



TOWN OF OXFORD
Special Council Meeting
Council Chambers, conducted through Zoom and
streamed live to FaceBook
Thursday, June 7, 2022
6 pm

AGENDA

1. Call to Order
2. Approval of Agenda
3. Presentation – Ruthann Brookins, Senior Accountant – Municipal Financial Indicators and Overview of Reserves and Capital Debt.
4. New Business
 - 4.1 2022/2023 Draft General Operating and Capital Budgets
5. Adjournment

DRAFT

Financial Condition Indicators Highlights for 2020-21

Overall Assessment

Red (high risk)

The overall Financial Conditions Index assessment for the Town of Oxford is red (high risk). This means that, although the Municipality has a few challenges, it is considered high risk for fiscal instability.

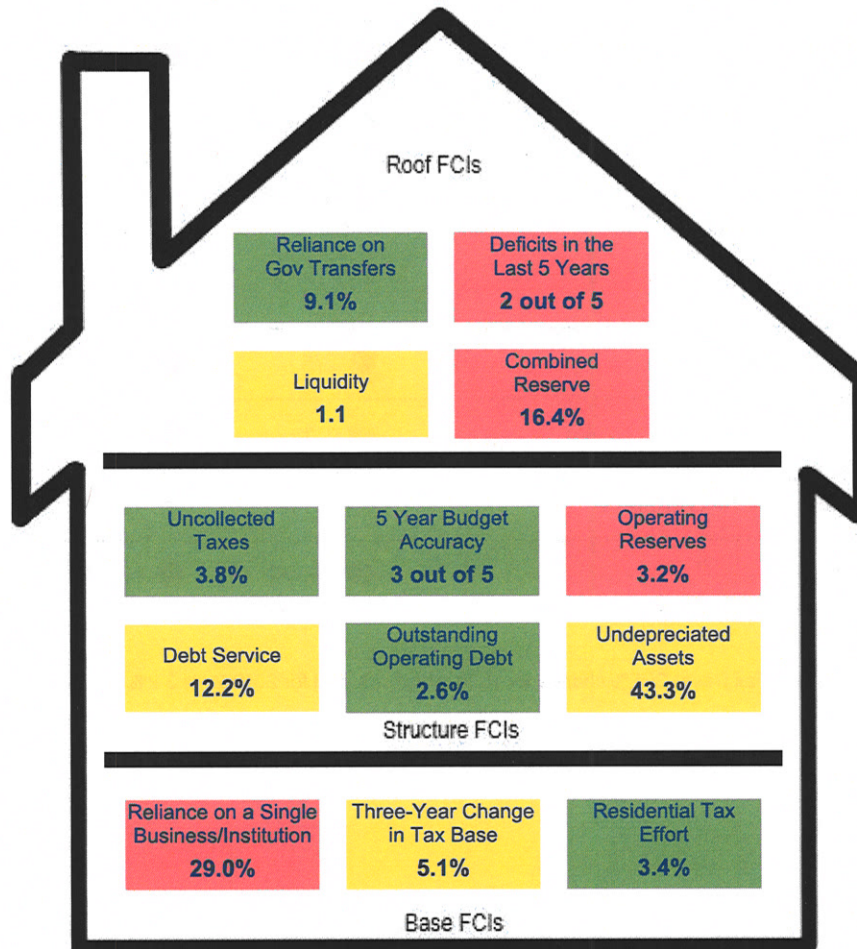
As shown in the House model below, Oxford's FCIs are comprised of:

Low Risk (green): 5 Indicators

Moderate Risk (yellow): 4 Indicators

High Risk (red): 4 Indicators

Details on the individual FCI assessments and the Municipality's specific challenges are provided below.



Two-Year Comparison of Financial Condition Indicators

BASE	2020-21	2019-20	+/-
3-year Change in Tax Base	● 5.1%	● 7.3%	-2.2%
Reliance on a Single Business or Institution	● 29.0%	● 28.8%	0.2%
Residential Tax Effort	● 3.4%	● 3.3%	0.1%
STRUCTURE			
Uncollected Taxes	● 3.8%	● 4.7%	-0.9%
5 Year Budget Accuracy	● 3/5	● 4/5	-1
Operating Reserves	● 3.2%	● 9.3%	-6.1%
Debt Service	● 12.2%	● 15.3%	-3.1%
Outstanding Operating Debt	● 2.6%	● 2.1%	0.5%
Undepreciated Assets	● 43.3%	● 45.6%	-2.3%
ROOF			
Deficits in the Last 5 Years	● 2/5	● 2/5	0
Liquidity	● 1.1	● 1.0	0.1
Reliance on Government Transfers	● 9.1%	● 13.2%	-4.1%
Combined Reserve	● 16.4%	● 17.5%	-1.1%

* For 3-year Change in Tax Base, CPI % change for 2020-21 is 6.7% and for 2019-20 is 3.2%

Overall view of Reserves- Estimated

Year	Targeted Reserve as per Town Policy	Balance in Gas Tax Bank account at start of year	Balance in Operating Reserve Bank Account at start of year	Surplus & budgeted transfer to Operating Reserves	Gas Tax Received	Transfer from Operating Reserves	Transfer from Gas Tax	Combined Reserves at year end	MFC Financial Indicators
	(20% of expenses plus depreiation)- Capital plus (20% of revenues)- Operating								Green over 40% Yellow 30 to 40% Red less than 30%
2020/21	998,660	340,395	70,227					410,622	16.38%
2021/22	1,049,953	340,395	70,227	278,500	180,764		147,051	722,835	28.84%
2022/23	1,022,014	374,108	348,727	40,000	90,000	194,000	128,000	530,835	20.73%
2023/24	1,022,014	336,108	194,727	70,000	90,000	35,000	8,000	647,835	25.84%
2024/25	1,022,014	418,108	229,727	70,000	90,000	35,000	130,000	642,835	25.64%
2025/26	1,022,014	378,108	264,727	70,000	90,000	35,000	130,000	637,835	25.44%
2026/27	1,022,014	338,108	299,727	70,000	90,000	35,000	0	762,835	30.43%
2027/28	1,022,014								
2028/29	1,022,014								
2029/30	1,022,014								
2030/31	1,022,014								

Overall view of Capital Debt- Estimated

Year	Additional Annual Debt due to Capital Loans	Decline in Annual Debt payments due to Debentures paid in full	Debt payments	Debt Service ratio: Green less than 10% Yellow 10 to 15% Red greater than 15%
2020/21	0	0	214,800	12.40%
2021/22	0	0	214,800	12.40%
2022/23	0	58,500	156,300	9.02%
2023/24	40,000	81,800	114,500	6.61%
2024/25	0		114,500	6.61%
2025/26	0		114,500	6.61%
2026/27	0		114,500	6.61%
2027/28	0	60,900	53,600	3.09%
2028/29	76,700		130,300	7.52%
2029/30	9,000	13,600	125,700	7.26%
2030/31	35,000		160,700	9.28%

For additional Debt estimated by 10 years of principal payments

Overall view of Water Capital Reserves -Estimated

Year	Targeted Reserve	Balance Reserve by year end	Transfer from Capital Reserve	Surplus from Operational budget
	20% of Revenues/ match \$ for Grant of 50%	6,519	For capital projects	
2020/21	126,439	177,487		79,388
2021/22	124,673	212,132	53,520	88,165
2022/23	125,000	277,132	0	65,000
2023/24	125,000	57,132	300,000	80,000
2024/25	125,000	147,132	0	90,000
2025/26	125,000	222,132	0	75,000
2026/27	125,000	297,132	0	75,000
2027/28		372,132	0	75,000
2028/29		447,132	0	75,000
2029/30		172,132	350,000	75,000
2030/31		247,132	0	75,000

Overall view of Water Capital Debt- Estimated

Year	Additional Debt due to Capital Loans	Decline in Current Debt	Current Debt payments	Percentage of revenues
2020/21	0	0	98,310	15.55%
2021/22	0	0	98,310	15.55%
2022/23	79,066	50,000	127,376	20.15%
2023/24	0	0	127,376	20.15%
2024/25	0	0	127,376	20.15%
2025/26	0	0	127,376	20.15%
2026/27	0	43,000	84,376	13.35%
2027/28	0	0	84,376	13.35%
2028/29	40,000	0	124,376	19.67%

DRAFT General Operating Budget for 2022/23	Audited 2019-2020	Audited 2020/21	Budget 2021/22	Projected Year end 2021/22	Budget for 2022/23 as per audit committee
REVENUE					
Tax Revenue					
Residential Tax	775,494	791,170	798,586	798,068	886,643
Commercial Tax	1,020,564	1,025,365	1,028,484	1,028,594	1,073,089
Resource Tax	10,712	10,491	10,666	10,666	12,244
Forest (Under 50,000 Acres)	182	179	179	179	180
Based on Revenue - Aliant	2,936	2,534	2,275	4,194	1,800
Sewer Rates	181,439	181,589	181,589	182,206	197,397
Deed Transfer Tax	18,342	37,137	12,000	78,360	50,000
Total Taxes	2,009,668	2,048,464	2,033,778	2,102,267	2,221,353
Grants in Lieu					
Federal Government - Canada Post	2,696	2,762	2,750	2,750	3,090
Federal Government - RCMP	22,295	21,887	20,783	20,783	21,487
Provincial Government - DNR	15,804	16,104	14,955	15,261	14,985
Provincial Government - Liquor Comm	10,123	9,282	8,626	8,626	8,531
Total Grants in Lieu	50,918	50,035	47,113	47,419	48,093
Services to Other Governments					
Cumberland County - Fire Protection	57,452	58,543	58,000	59,363	61,797
Total Services to Other Governments	57,452	58,543	58,000	59,363	61,797
Own Source Revenue					
Soccer Program Registrations	1,580		1,580	1,330	1,600
Special Program Registrations	500		500	7,000	1,500
Arena Lease-payment for expenses pd		18,500	0	26,871	27,000
Heritage Gas Revenue	38,173	20,944	18,500	22,070	22,070
Theatre Revenue	2,574	987	3,000	1,587	1,500
Dog Licences	140		50	80	100
Building Permits	2,750	676	700	747	700
Fine Revenue	1,611	542	750	38	500
Office Rent Water	5,500	5,500	5,500	6,000	6,000

DRAFT General Operating Budget for 2022/23	Audited 2019-2020	Audited 2020/21	Budget 2021/22	Projected Year end 2021/22	Budget for 2022/23 as per audit committee
Medical Centre Rents	19,130	18,783	18,783	18,783	19,023
Probation Office Rent	2,400		2,400	1,800	2,400
Interest on Taxes	30,649	38,047	30,000	41,078	40,000
Tax Certificates	800	1,525	500	2,600	1,000
Sales of materials	5,937	2,782	2,000	1,237	2,000
Total Own Source Revenue	161,682	108,502	84,263	131,221	125,393
Unconditional Transfers					
Municipal Financial Capacity Grant	178,171	178,171	178,171	356,342	178,171
Farm Acreage Grant	2,657	2,728	2,728	2,748	2,880
HST Offset Payment	10,423	7,135	7,135	10,983	7,000
Total Unconditional Transfers	191,251	188,034	188,034	370,073	188,051
Conditional Transfers					
EMO Grant Civic #	1,000	1,000	1,000	1,000	1,000
Fed Gov Funding - Summer Students	3,468	7,028	2,715	2,719	1,869
Total Conditional Transfers	4,468	8,028	3,715	3,719	2,869
Other Transfers					
MPAL Funding Province	15,000	2,500	0		14,583
Grants from Other Organizations	68,500	2,772	2,772	5,079	3,000
Covid RESTART Fund		5,405	20,000	0	
Transfer from Surplus	10,002				
TRANSFER FROM OPERATING RESERVE	-87,327	50,536			
Transfer From Local Fire Assoc	10,000	10,000	0	19,992	3,400
Total Other Transfers	39,635	71,213	22,772	25,071	20,983
TOTAL REVENUE	2,515,073	2,532,819	2,437,675	2,739,132	2,668,538
EXPENSE					
General Government					
Mayor Honorarium	9,011	9,011	9,011	9,011	9,930
Mayor Expenses	1,092	704	2,500	540	1,000
Council Honorariums	26,433	23,129	24,529	25,232	25,704
Council Expenses	2,562	2,691	4,000	591	2,300
Salary - CAO	99,252	105,904	0	-2,275	60,425

DRAFT General Operating Budget for 2022/23	Audited 2019-2020	Audited 2020/21	Budget 2021/22	Projected Year end 2021/22	Budget for 2022/23 as per audit committee
Salary - Accountant	11,010	46,863	47,800	47,110	51,593
Salary - Town Clerk	45,472	44,301	50,000	51,466	0
Salary - Office Staff	50,746	32,229	33,924	39,157	73,116
Admin Salaries paid by Water	-60,916	-71,702	-39,517	-41,320	-55,540
Legal Fees	461	0	5,000	4,461	8,000
Town Clerk Contracted Services	18,329	0	5,000	1,870	2,000
Accounting Contracted Services	1,596	2,605	5,000	2,530	4,000
Canada Pension Plan	18,857	14,269	16,136	14,903	15,735
Employment Insurance	8,831	5,062	3,898	6,666	5,053
Health Plan (Blue Cross)	1,678	2,349	1,688	3,039	3,300
Pension - Employees	17,682	18,142	15,703	13,677	14,679
Xmas Bonuses	775	850	850	625	850
Professional Development	1,477	469	1,000	1,016	1,200
Seminars & Travel	2,872	889	2,700	2,166	6,000
Audit Fee	21,906	40,006	25,000	33,954	25,000
Town Hall Insurance	1,433	2,539	2,500	2,748	3,000
Office Postage	3,980	1,370	1,500	1,207	1,300
Office Supplies & Advertsing	14,240	6,436	7,500	7,939	8,800
I T Expenses	8,031	11,635	10,600	5,467	7,380
Office Programmer	4,470		4,700	3,371	5,530
Town Hall Janitor & Supplies	5,807	5,053	5,700	5,627	5,700
Town Hall Telephones	9,294	10,208	9,200	4,423	4,750
Town Hall Electricity	5,230	4,241	4,500	3,788	4,200
Town Hall Natural Gas	7,051	5,673	7,000	6,315	7,000
Town Hall Water	338	316	350	608	700
Town Hall Sewer	306	434	310	306	325
Workplace Wellness	175	352	1,000	500	1,000
Town Hall Maintenance	16,248	14,626	6,200	7,986	10,750
Conferences and Workshops	10,373	869	3,000	0	2,000
Public Official Liability Ins	2,181	2,290	2,500	2,386	2,600
Dues - UNSM/FCM/CNTA/POL BD	8,254	3,608	3,100	5,083	5,200
OREC Bursary	500	500	500	250	500
NSCC Foundation	5,000		5,000	5,000	5,000
COVID - 19 Costs	86	917	20,000	0	0
PVSC - Assessment Costs	19,043	18,892	18,512	18,512	18,143
Valuation Allowance - Taxes	12,566	38,044	8,000	38,000	38,000

DRAFT General Operating Budget for 2022/23	Audited 2019-2020	Audited 2020/21	Budget 2021/22	Projected Year end 2021/22	Budget for 2022/23 as per audit committee
Bad debts other	98		0		5,000
Interest Town Hall 2013 MFC	1,029	883	761	704	521
Interest on Backhoe Loan	3,071	3,054	3,054	3,054	3,054
Interest Short Term Borrowings	468		506	0	
Bank Service Charges	10,138	5,693	5,690	5,798	6,000
Deficit of Prior Years			29,588		
MFC Int - School Enhancement	891	443	210	856	0
Cash Over/Short	-11				
Credit Card Fees & Interest	691	401	300	150	150
Total General Government	533,155	429,240	376,004	344,495	400,949
Protective Services - Police					
RCMP Contract	461,448	505,604	504,860	497,656	530,143
School Crosswalk Guard	7,290	4,997	8,547	6,780	8,410
Prosecuting Attorney Fee	300		0	0	
Corrections	14,966	14,627	14,478	14,478	14,249
Total Police	484,004	525,228	527,885	518,914	552,802
Fire					
Fire Inspection Cost			1,400	0	
Firefighters Honorariums/Incentives	16,030	17,814	19,614	19,575	20,000
Fire Phones	2,764	1,467	1,200	2,087	2,035
Fire Communication System	8,089	18,633	7,300	6,377	6,538
Public Fire Protection Charge	120,935	140,439	157,773	157,773	157,773
Fire Chief's Convention	4,476		-		3,780
Fire Training	6,519	1,129	5,000	3,634	4,720
Fire Hall Lights & Power	3,260	3,953	4,100	4,687	5,200
Fire Hall Natural Gas	7,195	6,187	7,000	8,065	8,900
Fire Hall Insurance	3,617	6,101	7,000	3,519	3,700
Fire Hall Maintenance	4,167	3,824	4,700	4,213	3,695
Firefighters Liability Insurance	2,423	5,362	8,091	13,255	15,220
Fire Hall Water	-	-	500	0	
Fire Hall Sewer	306	306	306	306	325
Fire Trucks Insurance	3,574	3,960	4,100	4,585	4,800
Fire Trucks Fuel	2,119	1,361	2,200	3,002	5,000
Fire Trucks Repairs & Maintenance	13,852	35,247	10,000	12,583	13,000

DRAFT General Operating Budget for 2022/23	Audited 2019-2020	Audited 2020/21	Budget 2021/22	Projected Year end 2021/22	Budget for 2022/23 as per audit committee
Fire Equipment & Supplies	15,478	13,136	11,200	5,590	19,350
Fire Equipment Repairs & Maint	4,458	10,928	7,500	5,979	9,850
Covid Expenses				0	
Contingency Line / Covid Expenses			14,109	21,994	
Fire B.A. - MFC Interest	10,472	603	405	387	352
Fire New Hall - MFC Interest	170	8,583	7,226	6,686	4,952
Fire Breath App MFC Nov 2018 Int	986	1,133	1,011	1,045	997
Total Fire	230,891	280,167	281,734	285,342	290,187
Emergency Management					
REMO	4,784	9,773	4,710	5,000	5,500
EMO Expenses	- 1,488		500	0	550
EMO SHRU Funding	619	619	625	619	700
Total Emergency Management	3,915	10,392	5,835	5,619	6,750
Other Protective Services					
Building Inspection	14,000	7,000	7,000	7,000	7,000
Animal Control		1,000	1,000	-1,000	200
Total Other Protective Services	14,000	8,000	8,000	6,000	7,200
Transportation Services					
Salary - PW Supervisor	38,086	33,921	36,000	53,292	25,000
Labour - PW	93,185	126,249	128,774	133,819	145,527
Summer Students		9,169	8,000	4,033	
Supervisor Phone	1,795	2,271	1,980	3,239	1,980
Town Truck & Van	6,409	5,971	6,300	12,937	6,650
Loader and Plow #624 & 544	3,874	3,306	14,500	18,059	9,300
Tractor Kubota	11,434	8,076	9,700	11,194	15,280
Backhoe Interest and Repair	807	7,601	2,857	13,794	6,200
Salt Truck	5,542	4,247	6,690	15,766	11,860
Small Tools & Equipment	13,105	8,468	4,810	8,219	17,320
OPH Insurance	174	192	200	206	250
OPH Expenses	261	13	2,500	1,011	3,075
OPH Taxes	2,342	2,342	2,400	2,342	2,400

DRAFT General Operating Budget for 2022/23	Audited 2019-2020	Audited 2020/21	Budget 2021/22	Projected Year end 2021/22	Budget for 2022/23 as per audit committee
Town Garage Insurance	2,454	2,818	2,871	3,001	3,100
Town Garage Fuel (Wood)	350	1,366	1,500	1,315	1,500
Town Garage Maintenance	1,803	5,292	1,000	1,893	2,000
Town Garage Phone	222	246	281	278	300
Town Garage Electricity	4,305	3,860	4,000	4,405	4,600
Workers Compensation	11,153	9,830	10,027	9,547	14,400
Liability Insurance	14,855	14,114	13,150	13,959	14,500
Diesel	12,867	7,195	10,000	18,687	25,200
Gasoline & Oil	7,367	6,735	11,500	11,138	11,600
Sundry	529		-		
Clothing	2,637	2,300	1,200	2,130	2,000
Health and Safety	2,537	2,872	2,500	8,112	8,500
Salt	34,009	18,221	25,000	37,460	39,000
Street Maintenance	29,672	43,616	31,250	43,827	90,600
Street Lighting	6,741	7,599	7,000	7,041	7,300
Contingency Account/Capital Projects			14,110		67,483
Main Street Phase 2 - MFC Int	3,848	1,903	914	3,692	-
Loader 2013	424				
Paving/Sidewalks 2016-MFC Interest	6,010	5,085	4,179	4,717	4,403
Salt Truck 2016 - MFC Interest	1,126	1,344	1,838	1,021	826
Total Transportation	320,805	346,266	367,030	450,133	542,154
Environmental Health Services					
Sewer Admin Supervisor	12,901	13,568	14,400	21,317	5,000
Sewer Other Labour	36,723	3,179	3,242	3,345	2,911
Sewer Safety Equipment		8,704	6,662	1,703	1,000
Sewer Maintenance	8,097	17,550	19,550	23,329	23,900
Sewer Power	33,977	29,945	32,000	36,235	37,700
Transfer Station Contract (FERO)	78,199	77,629	79,100	80,766	83,524
Tip Fees	44,504	49,234	50,000	46,219	48,100
Total Environmental Health	214,402	199,809	204,954	212,914	202,135
Public Health & Environmental Devel					

DRAFT General Operating Budget for 2022/23	Audited 2019-2020	Audited 2020/21	Budget 2021/22	Projected Year end 2021/22	Budget for 2022/23 as per audit committee
Medical Centre	28,978	29,494	26,750	28,634	27,760
Deficit Regional Housing Authority	23,528	28,677	24,000	30,028	32,723
Planning - Town of Amherst	15,643	15,643	15,643	15,643	17,500
TCA-Tangible Capital Asset			7,000	0	
Interest Medical Centre 2013 MFC	664	601	475	440	326
Lease Natural Gas Boiler Med Cent	3,411				
Tree Expense/Trail Reserve	5,132	5,334	3,000	3,000	4,000
Community Eco Dev/Tourism	26,702	11,309	2,872	2,151	
Cumberland Business Connector	10,000	10,000	10,000	10,000	11,000
Communities in Bloom	6,437	2,352	500	1,100	1,500
Total Public Health and Envir Dev	120,496	103,409	90,240	90,996	94,809
Recreation and Cultural - Arena					
Arena Labour	69,238	3,371	-		
Arena Telephone	535	625	528	499	530
Arena Electricity	47,423	22,302	10,000	33,835	35,200
Arena Maintenance	59,941	4,189	11,628	8,021	2,421
Lease Natural Gas Boiler Arena	3,168	-	-		
Covid 19 Expenses				-	
Arena Natural Gas	6,452	2,582	2,500	5,422	5,700
Arena Water	2,254	1,634	2,500	3,010	3,100
Arena Sewer	306	306	306	306	325
Arena Insurance	1,751	2,128	2,500	2,367	2,500
Arena MFC Interest 2018	67		-		
Arena 2013 MFC Interest	1,474	1,253	1,046	968	717
Arena Automation MFC Nov 18 Int	1,809	1,191	1,206	960	835
Arena Chiller - MFC Int	492	388	111	495	-
Total Arena	194,911	39,968	32,325	55,883	51,328
Fields and Library					
Xmas Lights	980	489	1,000	2,025	1,000
Tennis Courts			1,500	61	3,500
Trails	3,413	184	1,000	664	1,000
Ball and Soccer Fields	1,444	227	1,500	729	1,500
Skateboard Park			1,000	0	1,000

DRAFT General Operating Budget for 2022/23	Audited 2019-2020	Audited 2020/21	Budget 2021/22	Projected Year end 2021/22	Budget for 2022/23 as per audit committee
Mural Lights	260	264	270	310	330
Library Expense	11,140	26,014	13,216	13,031	16,370
Regional Library Board Transfer	7,680	7,680	10,334	9,600	10,644
Total Fields and Library	24,917	34,858	29,820	26,420	35,344
Theatre					
Theatre Electricity	4,580	1,846	3,000	2,405	3,000
Theatre Expense	290	732	50	248	250
Theatre Maintenance	1,919	1,975	2,000	912	2,000
Theatre Natural Gas	2,281	3,107	3,000	5,195	5,400
Theatre Water	300	202	300	389	420
Theatre Sewer	306	0	306	306	325
Theatre Property Tax	3,373	801	2,000	2,024	2,091
Theatre Insurance	145	161	200	171	180
Total Theatre	13,193	8,823	10,856	11,650	13,666
Recreation					
Recreation Community Garden Project	171	521	500		1,000
Recreation Co-ord Salary	39,161	4,726			34,615
Recreation Co-ord Travel	1,179				900
Recreation Summer Students	9,898				3,738
Recreation Postage	2,121	165	662		1,500
Recreation Advertising	84	49			
Recreation Telephone	547	497		29	405
Recreation - Blueberry Bolt	593				
Recreation - Summer Soccer Program	815		1,000	410	1,000
Recreation - Misc			1,000	1,651	1,000
Recreation - General Programs	14,939	356	1,000	7,024	1,000
Total Recreation	69,509	6,315	4,162	9,113	45,158
Fiscal Services					
MFC Principal - 2011 School Enhan	10,000	10,000	10,000	10,000	0
MFC Principal - 2016 Breathing App	3,200	3,200	3,200	3,200	3,200
MFC Principal - 2018 Breathing App	7,400	7,400	7,400	7,400	7,400
MFC Principal - 2013 Fire Hall	69,700	69,700	69,700	69,700	69,700
MFC Principal - 2013 Med Cent	5,000	5,000	5,000	5,000	5,000
MFC Principal - 2011 Main Phase 2	43,000	43,000	43,000	43,000	0

DRAFT General Operating Budget for 2022/23	Audited 2019-2020	Audited 2020/21	Budget 2021/22	Projected Year end 2021/22	Budget for 2022/23 as per audit committee
MFC Principal - 2016 Paving/Salt Tr	47,500	47,500	47,500	47,500	47,500
MFC Principal - 2013 Town Hall	7,100	7,100	7,100	7,100	7,100
MFC Principal - 2013 Arena	10,200	10,200	10,200	10,200	10,200
MFC Principal - 2018 Arena Auto	6,200	6,200	6,200	6,200	6,200
MFC Principal - 2011 Arena Chiller	5,500	5,500	5,500	5,500	0
MFC Principal - 2014 Loader	30,200				
MFC Principal - 2014 Fire Hall #2	18,800				
MFC Principal - 2014 Arena	4,800	0	0		
Backhoe lease principal	5,311	4,983	4,983	4,983	4,983
Non Ded Penalties and Interest	-219				
Debenture Discount		-2,223			
Transfer to Reserves	2,486	30,258	50,000	50,000	40,000
District School Board	223,782	220,188	223,366	223,368	224,774
Total Fiscal Services	499,959	468,007	493,149	493,151	426,057
TOTAL EXPENSE	2,724,157	2,460,482	2,431,995	2,510,631	2,668,538
NET INCOME	(209,083.89)	72,338	5,679	228,500	0