-	(1,054,715)	1,054,715	1,085,263

ASSET MANAGEMENT PLAN

FLEET & EQUIPMENT

- Capital contributions aligned with vehicle age.
- Green Fleet Plan outcomes has resulted in increased replacement costs.
- Increased annual Capital Transfers investment to address increased replacement costs 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	2022 Required Investment	2023 Budget Investment	2023 Budget Surplus/ (Deficit)	2023 Budget Reserve Balance	2027 Projected Reserve Balance
Fleet & Equipment	2,850,000	2,715,276	(134,724)	3,925,050	4,373,867
Paramedic Services - Fleet & Equipment	997,000	930,111	(66,889)	530,641	530,722
WFL Equipment	405,000	312,524	(92,476)	241,346	349,680

ASSET MANAGEMENT PLAN

ROADS NETWORK

- Ongoing capital contribution increases to reduce the funding gap - \$400,000 included in the 2023 Budget
- Long-term capital plan has been updated based on the needs identified through the 2022 Asset Management Plan
- The 2022 Asset Management Plan added the capital replacement needs for storm as part of the road network
- Use of Canada Community Building Funds and anticipated surplus of Ontario Community Infrastructure Funds to help reduce the funding gap and complete significant project needs over the next 10-year period

Asset Area	2022 AMP Required Investment	2023 Budget Investment	2023 Budget Surplus/ (Deficit)	2023 Budget Reserve Balance	2027 Projected Reserve Balance
Roads	19,759,000	14,806,654	(4,952,346)	19,401,759	5,827,457

ASSET MANAGEMENT PLAN

BRIDGES & CULVERTS

- Ongoing capital contribution unchanged
- Long-term capital plan has been updated based on the needs identified through the 2022 Asset Management Plan, and Bridge Needs Study
- Use of Ontario Community Infrastructure Funds to complete significant project needs over the next 10-year period

Asset Area	2022 AMP Required Investment	2023 Budget Investment	2023 Budget Surplus/ (Deficit)	2023 Budget Reserve Balance	2027 Projected Reserve Balance
Bridges & Culverts	5,414,000	6,729,504	1,315,504	21,210,090	18,784,884

ASSET MANAGEMENT PLAN

WATER SYSTEMS

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

Asset Area	2022 AMP Required Investment	2023 Budget Investment	2023 Budget Surplus/ (Deficit)	2023 Budget Reserve Balance	2027 Projected Reserve Balance
Woodstock	3,975,000	4,170,714	195,714	20,473,942	5,291,221
Tillsonburg	1,756,000	1,743,523	(12,477)	4,887,097	437,571
Ingersoll	1,347,000	1,178,923	(168,077)	1,458,144	455,843
Townships	3,168,000	1,480,786	(1,687,214)	8,087,537	3,057,518

ASSET MANAGEMENT PLAN

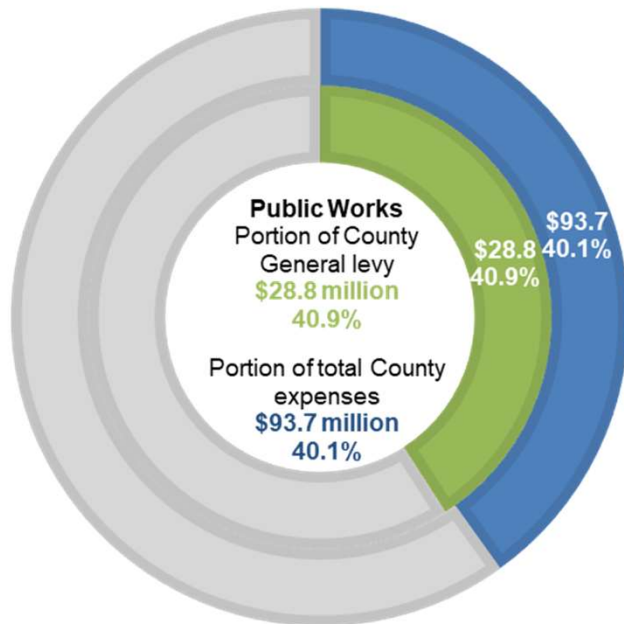
WASTEWATER SYSTEMS

- 2022 Asset Management Plan update used to help inform future capital investments recommendations and set rates accordingly.
- Significant projects anticipated within Woodstock for expansion into employment lands development areas. Projects to be considered with the next Development Charges background study.
- Anticipated impact to rates for sustainable asset management funding levels, to be assessed during next rate study.

Asset Area	2022 AMP Required Investment	2023 Budget Investment	2023 Budget Surplus/ (Deficit)	2023 Budget Reserve Balance	2027 Projected Reserve Balance
Woodstock	5,548,000	2,659,056	(2,888,944)	11,507,435	2,317,598
Tillsonburg	2,139,000	1,760,342	(378,658)	10,035,442	8,311,616
Ingersoll	2,109,000	2,562,329	453,329	8,881,376	5,253,727
Norwich	612,000	531,406	(80,594)	3,652,233	1,141,486
Tavistock	887,000	1,585,227	698,227	4,899,200	290,913
Plattsville	325,000	267,500	(57,501)	2,035,817	1,593,630
Thamesford	612,000	372,481	(239,519)	3,296,021	806,762
Drumbo	354,000	104,365	(249,635)	42,340	88,829
Mt Elgin	401,000	83,393	(317,607)	24,495	51,621
Embro	210,000	159,148	(50,852)	990,681	1,649,454
Innerkip	182,000	133,705	(48,295)	1,105,182	1,668,589

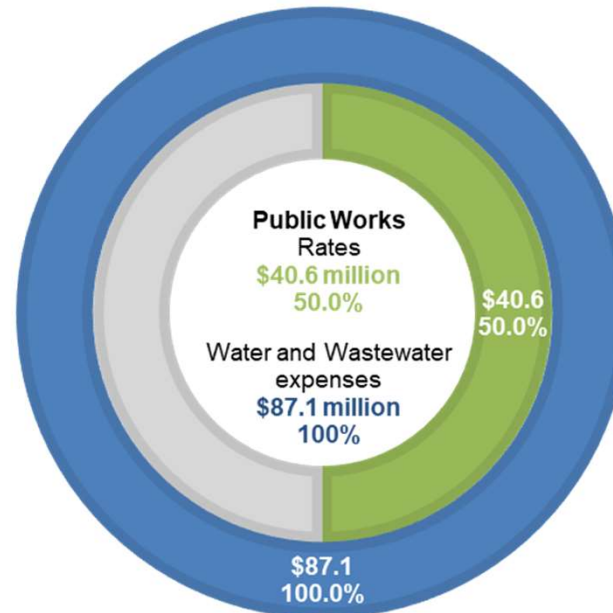
BUSINESS PLAN AND BUDGET BY DEPARTMENT

PUBLIC WORKS



DIVISIONS

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



DIVISIONS

- Water Services
- Wastewater Services



PUBLIC WORKS| Administration

SUMMARY

	2022 FORECAST	2022 BUDGET	2023 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(709,071)	(741,447)	(611,964)	129,483	(17.5%)
EXPENSES	709,071	741,447	611,964	(129,483)	(17.5%)
NET LEVY	-	-	-	-	0.0%

PUBLIC WORKS| Facilities & Energy

SUMMARY

- **2023 Budget Goals:**
 - Implementation of Renewable Energy Action Plan
 - Energy Management Plan Implementation
- **Capital AMP Reserve Contribution: \$899,413** Facilities (interdepartmental & rent funded) - \$120,902↑

	2022 FORECAST	2022 BUDGET	2023 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(11,561,665)	(12,348,153)	(14,503,214)	(2,155,061)	17.5%
EXPENSES	13,031,812	13,794,174	15,868,157	2,073,983	15.0%
NET LEVY	\$1,470,147	\$1,446,021	\$1,364,943	\$(81,078)	(5.6%)

PUBLIC WORKS| Facilities

CAPITAL

NEW PROJECTS

- **\$101,820** in various projects identified from the Building Condition Assessments
- **\$1,150,000** for phase 2 of the masonry repointing at 410 Buller
- **\$1,590,600** in various green and renewable energy projects

	2022 FORECAST	2022 BUDGET	2023 BUDGET	BUDGET VAR \$	BUDGET VAR %
CAPITAL BUDGET	1,967,113	2,824,200	3,994,120	1,169,920	41.4%
<i>FUNDING</i>					
RESERVE	1,340,264	1,460,659	3,448,120	1,987,461	136.1%
DEBT	585,525	1,306,041	546,000	(760,041)	(58.2%)
TAXATION	41,324	57,500	-	(57,500)	(100.%)

PUBLIC WORKS| Fleet

SUMMARY

- **2023 Budget Goals:**
 - Green Fleet Plan Implementation
 - Electric Vehicle Charging Station Infrastructure
- **Capital AMP Reserve Contribution: \$2,455,600** Fleet (interdepartmental funded excluding Paramedic Services) - \$404,200↑

	2022 FORECAST	2022 BUDGET	2023 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(6,324,741)	(7,360,064)	(8,337,989)	(977,925)	13.3%
EXPENSES	6,324,741	7,360,064	8,337,989	977,925	13.3%
NET LEVY	-	-	-	-	0.0%

PUBLIC WORKS| Fleet

CAPITAL

NEW PROJECTS

- **\$1,521,850** in various vehicle replacements
- **\$1,405,000** for the design and installation of electric vehicle chargers

	2022 FORECAST	2022 BUDGET	2023 BUDGET	BUDGET VAR \$	BUDGET VAR %
CAPITAL BUDGET	1,649,872	3,174,900	3,182,150	7,250	0.2%
<i>FUNDING</i>					
RESERVE	1,649,872	3,174,900	3,182,150	7,250	0.2%

PUBLIC WORKS| Engineering & Construction

SUMMARY

- **2023 Budget Goals:**
 - Consolidated Linear Infrastructure Environmental Compliance Approvals
 - Design and Construction Engineering Standards for Linear Infrastructure
 - Development Inspections for Future County Owned Infrastructure
 - Implementing Project Management Documentation Guidelines for Capital Delivery
 - Service Level Standard (SLS) Development Review
- **FTE Change:** ↑1.0 Supervisor of Development

	2022 FORECAST	2022 BUDGET	2023 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(504,400)	(660,000)	(678,400)	(18,400)	2.8%
EXPENSES	1,630,682	2,018,805	2,072,192	53,387	2.6%
NET LEVY	\$1,126,282	\$1,358,805	\$1,393,792	\$34,987	2.6%

PUBLIC WORKS| Engineering & Construction

CAPITAL

NEW PROJECTS

- **\$22,000** for a pipe inspection camera
- **\$50,000** to continue the update of the County Design Standards for all linear assets

	2022 FORECAST	2022 BUDGET	2023 BUDGET	BUDGET VAR \$	BUDGET VAR %
CAPITAL BUDGET	99,581	202,000	204,000	2,000	1.0%
<i>FUNDING</i>					
RESERVE	50,000	180,000	180,000	-	0.0%
RECOVERY	1,247	2,000	-	(2,000)	(100.%)
TAXATION	48,334	20,000	24,000	4,000	20.0%

PUBLIC WORKS| Transportation Services

SUMMARY

- **2023 Budget Goals:**
 - 2024 Transportation Master Plan Update
 - School Bus Stop Arm Camera Pilot Program
 - Ongoing Implementation of County-wide Traffic Calming/Speed Management Measures
 - Optimization of County Road Operations Organizational Structure
 - Oxford Road 4 Corridor Study; Review of Potential Development of County-wide Automated Speed Enforcement (ASE) Program
 - Cycling Master Plan Implementation
 - Trail Development
- **Capital AMP Reserve Contribution: \$8,624,000** Roads - \$400,000 ↑ and; **\$2,640,000** Bridges – no change

	2022 FORECAST	2022 BUDGET	2023 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(20,252,808)	(21,946,003)	(25,585,250)	(3,639,247)	16.6%
EXPENSES	42,534,939	43,263,591	48,271,796	5,008,205	11.6%
NET LEVY	\$22,282,131	\$21,317,588	\$22,686,546	\$1,368,958	6.4%

PUBLIC WORKS| Transportation Services

CAPITAL

NEW PROJECTS

- **\$13,445,000** in various County Road improvement projects
- **\$6,080,000** in various County Bridge and Major Culvert improvement projects

	2022 FORECAST	2022 BUDGET	2023 BUDGET	BUDGET VAR \$	BUDGET VAR %
CAPITAL BUDGET	19,679,490	21,367,652	25,188,500	3,820,848	17.9%
<i>FUNDING</i>					
RESERVE	9,007,740	11,100,558	13,568,000	2,467,442	22.2%
GRANTS	7,002,250	6,470,712	8,668,000	2,197,288	34.0%
RECOVERY	960,000	935,000	2,200,000	1,265,000	135.3%
DC	2,709,500	2,859,182	752,500	(2,106,682)	(73.7%)
TAXATION	-	2,200	-	(2,200)	(100.%)

PUBLIC WORKS| Waste Management

SUMMARY

- **2023 Budget Goals:**
 - Organics Resource Recovery Technologies
 - Compost Facility Expansion
 - Transition of Municipal Blue Box Program to Full Producer Responsibility (FPR)
 - Agricultural Plastic Diversion Program
 - Tillsonburg Curbside Large Article Collection (LAC) and Transfer Station Operation
- **New Initiatives:** Agricultural Plastics Diversion Pilot Program, Early Compactor Procurement, Curbside Large Article Collection in Tillsonburg, Tillsonburg Transfer Station Funding, Tillsonburg Yard Waste Depot Funding
- **FTE Change:** ↑0.6 Waste Management Scale Operator

	2022 FORECAST	2022 BUDGET	2023 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(13,601,958)	(12,080,508)	(15,146,645)	(3,066,137)	25.4%
EXPENSES	16,374,882	14,883,481	18,282,596	3,399,115	22.8%
NET LEVY	\$2,772,924	\$2,802,973	\$3,135,951	\$332,978	11.9%

PUBLIC WORKS| Waste Management

CAPITAL

NEW PROJECTS

- **\$1,470,000** for the expansion of the compost pad and drainage system

	2022 FORECAST	2022 BUDGET	2023 BUDGET	BUDGET VAR \$	BUDGET VAR %
CAPITAL BUDGET	809,076	1,000,017	1,868,100	868,083	86.8%
<i>FUNDING</i>					
RESERVE	805,500	1,000,017	1,860,500	860,483	86.0%
GRANTS	3,576	-	-	-	0.0%
TAXATION	-	-	7,600	7,600	0.0%

PUBLIC WORKS| Woodlands Conservation

SUMMARY

- **2023 Budget Goals:**
 - Ongoing Implementation of Managed Forest Plan
 - Drumbo Tract Rehabilitation
 - Hall Tract Rehabilitation

	2022 FORECAST	2022 BUDGET	2023 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(68,700)	(43,700)	(69,750)	(26,050)	59.6%
EXPENSES	229,622	203,265	249,032	45,767	22.5%
NET LEVY	\$160,922	\$159,565	\$179,282	\$19,717	12.4%

PUBLIC WORKS| Wastewater Services

SUMMARY

- 2023 Budget Goals:** SCADA Master Plan Implementation; 2024 Water and Wastewater Master Servicing Plan; Drumbo Wastewater Treatment Plant Capacity Expansion; Tillsonburg Wastewater Treatment Plant Upgrades; Mount Elgin Wastewater Treatment Plant Capacity Expansion; Norwich Wastewater Treatment Plant Capacity Expansion Class EA Study; Thamesford Wastewater Treatment Plant Upgrades Designs
- FTE Change:** ↑**2.0** Wastewater Treatment Maintenance Person; ↑**0.5** Water Technologist (shared with WW) and ↑**1.0** Wastewater Treatment Truck Driver (2024 Budget);
- New Initiatives:** Existing Fleet Conversion to Upgraded Sanitary Flushing/Cleaning Truck
- Capital AMP Reserve Contribution:** **\$6,423,623** Wastewater (collected from rates) – 614,033 ↑

	2022 FORECAST	2022 BUDGET	2023 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(43,337,366)	(45,698,201)	(40,505,556)	5,192,645	(11.4%)
EXPENSES	43,337,366	45,698,201	40,505,556	(5,192,645)	(11.4%)
NET LEVY	\$-	\$-	\$-	\$-	0.0%

PUBLIC WORKS| Wastewater Services

CAPITAL

NEW PROJECTS

- **\$2,456,500** for the Pattullo Industrial Park servicing
- **\$6,415,000** for upgrades to the Tillsonburg Wastewater Treatment Plant
- **\$1,200,000** for the expansion of the Mount Elgin Wastewater Treatment Plant

	2022 FORECAST	2022 BUDGET	2023 BUDGET	BUDGET VAR \$	BUDGET VAR %
CAPITAL BUDGET	20,261,477	24,138,878	17,941,210	(6,197,668)	(25.7%)
<i>FUNDING</i>					
RESERVE	16,258,045	15,804,855	15,214,113	(590,742)	(3.7%)
DEBT	-	3,672,000	-	(3,672,000)	(100.%)
RECOVERY	1,235,470	1,230,000	137,500	(1,092,500)	(88.8%)
DC	2,767,962	3,432,023	2,589,597	(842,426)	(24.5%)

PUBLIC WORKS| Water Services

SUMMARY

- **2023 Budget Goals:**
 - SCADA Master Plan Implementation
 - 2024 Water and Wastewater Master Servicing Plan
 - Drinking Water Quality Improvements
 - Groundwater Water Modelling
 - Tavistock New Well Supply Class EA Study
- **FTE Change:** ↑0.5 Water Technologist (shared with WW), ↑2.0 Water Treatment Operator, ↑0.3 Utility Locate Summer Student
- **Capital AMP Reserve Contribution:** \$6,733,026 Water (collected from rates) – 573,809 ↑

	2022 FORECAST	2022 BUDGET	2023 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(35,954,650)	(36,346,930)	(46,521,484)	(10,174,554)	28.0%
EXPENSES	35,954,650	36,346,930	46,521,484	10,174,554	28.0%
NET LEVY	\$-	\$-	\$-	\$0	0.0%

PUBLIC WORKS| Water Services

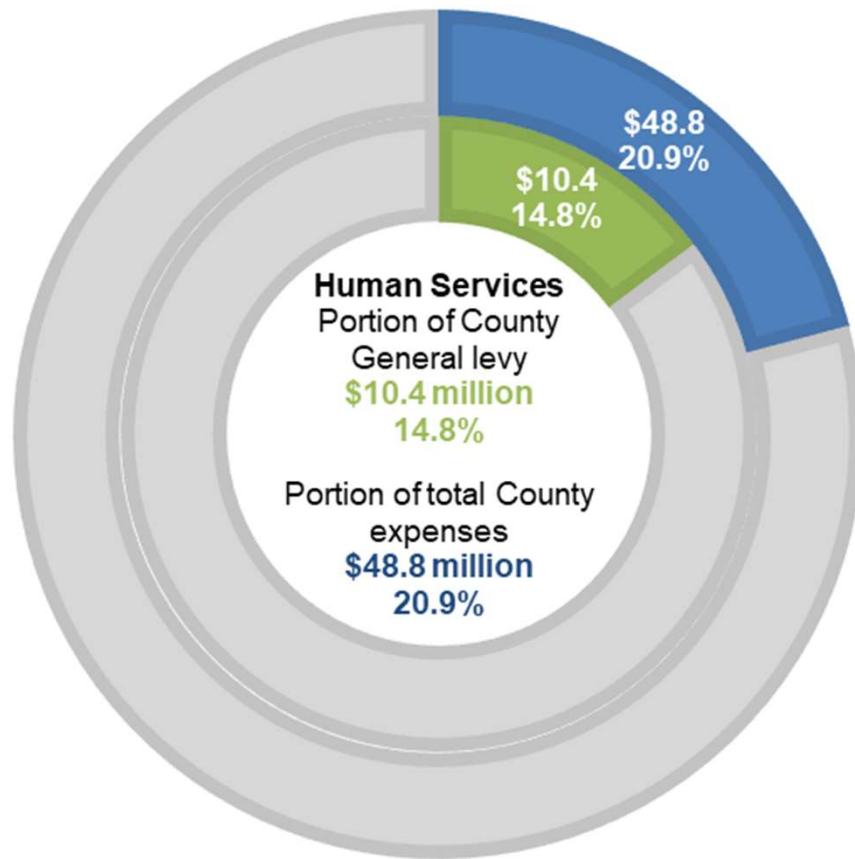
CAPITAL

NEW PROJECTS

- **\$2,380,000** in City of Woodstock projects
- **\$4,025,000** for the Norwich Water Tower paint & repairs
- **\$1,884,000** in Town of Ingersoll projects funded

	2022 FORECAST	2022 BUDGET	2023 BUDGET	BUDGET VAR \$	BUDGET VAR %
CAPITAL BUDGET	15,006,993	16,763,621	25,249,070	8,485,449	50.6%
<i>FUNDING</i>					
RESERVE	12,416,236	14,017,210	16,361,857	2,344,647	16.7%
DEBT	1,483,000	1,716,921	8,142,000	6,425,079	374.2%
RECOVERY	31,000	42,500	-	(42,500)	(100.%)
DC	1,076,757	986,990	745,213	(241,777)	(24.5%)

HUMAN SERVICES



DIVISIONS

- Community Services
- Child Care & EarlyOn
- Housing



HUMAN SERVICES| Child Care & EarlyON

SUMMARY

- **2023 Budget Goals:**
 - Increase access to licensed child care centre spaces in Oxford County
 - Manage and support initiatives that work to reduce child care costs for families
 - Facilitate special needs resourcing supports
 - Develop and deliver EarlyON programs and services that are responsive to community need
 - Coordinate service system planning and create customized community connections
- **FTE Change:** ↑1.0 Human Services Supervisor, +1.0 Coordinator of Children’s Recruitment & Promotion (temp.)

	2022 FORECAST	2022 BUDGET	2023 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(14,188,879)	(10,327,469)	(12,618,215)	(2,290,746)	22.2%
EXPENSES	15,170,492	11,305,873	13,482,398	2,176,525	19.3%
NET LEVY	\$981,613	\$978,404	\$864,183	\$(114,221)	(11.7%)

HUMAN SERVICES| Community Services

SUMMARY

- **2023 Budget Goals:**

- Implement centralized intake model for social assistance
- Achieve Modernization with new Employment Ontario Service System Manager
- Improve Integrated Services model within the department
- Establish Improved Support for Mental and Addictions for clients
- Social Assistance Modernization

	2022 FORECAST	2022 BUDGET	2023 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(16,189,460)	(16,186,770)	(14,698,628)	1,488,142	(9.2%)
EXPENSES	18,188,011	18,185,321	16,697,370	(1,487,951)	(8.2%)
NET LEVY	\$1,998,551	\$1,998,551	\$1,998,742	\$191	0.0%

HUMAN SERVICES| Housing

SUMMARY

- **2023 Budget Goals:**
 - Support Affordable Housing Projects
 - Update By-laws and 10-Year Shelter Plan
 - Explore Opportunities to Improve Housing Options Across the Continuum
 - Operationalize By-Name List
 - Support the provision of a 24/7 shelter for individuals experiencing homelessness
- **New Initiatives:** Affordable Housing and Housing Repair
- **FTE Change:** +1.0 Housing Programs Coordinator (temp.)
- **Capital AMP Reserve Contribution:** \$965,250 Social Housing Facilities - \$140,250↑

	2022 FORECAST	2022 BUDGET	2023 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(21,513,968)	(18,593,963)	(11,020,714)	7,573,249	(40.7%)
EXPENSES	27,220,353	24,300,348	18,578,245	(5,722,103)	(23.5%)
NET LEVY	\$5,706,385	\$5,706,385	\$7,557,531	\$1,851,146	32.4%

HUMAN SERVICES| Housing

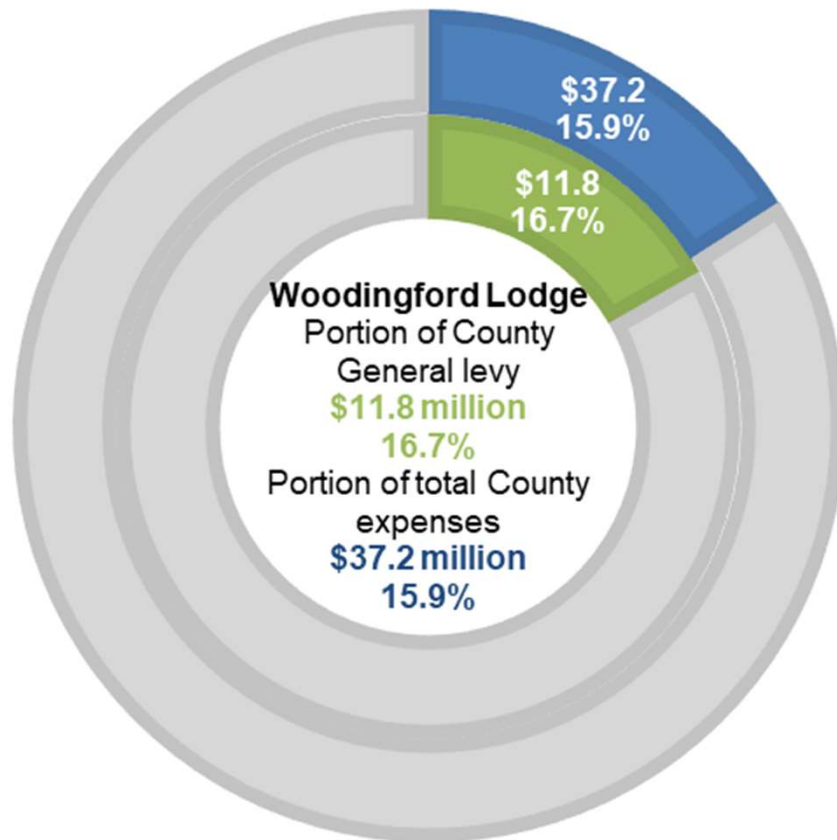
CAPITAL

NEW PROJECTS

- **\$2,000,085** in various projects identified from the Building Condition Assessments

	2022 FORECAST	2022 BUDGET	2023 BUDGET	BUDGET VAR \$	BUDGET VAR %
CAPITAL BUDGET	4,056,934	4,171,422	2,129,085	(2,042,337)	(49.%)
<i>FUNDING</i>					
RESERVE	3,113,854	3,226,007	2,129,085	(1,096,922)	(34.%)
GRANTS	943,080	945,415	-	(945,415)	(100.%)

WOODINGFORD LODGE



DIVISIONS

- Woodingford Lodge



WOODINGFORD LODGE

SUMMARY

- **2023 Budget Goals:**
 - Review the Need for Increased Long-Term Care Capacity
 - Accreditation: Action Planning
 - Infection Prevention and Control (IPAC)
 - Continuous Quality Improvement
- **New Initiatives:**
 - Continuous Quality Improvement Content Management System
 - Continuous Quality Improvement Team
 - Family Transition Program
 - Infection and Prevention Control Team

WOODINGFORD LODGE

SUMMARY

- **FTE Change:**
 - **↑2.2** Registered Practical Nurses
 - **↑0.8** Supervisor of Resident Care
 - **↑0.5** Food Service Worker, **↓0.4** Personal Support Worker, **↑0.2** Maintenance Worker, **↑2.0** Housekeeping Laundry Aide, **0.0** Support Service Clerk (conversion of part-time to full-time hours,
 - **↑1.0** Supervisor of Infection Prevention and Control, **↑1.0** Registered Practical Nurse – Infection Prevention and Control
 - **+2.4** Screening and Swabbing Staff (temp.) – fully funded by provincial grants
- **Capital AMP Reserve Contribution: \$302,000** Woodingford Lodge Equipment - \$15,500**↑** and **\$317,574** Facilities Corporate Reserve - \$35,226**↑**

	2022 FORECAST	2022 BUDGET	2023 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(26,774,743)	(23,978,973)	(25,485,426)	(1,506,453)	6.3%
EXPENSES	36,708,118	35,283,076	37,239,868	1,956,792	5.5%
NET LEVY	\$9,933,375	\$11,304,103	\$11,754,442	\$450,339	4.0%

WOODINGFORD LODGE

CAPITAL

NEW PROJECTS

- **\$459,411** in various equipment and furnishing projects identified from the Building Condition Assessments
- **\$1,068,506** identified from the Building Condition Assessments

	2022 FORECAST	2022 BUDGET	2023 BUDGET	BUDGET VAR \$	BUDGET VAR %
CAPITAL BUDGET	2,732,632	2,326,484	1,527,917	(798,567)	(34.3%)
<i>FUNDING</i>					
RESERVE	2,306,187	2,315,982	1,237,821	(1,078,161)	(46.6%)
GRANTS	417,875	10,502	239,096	228,594	2176.7%
RECOVERY	8,570	-	-	-	0.0%
TAXATION	-	-	51,000	51,000	0.0%

PENDING BUDGET ADJUSTMENTS

PENDING BUDGET ADJUSTMENTS

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

SUMMARY

NEXT BUDGET MEETING

Special Budget Meeting – December 5, 2022 – 9:00 AM

Follow the Budget Process

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