



2023 BUSINESS PLAN AND BUDGET

COUNTY COUNCIL SPECIAL BUDGET MEETING 2
DECEMBER 5, 2022

OUTLINE

1. Budget Process
 2. Budget Highlights
 3. Capital Plan & Asset Management
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 6. General Budget
 7. Court Security
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- Public Works
 - Human Services
 - Woodingford Lodge
 - Corporate Services
 - Council
 - CAO
 - Paramedic Services
 - Human Resources
 - Community Planning

BUDGET HIGHLIGHTS

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

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

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

NEW INFORMATION

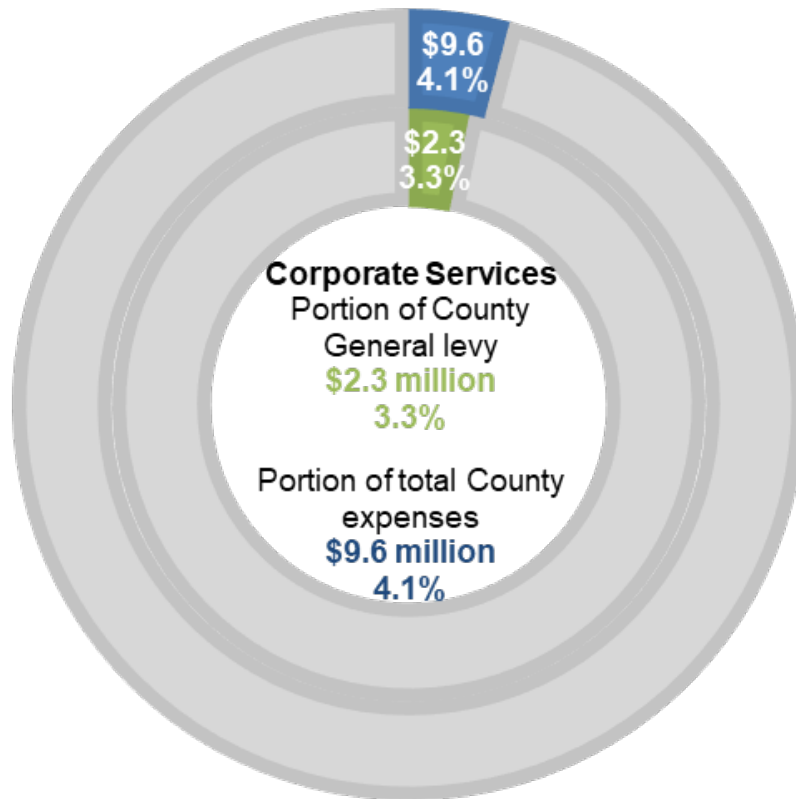
NEW INFORMATION

Summary & Outlook

2022 Approved General Levy Requirements				\$66,552,568	
#	Item	Notice of Motion	Cost Total \$	Levy Change \$	%
2023 Draft Budget Levy Increase				\$3,765,236	5.7%
1	Long Point Region Conservation Authority: Draft budget adjustment	BA01 221130	20,856	20,856	0.0%
2	International Student Exchange Ontario: Grant request increase from \$8,000 to \$9,600	BA02 221130	0	0	0.0%
3	Social Planning Council Oxford: Grant request increase from \$65,000 to \$80,000-90,000	BA03 221130	15,000	15,000	0.0%
2023 Budget Levy Increase				\$3,802,692	5.7%
2023 General Levy Requirements				\$70,355,260	5.7%

BUSINESS PLAN AND BUDGET BY DEPARTMENT

CORPORATE SERVICES



DIVISIONS

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



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SUMMARY

- **2023 Budget Goals:**
 - Archival Backlog
 - Online Exhibit
 - VITA Toolkit

	2022 FORECAST	2022 BUDGET	2023 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(73,905)	(74,200)	(3,500)	70,700	(95.3%)
EXPENSES	646,616	672,322	633,277	(39,045)	(5.8%)
NET LEVY	\$572,711	\$598,122	\$629,777	\$31,655	5.3%

CORPORATE SERVICES| Customer Service

SUMMARY

	2022 FORECAST	2022 BUDGET	2023 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(636,955)	(634,469)	(693,819)	(59,350)	9.4%
EXPENSES	632,160	634,469	693,819	59,350	9.4%
NET LEVY	\$(4,795)	-	-	-	0.0%

CORPORATE SERVICES| Information Service

SUMMARY

- **2023 Budget Goals:**
 - Support implementation on Asset Management Systems Enhancement project
 - NG911 and Road data transformation
 - Upgrade Water Utility data

	2022 FORECAST	2022 BUDGET	2023 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(454,384)	(511,217)	(328,700)	182,517	(35.7%)
EXPENSES	2,160,185	2,254,053	1,853,026	(401,027)	(17.8%)
NET LEVY	\$1,705,801	\$1,742,836	\$1,524,326	\$(218,510)	(12.5%)

CORPORATE SERVICES| Information Technology

SUMMARY

- **2023 Budget Goals:**
 - Replace Current Wireless System County Wide
 - Cybersecurity Policy
- **Capital AMP Reserve Contribution: \$196,505** Information Technology capital (interdepartmental funded) - \$15,860 ↓

	2022 FORECAST	2022 BUDGET	2023 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(2,916,695)	(2,755,522)	(2,853,033)	(97,511)	3.5%
EXPENSES	2,829,459	2,755,522	2,853,033	97,511	3.5%
NET LEVY	\$(87,236)	-	-	-	0.0%

CAPITAL

NEW PROJECTS

- **\$421,105** for the replacement of computer equipment across the County funded from the Information Technology reserve

	2022 FORECAST	2022 BUDGET	2023 BUDGET	BUDGET VAR \$	BUDGET VAR %
CAPITAL BUDGET	560,737	410,610	421,105	10,495	2.6%
<i>FUNDING</i>					
RESERVE	385,737	405,610	421,105	15,495	3.8%
GRANTS	175,000	-	-	-	0.0%
TAXATION	-	5,000	-	(5,000)	(100.%)

SUMMARY

- **2023 Budget Goals:**
 - Provincial Legislation Updates
 - Prosecution Model

	2022 FORECAST	2022 BUDGET	2023 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(1,175,522)	(1,000,000)	(995,000)	5,000	(0.5%)
EXPENSES	934,307	1,031,984	1,058,491	26,507	2.6%
NET LEVY	\$(241,215)	\$31,984	\$63,491	\$31,507	98.5%

SUMMARY

- **2023 Budget Goals:**
 - Review Water and Wastewater Rates
 - Asset Retirement Obligations
 - Asset Management Plan – 2024 All Assets Update
 - Financial Instruments
- **FTE Change:** ↑1.0 Financial Analyst

	2022 FORECAST	2022 BUDGET	2023 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(2,830,330)	(3,159,336)	(2,384,872)	774,464	(24.5%)
EXPENSES	2,779,009	3,159,336	2,384,872	(774,464)	(24.5%)
NET LEVY	\$(51,321)	-	-	-	0.0%

CAPITAL

NEW PROJECTS

- **\$2,000** for a computer for Financial Analyst (**FTE 2023-12**)

	2022 FORECAST	2022 BUDGET	2023 BUDGET	BUDGET VAR \$	BUDGET VAR %
CAPITAL BUDGET	769,671	1,097,816	330,000	(767,816)	(69.9%)
<i>FUNDING</i>					
RESERVE	752,750	1,080,566	328,000	(752,566)	(69.6%)
GRANTS	9,750	9,750	-	(9,750)	(100.%)
RECOVERY	3,500	3,500	-	(3,500)	(100.%)
TAXATION	3,671	4,000	2,000	(2,000)	(50.%)



GENERAL BUDGET

General Taxation, Public Health & Conservation

Authorities

GENERAL BUDGET| General Taxation

SUMMARY

	2022 FORECAST	2022 BUDGET	2023 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(10,121,965)	(12,010,640)	(12,805,612)	(794,972)	6.6%
EXPENSES	11,210,731	11,963,065	12,023,284	60,219	0.5%
NET LEVY	\$1,088,766	\$(47,575)	\$(782,328)	\$(734,753)	1544.4%

GENERAL BUDGET | General Taxation

Grants

	2022 FORECAST	2022 BUDGET	2023 REQUEST	BUDGET VAR \$	BUDGET VAR %
Creative Connections	\$60,000	\$60,000	\$60,000	-	0.0%
Oxford County Youth Initiatives	15,000	15,000	15,000	-	0.0%
Social Planning Council Oxford	65,000	65,000	65,000	-	0.0%
Agricultural Award of Excellence	2,000	2,000	2,000	-	0.0%
Economic Development [Oxford Connection]	50,000	50,000	50,000	-	0.0%
Physician Recruitment	30,000	30,000	30,000	-	0.0%
Small Business Centre	50,000	50,000	50,000	-	0.0%
North Oxford Intercommunity Bus Transit**	22,500	22,500	22,500	-	0.0%
Total Grants	\$294,500	\$294,500	\$294,500	\$-	0.0%

** The North Oxford Intercommunity Bus Transit grant for 2023 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.

GENERAL BUDGET | Conservation Authorities

SUMMARY

- 2023 Budget estimated by County is **3%** increase over 2022 Actual

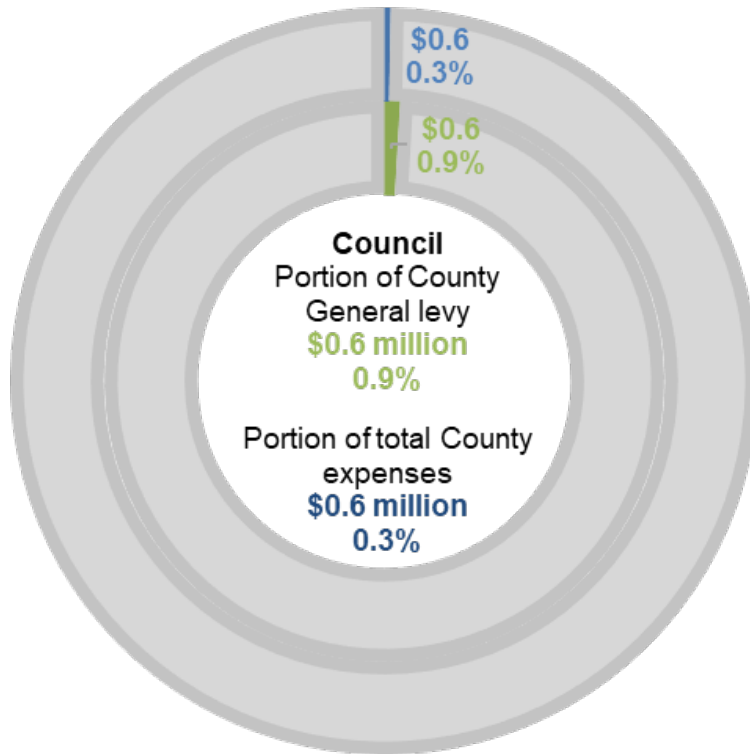
	2022 FORECAST	2022 BUDGET	2023 BUDGET	BUDGET VAR \$	BUDGET VAR %
Upper Thames	\$1,046,256	\$1,127,040	\$1,077,640	(49,400)	(4.4%)
Grand River	100,481	100,860	103,500	2,640	2.6%
Long Point	449,841	449,841	463,340	13,499	3.0%
Catfish Creek	14,212	14,430	14,640	210	1.5%
EXPENSES	\$1,610,790	\$1,692,171	\$1,659,120	\$(33,051)	(2.0%)

GENERAL BUDGET | Southwestern Public Health

SUMMARY

- 2023 Budget estimated by County **6%** increase over 2022 Actual

	2022 FORECAST	2022 BUDGET	2023 BUDGET	BUDGET VAR \$	BUDGET VAR %
EXTERNAL TRANSFER	2,628,966	2,503,291	2,786,700	283,409	11.3%



DIVISIONS

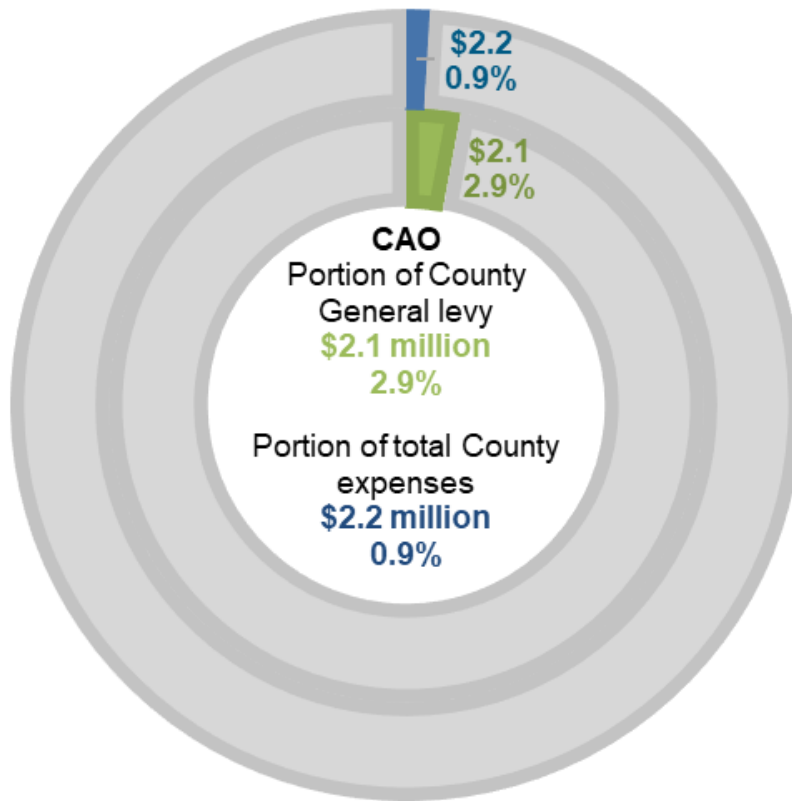
- Council



COUNCIL

SUMMARY

	2022 FORECAST	2022 BUDGET	2023 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(1,368,000)	(1,368,000)	-	1,368,000	(100.%)
EXPENSES	1,958,870	1,953,063	627,678	(1,325,385)	(67.9%)
NET LEVY	\$590,870	\$585,063	\$627,678	\$42,615	7.3%



DIVISIONS

- CAO Office
- Tourism
- Strategic Communication & Engagement



SUMMARY

- **2023 Budget Goals:**
 - Oxford County Strategic Plan
 - Oxford Housing Crisis
 - Strategic Commitments
 - Continuous Improvement
 - Advocacy

	2022 FORECAST	2022 BUDGET	2023 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(46,270)	-	(50,000)	(50,000)	0.0%
EXPENSES	767,560	841,321	888,950	47,629	5.7%
NET LEVY	\$721,290	\$841,321	\$838,950	\$(2,371)	(0.3%)

CAO| Future Oxford

SUMMARY

	2022 FORECAST	2022 BUDGET	2023 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	-	-	-	-	0.0%
EXPENSES	180,000	222,000	214,000	(8,000)	(3.6%)
NET LEVY	\$180,000	\$222,000	\$214,000	\$(8,000)	(3.6%)

SUMMARY

- **2023 Budget Goals:**
 - Increase Business Engagement with Tourism Oxford
 - Modernize Visitor Services
 - Education and Collaboration
 - Apply to Host a Destination Ontario Photo and Video Shoot

	2022 FORECAST	2022 BUDGET	2023 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(181,085)	(76,968)	(19,764)	57,204	(74.3%)
EXPENSES	676,515	572,212	532,696	(39,516)	(6.9%)
NET LEVY	\$495,430	\$495,244	\$512,932	\$17,688	3.6%

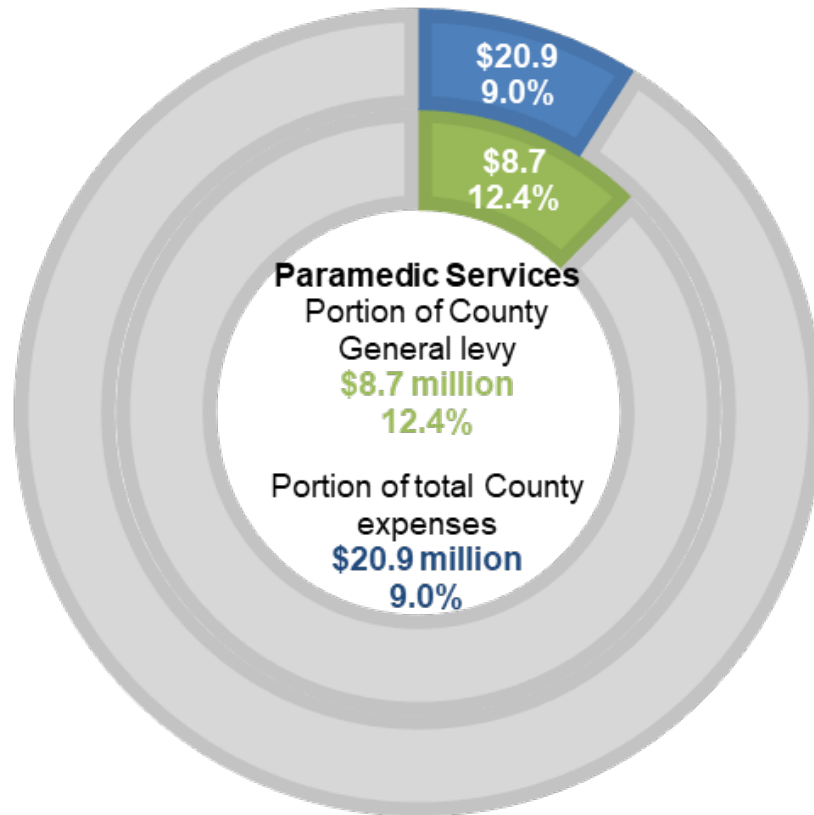
CAO| Strategic Communication & Engagement

SUMMARY

- **2023 Budget Goals:**
 - Woodingford Lodge Communications Audit
 - Digital Advertising Strategy
 - Social media management & measurement tool (Continued from 2022 Business Plan)
 - Video production & engagement strategy (Continued from 2022 Business Plan)
- **FTE Change:** ↑0.3 Communication Student

	2022 FORECAST	2022 BUDGET	2023 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(72,148)	(72,148)	(80,100)	(7,952)	11.0%
EXPENSES	537,162	553,545	581,880	28,335	5.1%
NET LEVY	\$465,014	\$481,397	\$501,780	\$20,383	4.2%

PARAMEDIC SERVICES



DIVISIONS

- Paramedic Services
- Community Paramedicine



PARAMEDIC SERVICES| Paramedic Services

SUMMARY

- **2023 Budget Goals:**
 - Paramedic Station Location Review
 - Ambulance Act Legislation Changes
 - Local Community Health Care Integration
 - Updated Emergency Management Plan
 - Medical Tiered Response Review
- **FTE Change:** ↑**0.6** Co-ordinator of Emergency Management and **+0.6** Paramedics to support COVID-19 recovery
- **New Initiatives:** Co-ordinator of Emergency Management

	2022 FORECAST	2022 BUDGET	2023 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(9,299,906)	(10,160,988)	(10,093,605)	67,383	(0.7%)
EXPENSES	17,556,184	18,558,630	18,830,960	272,330	1.5%
NET LEVY	\$8,256,278	\$8,397,642	\$8,737,355	\$339,713	4.0%

CAPITAL

NEW PROJECTS

- **\$468,579** for equipment replacements
- **\$713,600** for vehicle replacements
- **\$50,750** in various projects identified from the Building Condition Assessments
- **\$5,000** for a laptop and furnishings for the Emergency Management Coordinator (**NI 2023-12**)

	2022 FORECAST	2022 BUDGET	2023 BUDGET	BUDGET VAR \$	BUDGET VAR %
CAPITAL BUDGET	836,738	1,380,923	1,889,529	508,606	36.8%
<i>FUNDING</i>					
RESERVE	830,344	1,376,923	1,884,529	507,606	36.9%
GRANTS	3,901	-	-	-	0.0%
TAXATION	2,493	4,000	5,000	1,000	25.0%

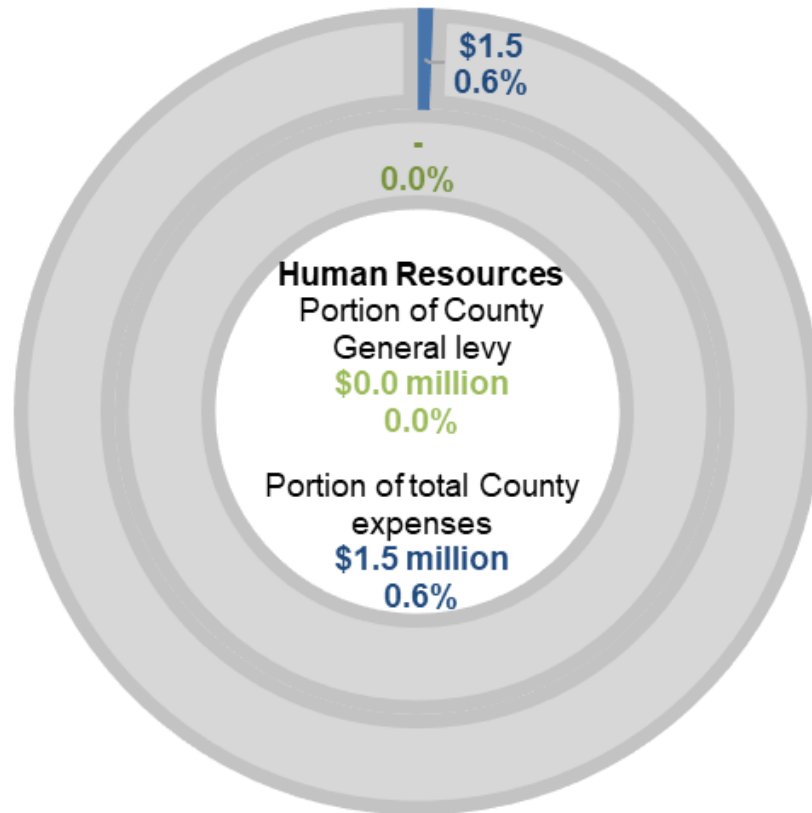
PARAMEDIC SERVICES| Community Paramedicine

SUMMARY

- Temporary funding program announced in 2021 (**NI 2022-12**) that will fully fund the Oxford County Community Paramedicine Program until **March 31, 2024**
- 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.

	2022 FORECAST	2022 BUDGET	2023 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(2,272,952)	(2,488,826)	(2,094,500)	394,326	(15.8%)
EXPENSES	2,272,952	2,488,826	2,094,500	(394,326)	(15.8%)
NET LEVY	-	-	-	-	0.0%

HUMAN RESOURCES



DIVISIONS

- Human Resources



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HUMAN RESOURCES

SUMMARY

- **2023 Budget Goals:**
 - Employee Engagement Survey Results
 - Employee Attraction Initiatives
 - Diversity, Equity and Inclusion
 - Learning & Development Framework Implementation
- **FTE Change:** ↑1.0 Human Resources Co-ordinator to support Woodingford Lodge

	2022 FORECAST	2022 BUDGET	2023 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(1,461,768)	(1,480,088)	(1,467,364)	12,724	(0.9%)
EXPENSES	1,368,640	1,480,088	1,467,364	(12,724)	(0.9%)
NET LEVY	\$(93,128)	-	-	-	0.0%

HUMAN RESOURCES

CAPITAL

NEW PROJECTS

- **\$2,000** for a laptop for the Human Resources Coordinator (**FTE 2023-14**)

	2022 FORECAST	2022 BUDGET	2023 BUDGET	BUDGET VAR \$	BUDGET VAR %
CAPITAL BUDGET	1,247	2,000	2,000	-	0.0%
<i>FUNDING</i>					
TAXATION	1,247	2,000	2,000	-	0.0%

COMMUNITY PLANNING



DIVISIONS

- Community Planning



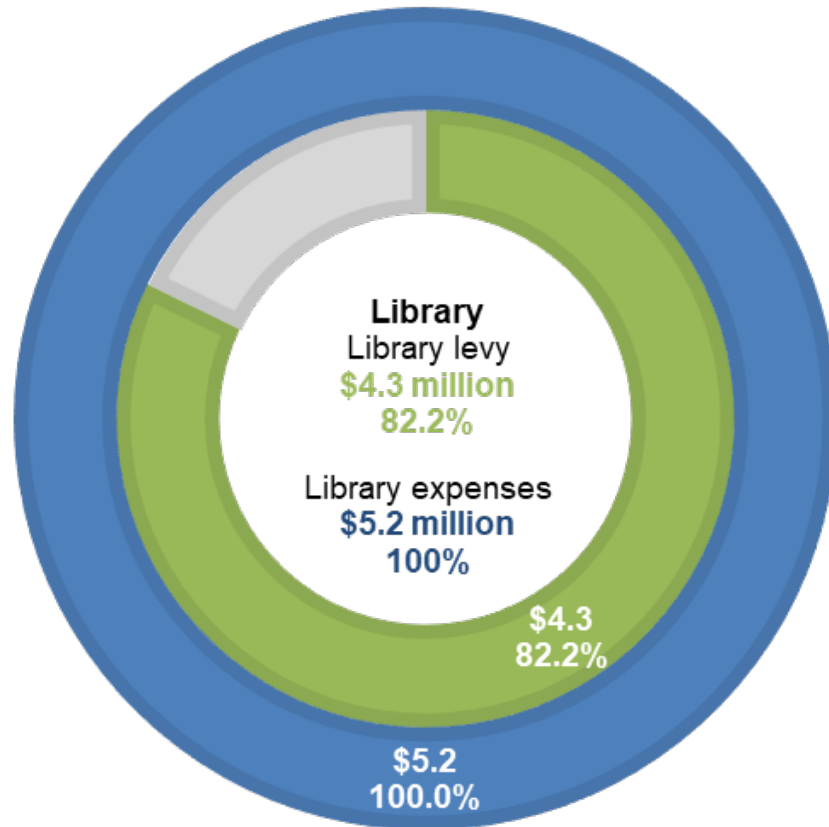
COMMUNITY PLANNING

SUMMARY

- **2023 Budget Goals:**
 - Official Plan Review
 - Planning for Growth
 - Planning for Infrastructure
 - Housing Initiatives
 - Zoning By-Law and Development Process Updates
- **FTE Change:** ↑0.7 Student Planner

	2022 FORECAST	2022 BUDGET	2023 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(890,717)	(857,471)	(642,717)	214,754	(25.%)
EXPENSES	2,731,507	2,694,148	2,611,329	(82,819)	(3.1%)
NET LEVY	\$1,840,790	\$1,836,677	\$1,968,612	\$131,935	7.2%

OXFORD COUNTY LIBRARY



DIVISIONS

- Library



OXFORD COUNTY LIBRARY

SUMMARY

- **2023 Budget Goals:**
 - Library Board Orientation and Library Strategic Planning
 - Ox on the Run Year-Round Mobile Outreach Pilot
 - Finalize the Development of a Library Technology Plan
 - Evaluation of Library Services for a Service Delivery Model Framework
- **FTE Change:** ▼ **0.2** Various part-time and ▲ **2.3** Temporary positions to support Mobile Ox on the Run Outreach Pilot
- **New Initiative:** Year-Round Ox on the Run Mobile Outreach Pilot
- **Capital AMP Reserve Contribution:** **\$117,000** Library Levy - facilities - \$17,000▲

	2022 FORECAST	2022 BUDGET	2023 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	(1,005,387)	(962,140)	(929,919)	32,221	(3.3%)
EXPENSES	5,066,390	5,023,143	5,218,118	194,975	3.9%
NET LEVY	\$4,061,003	\$4,061,003	\$4,288,199	\$227,196	5.6%

OXFORD COUNTY LIBRARY

Capital

NEW PROJECTS

- **\$24,150** for branch signage
- **\$24,000** in various projects for the Ox on the Run initiative (NI 2023-13)
- **\$20,000** for chromebooks and ipads for public use, maker space and assistive technologies

	2022 FORECAST	2022 BUDGET	2023 BUDGET	BUDGET VAR \$	BUDGET VAR %
CAPITAL BUDGET	329,700	336,890	73,400	(263,490)	(78.2%)
<i>FUNDING</i>					
RESERVE	284,895	288,490	53,400	(235,090)	(81.5%)
RECOVERY	14,400	16,400	-	(16,400)	(100.%)
TAXATION	30,405	32,000	20,000	(12,000)	(37.5%)



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COURT SECURITY

COURT SECURITY

Court Security

	2022 FORECAST	2022 BUDGET	2023 BUDGET	BUDGET VAR \$	BUDGET VAR %
REVENUES	-	-	-	-	0.0%
EXPENSES	51,541	51,541	10,276	(41,265)	(80.1%)
NET LEVY	\$51,541	\$51,541	\$10,276	\$(41,265)	(80.1%)

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

PENDING BUDGET ADJUSTMENTS

Potential Impacts

- **Ontario Community Infrastructure Funding**
 - 2023 Budget estimated by County **0%** increase over 2022 Actuals
- **Woodingford Lodge**
 - Announcement of 2022-23 funding to Increase Direct Care Time for Residents and the launch of the Supporting Professional Growth Fund for LTC Homes

DECISION POINTS

DECISION POINTS| RESOLUTIONS

- 1. That the 2023 Oxford County Business Plans be adopted as amended;**
- 2. And further, that Oxford County Council approves the 2023 Budget with a general purpose levy of \$_____;**
- 3. And further, that Oxford County Council approves a 2023 special levy for Library purposes in the amount of \$_____, levied against all area municipalities with the exception of the City of Woodstock;**
- 4. And further, that Oxford County Council approves a 2023 special levy to fund a Woodstock Police Services Grant for court security and prisoner transportation services in the amount of \$_____, levied against all area municipalities with the exception of the City of Woodstock;**

DECISION POINTS| RESOLUTIONS

5. And further, that Oxford County Council approves the following 2023 grants requests, totalling \$ _____, :

Oxford Creative Connections	\$ _____
Social Planning Council Oxford	_____
North Oxford Intercommunity Bus Transit	_____
Oxford County Youth Initiatives	_____
Agricultural Award of Excellence	_____
Economic Development [Oxford Connection]	_____
Physician Recruitment	_____
Small Business Centre	_____

DECISION POINTS | RESOLUTIONS

6. And further, that following grant requests, totalling \$ _____, be funded under the Oxford County Youth Initiatives grant of \$ _____:

- Oxford Invitation Youth Robotic Challenge _____
- International Student Exchange Ontario _____

7. And further, that a by-law to adopt the estimated expenditures for the year 2023 as set out in Report No. CS _____ be presented to Council for enactment at their regular meeting scheduled for January 25, 2023;

8. And further, that staff be authorized to proceed with implementing the incremental full-time equivalent positions as presented in the Full-time Equivalent Plan as part of the 2023 Preliminary Budget Information and further explained in Report No. CS (CS) 2022-39.

NEXT BUDGET MEETING

Regular Council Meeting – January 11, 2023 – 9:30 AM

Follow the Budget Process

Budget package, updates and presentations:

www.oxfordcounty.ca/budgets

