



AGENDA

COUNTY OF OXFORD

COUNCIL MEETING

WEDNESDAY, FEBRUARY 11, 2009 1:00 P.M.

COUNCIL CHAMBER, OXFORD COUNTY ADMINISTRATION BUILDING, WOODSTOCK

MEETING #8

1. CALL TO ORDER Time _____

2. APPROVAL OF AGENDA

3. DISCLOSURES OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

4. ADOPTION OF COUNCIL MINUTES OF PREVIOUS MEETING

[February 4, 2009](#)

5. FACILITATOR'S INTRODUCTION

6. DELEGATIONS AND PRESENTATIONS

Resolution to go into Committee of the Whole Time _____

Budget Review

a. Recycling Budget - formerly consolidated in Waste Management Budget

b. Waste Collection Budget - formerly consolidated in Waste Management Budget

c. Debt Continuity Schedule - 5 Year Projection

[2009 Budget Meeting February 11-09](#)

Resolution to rise and reconvene Time _____

7. REPORTS FROM DEPARTMENTS

A. CORPORATE SERVICES

A-1 [2009-09](#)
Re: 2009 Budget

Recommendation

That the 2009 Oxford County Business Plans be adopted as amended;

And that Oxford County Council approves the 2009 Budget with a general purpose levy of \$____,_____,_____;

And that Oxford County Council approves a 2009 special levy for Library purposes in the amount of \$2,392,675;

And that a by-law to adopt the estimated expenditure for the year 2009 be presented to Council for enactment at the regular meeting scheduled for February 25, 2009;

And that staff be authorized to proceed with implementing the incremental full-time equivalent positions as presented on the Full-time Equivalent Plan attached to Report No. A-1 2009-09.

8. NEW BUSINESS/ENQUIRIES/COMMENTS

9. CLOSED SESSION

Resolution to go into a Closed session

Time _____

Resolution to rise and reconvene

Time _____

10. CONSIDERATION OF MATTERS ARISING FROM THE CLOSED SESSION

11. ADJOURNMENT

Time _____

MINUTES
OF THE
COUNCIL OF THE
COUNTY OF OXFORD

County Council Chamber
Woodstock
February 4, 2009

MEETING #6

Oxford County Council meets in a special session this fourth day of February 2009, in the Council Chamber, County Administration Building, Woodstock.

1. CALL TO ORDER:

2:06 p.m., with Warden Holbrough in the chair.

All members of Council present except Councillors Howling and Sobeski.

Councillor Sobeski arrives at 3:06 p.m.

Staff Present: M. R. Bragg, Acting Chief Administrative Officer
L. S. Buchner, Director of Corporate Services
J. Kubiak, Corporate Manager of Human Resources
M. Metcalfe, Acting Director of Public Health and Emergency Services
M. Misk-Evans, Corporate Manager of Community and Strategic Planning
R. G. Walton, Director of Public Works
B. J. Tabor, Clerk
D. Aristone, Manager of Accounting

2. APPROVAL OF AGENDA:

RESOLUTION NO. 1:

Moved by: Donald Doan
Seconded by: Stephen Molnar

That the Agenda be approved.

DISPOSITION: Motion Carried

3. DISCLOSURES OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF:

NIL

4. ADOPTION OF COUNCIL MINUTES OF PREVIOUS MEETING:

Council Minutes of January 21, 2009

RESOLUTION NO. 2:

Moved by: Donald Doan
Seconded by: Stephen Molnar

That the Council Minutes of January 21, 2009 be adopted.

DISPOSITION: Motion Carried

5. CONSIDERATION OF CORRESPONDENCE:

1. Grand River Conservation Authority
January 22, 2009
Re: 2009 Budget and Levy

RESOLUTION NO. 3:

Moved by: Stephen Molnar
Seconded by: Donald Doan

That the correspondence from the Grand River Conservation Authority, regarding the preliminary 2009 Budget and General Municipal Levy, be referred to Budget deliberations.

DISPOSITION: Motion Carried

6. FACILITATOR'S INTRODUCTION:

Warden Holbrough welcomes the members to the seventh of the 2009 Budget meetings. The Warden will facilitate the meeting.

7. DELEGATIONS AND PRESENTATIONS:

RESOLUTION NO. 4:

Moved by: Michael Harding
Seconded by: Margaret Lupton

That the Council rise and go into Committee of the Whole.

DISPOSITION: Motion Carried (2:09 p.m.)

BUDGET REVIEW:

A RESERVE CONTINUITY SCHEDULE UPDATED

L. Buchner, Director of Corporate Services, speaks to the updated Reserve Continuity Schedule which reflects, as requested at the last Budget meeting, the grant for the Woodstock General Hospital and a \$75,000 contribution to the Planning reserve.

B GRANTS UPDATED

Council reviews the proposed allocation of Grants for 2009 with the addition of an amount for Youth Unlimited Southwestern Ontario/Upper Deck to cover their four youth centres as opposed to their previous request which covered the Norwich site only. The current request asks for a grant of \$60,000 along with a \$50,000 capital request for the Woodstock site. A general discussion is held on the Grants list including the need for frameworks to deal with these requests. Council looks to an upcoming report from the Social Services and Housing Department regarding the potential Social Services reinvestment program as it would apply to some of the items on the list. No specific line item decisions are made at this time.

C BUDGET TO-DO LIST UPDATED

Council reviews the various "to-do lists" that were compiled during the Budget meetings. As part of the Agenda for today's meeting, the Director of Corporate Services provided Council with a summary of the various lists with a column for action required, and one for suggested date of completion. The columns were filled in to some extent, but further direction is required from Council as to completing these columns. Council reviews each item on the list and confirmation and/or direction is provided to staff as to the action required and the suggested date of completion with some items being deleted.

At 3:29 p.m., during this discussion, Council, in Committee of the Whole, recesses for a break.

At 3:51 p.m. Council, in Committee of the Whole, resumes with Warden Holbrough in the chair.

All members of Council present except Councillors Howling and Talbot.

Councillor Sobeski leaves the meeting at 4:49 p.m.

RESOLUTION NO. 5:

Moved by: Michael Harding
Seconded by: Margaret Lupton

That Council, in Committee of the Whole, rise and reconvene as Oxford County Council.

DISPOSITION: Motion Carried (4:51 p.m.)

8. NEW BUSINESS/ENQUIRIES/COMMENTS:

Discussion is held regarding the scheduling of the next Budget meeting. It is set for Wednesday, February 11, 2009 following the regular meeting of Council.

9. CLOSED SESSION:
NIL

10. CONSIDERATION OF MATTERS ARISING FROM THE CLOSED SESSION:

Not Required.

11. ADJOURNMENT:

Council adjourns its proceedings until the next meeting scheduled for Wednesday, February 11, 2009 at 9:30 a.m.

4:58 p.m.

Minutes adopted on

Resolution No.

WARDEN

CLERK

2009 BUDGET REPORT

2008 FORECAST 2008 BUDGET Recycling
2009 BUDGET VARIANCE VARIANCE %

Revenues

Other Grants	(139,000)	(139,000)	(272,000)	(133,000)	95.7
User Fees	(850,838)	(387,500)	(421,000)	(33,500)	8.6
County	(586,554)	(531,842)	(570,410)	(38,568)	7.3
Subtotal	(1,576,392)	(1,058,342)	(1,263,410)	(205,068)	19.4

EXPENDITUR

Salaries & Benefits	529	3,750	57,500	53,750	1,433.3
Operating	112,000	110,000	316,320	206,320	187.6
Program	2,640,939	2,428,000	3,041,357	613,357	25.3
Subtotal	2,753,468	2,541,750	3,415,177	873,427	34.4

DEBT REPAY

CAPITAL

Capital	43,000		115,000	115,000	
Subtotal	43,000		115,000	115,000	

OTHER ITEMS

Transfer From Res	(149,453)	(78,742)	(680,000)	(601,258)	763.6
Subtotal	(149,453)	(78,742)	(680,000)	(601,258)	763.6

GRAND TOTA	1,070,623	1,404,666	1,586,767	182,101	13.0
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2009 BUDGET REPORT
Waste Collection
2009 BUDGET

2008 FORECAST

2008 BUDGET

VARIANCE

VARIANCE %

Revenues

User Fees	(2,088,080)	(2,327,000)	(2,100,000)	227,000	(9.8)
Subtotal	(2,088,080)	(2,327,000)	(2,100,000)	227,000	(9.8)

EXPENDITUR

Operating	839,094	833,856	1,161,336	327,480	39.3
Program	2,163,376	2,058,500	2,101,000	42,500	2.1
Subtotal	3,002,470	2,892,356	3,262,336	369,980	12.8

DEBT REPAY

CAPITAL

OTHER ITEMS

GRAND TOTA	914,390	565,356	1,162,336	596,980	105.6
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Debt Repayment Schedule

	2009	2010	2011	2012	2013
	Total	Total	Total	Total	Total
Waste Water					
Norwich	78,518	78,286	117,677	395,312	395,312
Plattsville	27,056	275,891	267,693	249,189	249,189
Thamesford	246,102	245,734	245,375	326,588	569,513
Ingersoll	351,944	593,152	702,155	1,513,624	2,584,551
Tillsonburg	401,305	223,762	489,252	735,051	695,802
Woodstock	249,885	405,830	726,957	1,033,578	866,768
Tavistock	-	232,576	405,098	405,098	405,098
Subtotal	1,354,810	2,055,230	2,954,208	4,658,440	5,766,234
Water					
Small	313,668	327,129	353,100	353,271	132,462
Medium	40,540	18,716	3,300	3,300	3,300
Ingersoll	19,353	131,231	130,790	130,322	129,865
Tillsonburg	-	50,714	50,714	50,714	50,714
Woodstock	-	63,392	63,392	63,392	63,392
170 Reserve	917,447	896,011	875,104	852,931	831,259
Subtotal	1,291,008	1,487,194	1,476,400	1,453,930	1,210,992
Facilities					
Admin.	1,205,155	1,172,102	1,140,051	1,107,818	1,073,442
Subtotal	1,205,155	1,172,102	1,140,051	1,107,818	1,073,442
Industrial Site Servicing	-	238,908	238,908	238,908	238,908
Subtotal	-	238,908	238,908	238,908	238,908
Woodingford Lodge					
Woodstock	1,587,420	1,552,580	1,517,835	1,485,906	1,446,627
Ingersoll	515,322	515,322	515,322	515,322	515,322
Tillsonburg	483,157	483,157	483,157	483,157	483,157
Subtotal	2,585,899	2,551,059	2,516,314	2,484,385	2,445,106
EMS	115,250	636,900	-	-	-
Subtotal	115,250	636,900	-	-	-
Library					
Ingersoll	42,300	42,300	42,300	42,300	42,300
Plattsville	62,309	62,407	63,276	62,498	61,922
Thamesford	47,714	47,788	47,688	47,858	47,424
Norwich	87,201	84,688	82,179	79,880	77,092
Tavistock	-	107,767	107,767	107,767	107,767
Subtotal	239,524	344,950	343,209	340,302	336,505
Grand Total	6,791,646	8,486,342	8,669,090	10,283,784	11,071,187



To: M. Bragg, Acting CAO
FROM: L. Buchner, Director of Corporate Services
D. Aristone, Manager of Accounting
SUBJECT: **2009 Budget**

RECOMMENDATION:

That the 2009 Oxford County Business Plans be adopted as amended;

And that Oxford County Council approves the 2009 Budget with a general purpose levy of \$____,_____,_____;

And that Oxford County Council approves a 2009 special levy for Library purposes in the amount of \$2,392,675;

And that a by-law to adopt the estimated expenditure for the year 2009 be presented to Council for enactment at the regular meeting scheduled for February 25, 2009;

And that staff be authorized to proceed with implementing the incremental full-time equivalent positions as presented on the Full-time Equivalent Plan attached to Report No. A-1 2009-09.

PURPOSE:

To consider adoption of the 2009 business plans and budget for the County of Oxford and the Oxford County Library Board.

BACKGROUND:

The annual budget process begins with each department presenting to Council their business plans and proposed budgets that have been prepared in consultation with other departments in which there are shared services. Over the past three months, Council has held seven special meetings to receive staff presentations, discuss the merit of new projects, request new information and provide staff direction for adjustments based on priorities and influencing factors. Although this approach provides for a more manageable process and allows Council the opportunity to better understand present and proposed services, it is not until all departments have presented their business plan and budget that the Management Group gets an opportunity to see the consolidated corporate-wide budget. It is therefore, important to note that the initial consolidation of all of the budgets is not necessarily the Management Group's recommendation for the County's annual budget, but a consolidation of each of the departments' proposed service level.

The 2008 approved budget provided a levy of \$44,166,740 and a generated tax rate that would require the average household to pay \$795 in taxes for County purposes.

COMMENTARY:

The Management Group has carefully reviewed the consolidated budget with a levy requirement of \$48,783,929 and, with the assistance of the Managers, considered measures that could be taken to mitigate the upward pressure on the levy and the resulting impact on the tax rate. The following identifies the adjustments proposed by the Management Group to the previously presented budgets that would effectively reduce the levy to \$47,112,818:

1	Benefits adjustment based on renewal premium	(46,533)
2	Grant - Bayham Ferry feasibility study	3,750
3	Council - SWEA membership (paid in 2008)	(10,000)
4	WFL - CMI adjustment increase	(241,532)
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5	EMS - debt repayment - Tillsonburg	(33,500)
6	SSH - OW Admin balanced 50/50 from Best Start reserve	(103,000)
7	SSH - Social Housing - capital reserve	(500,000)
8	Planning reserve allocation for legal fees	(27,000)
9	Planning - Reserve allocation for consulting	(3,000)
10	EMS - vehicle reserve contribution reduction	(70,000)
11	EMS - development charges to cover study costs	(50,000)
12	EMS - offset operating costs from community ehancement reserve	(100,000)
13	SSH - Early Years - Best Start Unconditional Reserve	(56,000)
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14	EMS - Community Emergency Management Coordinator	(20,262)
15	PH - Staffing MOH	(56,376)
16	PH - Dietician	(88,971)
17	SSH - defer Director 6 months	(50,000)
18	CAO - contract staff reduction to 4 days per week	(9,500)
19	Planning - sal & ben (Planner for 6 mos of 9 mos and only 1 student)	(29,089)
20	Planning - sal & ben (Planner for 6 mos of 9 mos - OPR)	(16,445)
21	Finance - maternity leave not back filled	(40,000)
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22	WFL - sidewalk installational deferred	(5,000)
23	GIS - equip maintenance & repair - plotter	(1,500)
24	PH - equip	(10,000)
25	POA - software support - Paytickets	(12,000)
26	Customer Service - postage machine	(13,000)
27	EMS - 1 defibrilator	(24,000)
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28	PH - consultant	(8,300)
29	IT - Marketing and Promotion - advertising Information Oxford	(3,300)
30	Tourism - Tourism Award Ceremony	(2,500)
	Planning - defer urban design study, conference, mileage, advert,	
31	laptop	(21,053)
32	SSH - Social Housing LHC	(12,000)
33	SSH - Social Housing non-profit	(11,000)
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	Levy increase (decrease)	(1,671,111)

At the special meeting of Council held January 21, 2009, Council passed the following resolution providing staff direction to reduce the 2009 levy as presented:

“That staff be directed to prepare an alternative report to Council with potential options to maintain a net 2009 levy of \$46,518,513.”

Based on the proposed adjustments listed above, the levy remains \$514,270 more than the amount cited in the Council resolution. This is largely due to the committed and uncontrollable costs that are explained as follows:

<u>Budgetary Impacts</u>	<u>Levy Inc</u>
1 Cost of living	1,320,000
2 Conservation Authorities Levies	280,545
3 Ontario Municipal Partnership Fund reduction	400,000
4 MPAC fees increase	45,500
5 Tax Stabilization reserve contribution made in 2008	700,000
6 EMS increased service - Community Enhancement Reserve	-
7 Customer Service - Customer Service Accessibility Standards training	5,000
8 PW - increase in Admin Bldg debenture requirements	355,500
9 PW - waste mgt recycling revenue loss from reserve (\$500,000)	
10 Official Plan review	195,000
11 Public access to defibrillation - response time requirements	52,000
12 Staffing deferrals	
13 ODSP upload to Province	(500,000)
	<u>2,853,545</u>

This list of committed and uncontrollable costs is tempered by the additional tax that will be generated as a result of assessment growth that was realized during 2008. The additional tax revenue has been determined to be \$2,431,808 based on the 2008 year end assessment values established by MPAC. These figures suggest that there is \$421,737 more in committed and uncontrollable costs than available tax to be generated from assessment growth. This concludes that a 2009 levy of less than \$47,020,285 (2008 levy \$44,166,740 + 2008 committed and uncontrollable costs \$2,853,545) would mean a reduction in services, unless otherwise funded from reserves. It is important to note that funding committed and uncontrollable costs from reserves will cause a similar effect on the subsequent year's budget.

The draft 2009 budget as amended by the aforementioned list of adjustments results in a levy requirement of \$47,112,818 which represents a 6.7% increase over 2008. However, with the assessment growth related tax revenue increase factored in the tax rate would actually be reduced by 3.2%. The average residential property that was valued at \$165,000 in 2008 is now assessed at \$172,000. Assuming there is no increase to the County tax rate over 2008, the average residential property will generate \$830 in taxes for County purposes as opposed to \$795 in 2008. Considering the proposed 2009 levy of \$47 million, the average residential property would incur an additional \$9 in property tax for County purposes or \$804 (1.1% increase in tax dollars), effectively reducing the tax rate by 3.2%. This \$9 increase per average household will be further reduced by approximately \$7 as a result of a reduction in the 2009 uniform education tax rate tax.

If Council adopts the budget as presented in this Report, the 2009 business plans that were previously presented to Council would be amended to reflect the following:

		Suggested Date of Completion	Action Required
1	SSH - How to incent accessibility standards in future social/affordable housing development above Building Code Act requirements	ongoing	staff consideration
2	EMS - 211/311 review	Q1	staff report including cost benefit review
3	EMS - Community Emergency Management Coordinator (.25 FTE)	Q1	staff report to justify need position
4	EMS - Inter-facility patient transfer system - submit to Council request made to LHIN	Q1	staff report including update on discussions with LHIN
5	PH - Include pandemic planning in annual business plan as a goal and objective	Q1	Public Health Business Plan to be amended accordingly
6	PH - Revisit nutrition program funding - Public Health Breakfast Program	Q1	staff report
7	POA - electronic ticket entry	Q1	staff report
8	PW - Construction - pending capital projects that could be brought forward if funding becomes available	Q1	staff report
9	PW - Wastemanagement - separate solid waste and recycling budgets	Q1	reclassify budget format
10	Review remuneration for quasi-judicial body - Land Division Committee	Q1	staff report incl comparators
11	SSH - Review cost and benefit of developing a mentoring program for Ontario Works recipients	Q1	staff report
12	SSH - Seek Ministerial consent for Service Manager to redevelop social housing facilities	Q1	Warden to raise with Western Warden's Caucus and AMO
13	SSH - Transportation service gaps throughout the County	Q1	staff report - transportation master plan
14	POA/Public Works - court and administration location	Q2	staff report
15	PW - Facilities - update on progress of Court House rehabilitation plan	Q2	staff report - status, financing
16	PW - review from time to time the lifespan of the landfill site – circulate Public Works Report from three years ago and provide an update	Q2	staff report
17	Tourism - room tax levy educational report	Q2	staff report
18	CS - 211/311 implementation options/benefits	Q3	staff report
19	PW - Facilities - operational review of LEEDS savings - Administration Building	Q4	staff report
20	PW - Review energy saving programs for all County-owned facilities	Q4	staff report
21	PW - Wastemanagement - solid waste, recycling sustainability plan for 2010 - 2011	Q4	staff report
22	PW - Water - comprehensive County-wide water protocol	Q4	staff report
23	SSH - Review energy saving programs for social housing facilities - what opportunities exist	subject to BCA's	staff report

Included in the draft 2009 budget as presented are the following grants that were previously discussed by Council during the special budget meetings:

Court Security	\$280,000
Agricultural Awards of Excellence	2,000
Economic Development - Area Municipal SOMA Members	20,000
Tillsonburg Airport	5,000
Health Care Capital Funding Policy	700,000
Creative Connections	25,000
Stratford General Hospital	40,000
Municipality of Bayham - Int'l Ferry Service Feasibility Study	3,750
	<hr/> \$1,075,750 <hr/>

Also attached to this Report as Appendix "A" is the 2009 Full-time Equivalent (FTE) Plan that is reflected in the proposed business plans and budget as compared to the 2006, 2007 and 2008 actual FTE figures. Upon Council approval of the Full-time Equivalent Plan, staff will proceed to fill the new FTE positions in accordance with the respective business plans without further notice or approval of Council unless otherwise requested.

At the regular meeting of the Library Board held November 17, 2008, the Board passed the following resolution:

"That the Board recommends that County Council approve the 2009 Oxford County Library budget to provide a levy of \$2,395,659."

Subsequent to the Board's consideration and approval of the budget, staff made some minor adjustments to the interdepartmental charges that resulted in the Library special levy being reduced to \$2,392,675 representing a 5.5% increase over 2008.

Upon final approval, electronic copies of the business plans and budgets will be posted on the County's intranet and web sites.

"Lynn Buchner"
Lynn Buchner
Director of Corporate Services

"Dave Aristone"
Dave Aristone
Manager of Accounting

"M. R. Bragg"
M.R. Bragg
Acting CAO

Full-Time Equivalent Analysis								
	Year End	Budget	Budget	Budget			Funding	
Dept	2006	2007	2008	2009	Inc(Dec)	% Change	Source	
							Explanation	
CAO/Clerk	3.4	3.4	3.4	4.0	0.6	17.6%	Levy	Increase contract Secretary position
Tourism	3.5	3.5	3.5	3.5	-	0.0%		
	-				-			
Community and Strategic Planning	13.1	14.0	13.2	15.2	2.0	15.2%	Levy	2 planners - one contract, one permanent full time
	-				-			
Human Resources	6.0	7.0	7.0	7.0	-	0.0%		
	-				-			
Corporate Services - Finance	11.0	11.0	11.0	11.0	-	0.0%		
Corporate Services - Customer Service	3.0	3.0	6.5	6.5	-	0.0%		
Provincial Offences	4.0	4.0	4.5	4.5	-	0.0%		
Information Systems	22.6	23.6	24.6	22.6	(2.0)	-8.1%		
Oxford County Library	26.2	26.5	27.6	27.8	0.2	0.7%	Levy	Increase staffing at Tavistock
Archives	1.8	2.0	2.0	2.0	-	0.0%		
					-			
Ontario Works	32.9	32.5	26.5	26.5	-	0.0%		
Child Care - Day Nurseries	4.0	4.0	3.5	3.5	-	0.0%		
Ontario Early Years Centre	6.0	6.0	5.5	5.5	-	0.0%		
Social Housing	7.5	7.5	7.4	8.4	1.0	13.5%	Levy	ESA and fire inspections
Accessibility Plan/Advisory Committee	0.5	0.5	0.1	0.1	-	0.0%		
					-		Levy/Provincial	
Woodingford Lodge	173.0	173.7	173.7	178.6	4.9	2.8%	Grant	Increased nursing hours
					-			
Public Health	77.4	75.9	77.0	78.5	1.5	1.9%	Levy	1.0 FTE Obesity Strategy + 1.0 FTE Infection Control - 0.5 FTE Small Drinking Water Systems
Emergency Services	52.5	56.5	56.5	58.5	2.0	3.5%	Levy/Provincial Grant	0.25 FTE CEMC + 0.25 PAD Program + 0.5 FTE Tiered Response + 1.0 FTE Logistics Coordinator
	-				-			
Public Works - administration	8.0	8.0	6.0	6.0	-	0.0%		
					-			
Public Works - operations	48.5	49.5	54.0	55.0	1.0	1.9%	Levy/User fees	0.5 FTE Lanfill scale house + 0.5 FTE Woodstock patrol yard
Public Works - construction	10.0	10.0	10.0	10.0	-	0.0%		
Public Works - water/wastewater	43.0	49.0	50.0	50.0	-	0.0%		
					-			
	557.7	571.1	573.5	584.7	11.2	2.0%		