



OxfordCounty

MARKET ST.

DRAFT

2024
BUSINESS
PLAN &
BUDGET

 **OxfordCounty**
Growing stronger together

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Where are we located

Situated in the heart of southwestern Ontario, Oxford County is a blend of urban and rural communities at the crossroads of Highways 401 and 403. The County is made up of eight area municipalities-- each with its own unique history and character-- that are geographically linked by an arterial road system comprising over 1,300 paved lane kilometres.

How we serve your community

Oxford County is an upper tier municipality that is made up of the following eight municipalities: Township of Blandford-Blenheim, Town of Ingersoll, Township of South-West Oxford, City of Woodstock, Township of East Zorra-Tavistock, Township of Norwich, Town of Tillsonburg and Township of Zorra.

Oxford County consists of County Council and Administration, which is made up of eight departments focused on delivering excellent service to approximately 130,000 people. The County serves its area municipalities, businesses, visitors, community and government partners, and Oxford County employees.



Oxford County Council

Oxford County Council is the decision-making body for Oxford County. Oxford County forms a second tier of local government. County Council is composed of ten members including the mayors of our eight Area Municipalities, and two additional City of Woodstock councillors. The head of County Council is the Warden who is elected every four years by a vote of Council. The Deputy Warden is elected by Council to assume the responsibilities of the Warden in his/her absence.

2022-2026 COUNTY COUNCIL



Mark Peterson
Councillor
 Mayor, Township of Blandford-Blenheim



Philip Schaefer
Councillor
 Mayor, Township of East Zorra-Tavistock



Brian Petrie
Councillor
 Mayor, Town of Ingersoll



Jim Palmer
Councillor
 Mayor, Township of Norwich



David Mayberry
Councillor
 Mayor, Township of South-West Oxford



Deb Gilvesy
Councillor
 Mayor, Town of Tillsonburg



Jerry Acchione
Deputy Warden*
 Mayor, City of Woodstock



Bernia Martin
Councillor
 Councillor, City of Woodstock



Deborah Tait
Councillor
 Councillor, City of Woodstock



Marcus Ryan
Warden
 Mayor, Township of Zorra

* Annual election of the Deputy Warden to take place December 13, 2023

Oxford County Departments

Through a variety of departments, staff are responsible for administering the County’s programs and services.



| | | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>CAO</p> <p>Provides corporate oversight of the County’s Strategic Plan and emergency planning; works with other levels of government; and provides leadership to County management and staff in order to carry out County Council’s priorities.</p> <ul style="list-style-type: none"> ▪ CAO Office ▪ Tourism ▪ Strategic Communication & Engagement ▪ Strategic Initiatives | <p>CORPORATE SERVICES</p> <p>Focuses on support services for both staff and the public that help the corporation run effectively, efficiently, and in compliance with legislated requirements.</p> <ul style="list-style-type: none"> ▪ Finance ▪ Customer Service ▪ Information Technology ▪ Information Services ▪ Clerk’s Office ▪ Provincial Offences Administration ▪ Oxford County Library | <p>PUBLIC WORKS</p> <p>Plays a key role in maintaining municipal infrastructure at both the County level and in each of the eight area municipalities.</p> <ul style="list-style-type: none"> ▪ Engineering & Construction ▪ Facilities, Fleet & Energy Management ▪ Transportation Services ▪ Waste Management ▪ Water ▪ Wastewater | <p>HUMAN SERVICES</p> <p>Provides integrated human services based on a holistic service delivery model, addressing issues such as shelter, income, employment, education, health, safety/legal and transportation.</p> <ul style="list-style-type: none"> ▪ Community Services ▪ Child Care & EarlyON ▪ Housing |
| <p>HUMAN RESOURCES</p> <p>Is involved in recruitment, benefits and salary administration, health and safety, and labour relations with five bargaining units and non-union employees.</p> | <p>PARAMEDIC SERVICES</p> <p>Provides emergency care; initiates rapid transport to hospitals; facilitates emergency and non-emergency transfers; and delivers community paramedicine program.</p> | <p>COMMUNITY PLANNING</p> <p>Plays a central role in long-range planning and managing new development in the County. Directly support the planning functions of the area municipalities.</p> | <p>WOODINGFORD LODGE</p> <p>Oxford County’s municipally owned, not-for-profit 228 bed long-term care provider with locations in Woodstock, Ingersoll and Tillsonburg.</p> |

Strategic Plan

The strategic plan ensures an alignment between Council priorities, the County’s corporate and departmental business planning and processes, and the County’s Budget and Business Plan.

Oxford County's 2023-2026 Strategic Plan sets out three pillars of focus for Oxford County:

- Promoting community vitality
- Enhancing environmental sustainability
- Fostering progressive government

The 2024 Draft Business Plan and Budget demonstrates alignment to Council’s 2023-2026 Strategic Plan with 120 notable goals, initiatives and resource allocations to fulfill the respective strategic goals:

| Pillars of Focus | Business Plan Goal | New Initiatives | Resource FTE |
|-------------------------------------------------------------------------------------------------------------------------------|--------------------|-----------------|--------------|
|  Promoting Community Vitality | 30 | 3 | 4 |
|  Enhancing Environmental Sustainability | 11 | 1 | 1 |
|  Fostering Progressive Government | 39 | 13 | 18 |
| Total | 80 | 17 | 23 |

OXFORD COUNTY STRATEGIC PLAN at a Glance



VISION

Working together for a healthy, vibrant, and sustainable future.



MISSION

Deliver responsible and responsive services that improve the community’s social, environmental, and economic well-being.



VALUES

- Excellence
- Accountability
- Innovation
- Integrity
- Teamwork
- Sustainability
- Diversity, Equity and Inclusion




**PROMOTING
community
vitality**

- 100% Housed
- Sustainable infrastructure and development
- Community health, safety and well-being
- Connected people and places



**ENHANCING
environmental
sustainability**

- Climate change mitigation and adaptation
- Preserve and enhance our natural environment



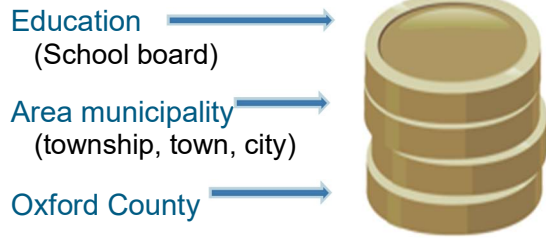
**FOSTERING
progressive
government**

- Continuous improvement and results-driven solutions
- Collaborate with our partners and communities
- Attract, retain and engage staff
- Financial sustainability
- Advocate for Oxford County

About Your Property Tax Bill

Through approval of Oxford County operating and capital budgets, Council sets the County's priorities for the upcoming budget year by setting aside funds for each program or service. This financial plan sets out guidelines and direction for resource allocation, service delivery levels, and infrastructure maintenance and renewal. An important part of the annual budget is the continued support of the County's financial planning for the future. When you pay your property tax bill, the funds are distributed to three public service agencies. Each of these agencies are responsible for distinct programs and services:

YOUR MUNICIPAL TAX BILL



Education Tax Levy. Rates are set by the Province of Ontario. Revenue collected is paid to one of the four school boards directed by the homeowner.

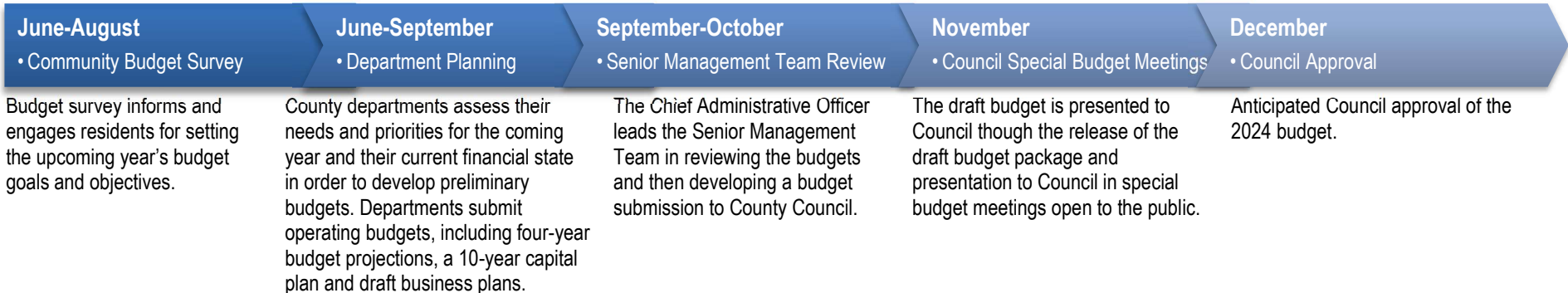
Area Municipal Tax Levy. Rates are set by your area municipality to support services and infrastructure provided by *Blandford-Blenheim, East Zorra-Tavistock, Ingersoll, Norwich, South-West Oxford, Tillsonburg, Woodstock or Zorra*. These services include, but are not limited to, fire, parks and recreation, police (City or OPP), library (Woodstock only), local roads and bridges.

County Municipal Tax Levy. This rate is set by the County and supports the services and infrastructure provided at the County Level. Library and Court Security levies are not collected for the City of Woodstock. Other services and infrastructure provided by the County such as water and wastewater services are fully funded by user fees while garbage and recycling are funded by a combination of user fees and property tax.

About the budget planning process

The Oxford County's fiscal year is from January 1 to December 31. The annual budget planning process is led by each new Council's Strategic Plan priorities set for the term, providing direction for setting goals, objectives and initiatives.

Business Planning and Budget Process

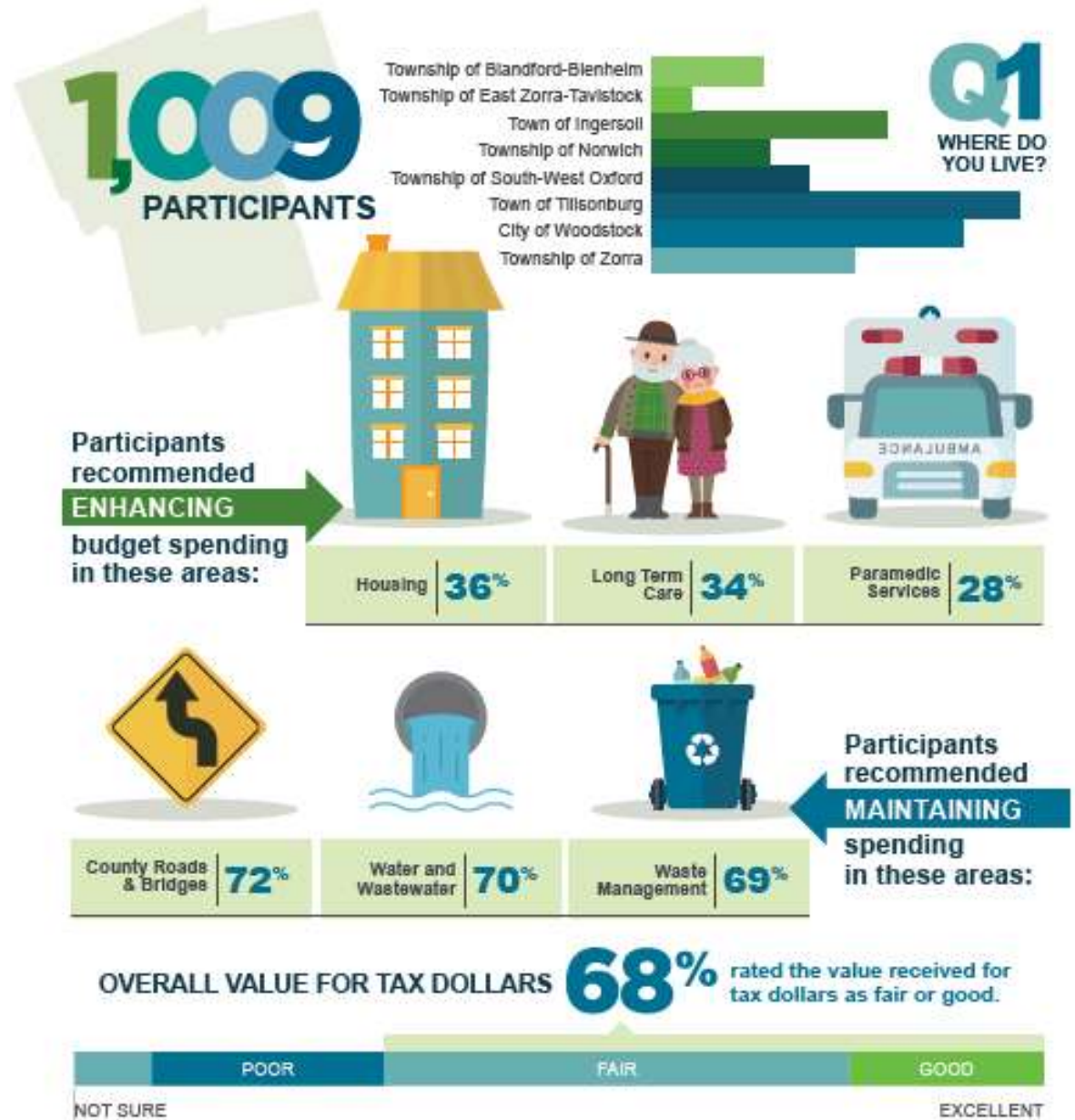


Budget Survey – What you told us

The 2024 Budget Survey was released on June 14, 2023, to give residents an opportunity to express their opinion on, and participate in forming, the County's 2024 budget priorities.

The survey outlined how property taxes were spent in 2023, then asked respondents to indicate whether the same services should be enhanced, maintained or reduced in the coming year.

This year's survey generated 1,009 responses from participants in every municipality in Oxford County. Detailed results of the survey were presented to Council on September 27, 2023 as part of Council report **CS 2023-31**.



2024 Budget Summary

The 2024 budget presents a total gross expenditure budget of \$349.0 million, an increase of \$40.7 million from 2023 approved budget, resulting in a net levy increase for all County services of **15.8%**. The County’s budget is divided among four budgets – General Levy, Library Levy, Court Security Levy and Water and Wastewater Rates

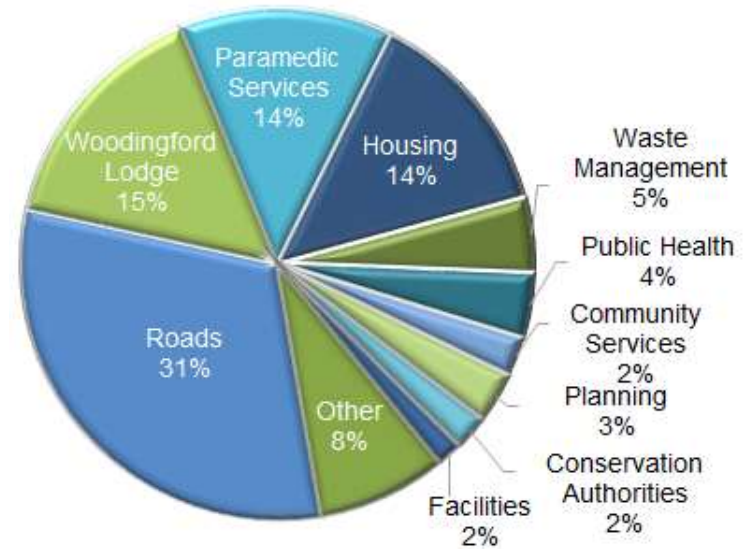
General Levy Impact

Oxford County property taxes fund County programs and services including social services, County road operations, housing services, waste management, paramedic services, County-owned long-term care homes (Woodingford Lodge), tourism, provincial offences administration, woodlands, child care administration and EarlyOn, community planning and supporting services.

The General levy also funds the County’s proportionate municipal share of the budgets passed by:

- **Public Health** - Southwestern Public Health
- **Conservation Authorities** – Grand River Conservation Authority, Upper Thames River Conservation Authority, Catfish Creek Conservation Authority and Long Point Conservation Authority

2024 Budget General Levy Distribution



Net budget of **\$81.6** million, an increase of \$10.8 million from 2023, resulting in a net levy increase of **15.3%**

Library Levy Impact

Oxford County Library property taxes fund all County operated libraries. This is collected from all area municipalities with the exception of the City of Woodstock which has a separate Library. Oxford County libraries are located in Brownsville, Burgessville, Embro, Harrington, Innerkip, Ingersoll, Mt. Elgin, Norwich, Otterville, Plattsville, Princeton, Tavistock, Thamesford and Tillsonburg

Net budget of **\$5.2** million, an increase of \$935,543 from 2023, resulting in a net levy increase of **21.8%**; and

Court Security Levy Impact

Court security property taxes fund a grant to offset a portion of the Woodstock Police Service's net court security and prisoner transportation services related to the Oxford County Court House located in the City of Woodstock. This is collected from all area municipalities with the exception of the City of Woodstock.

Net budget of **\$82,936**, an increase of \$72,660 from 2023, resulting in a net levy increase of **707.1%**; and

Water and Wastewater Rates Impact

The County is responsible for the provision of water and wastewater services, operating seventeen (17) water systems and eleven (11) wastewater systems. The seventeen (17) water systems are grouped into four systems for rates: Woodstock, Tillsonburg, Ingersoll and Townships Systems. Each of the four water systems is managed as a fiscally independent entity with unique service charges, revenues, debts and operating expenses. Currently, the eleven (11) wastewater systems are each managed as a fiscally independent entity with unique service charges, revenues, debts and operating expenses.

Water and Wastewater Services are not funded by property taxes. These services are fully funded by water and wastewater rates which are collected through utility bills. Draft 2024 water and wastewater rates are based on the 2024 budget and calculated based the Water and Wastewater Rates Policy.

Net rate increase required of **\$2.4 million** from 2023 results in a net rate increase of **5.9%**

Operating Expenditures

2024 Draft gross operating expenditures budget is \$244.9 million comprised of:

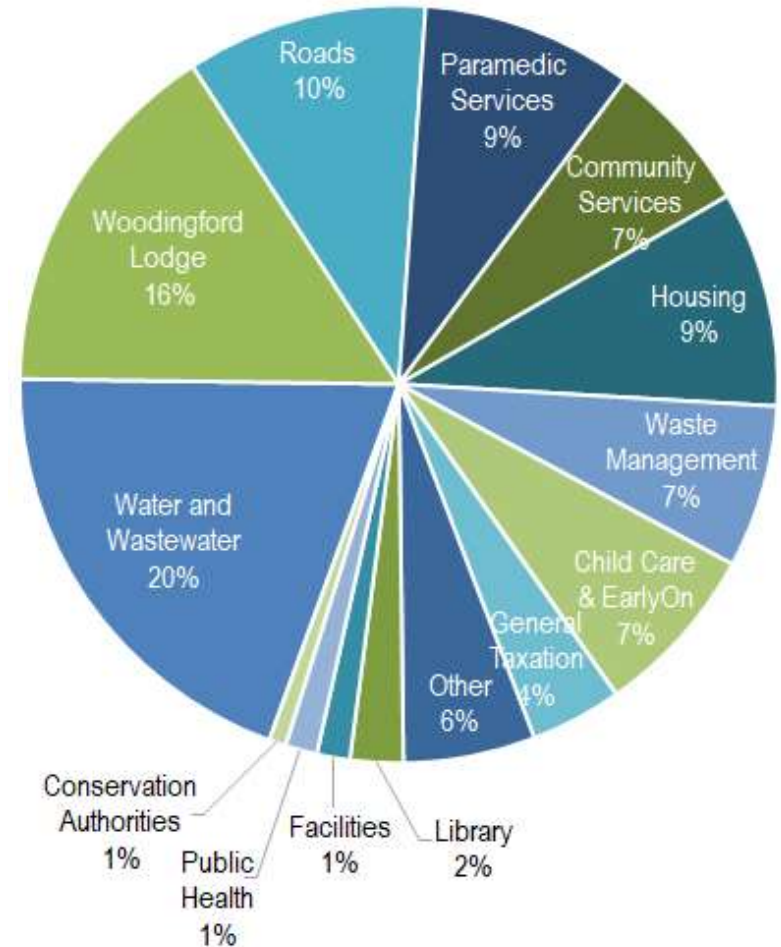
- **\$191.1 million** General Levy Budget; an increase of \$16.0 million or 9.1% from 2023
- **\$5.5 million** Library Levy Budget; an increase of \$0.4 million or 7.6% from 2023
- **\$82,936** Court Security Levy Budget; an increase of \$72,660 or 707.1% from 2023
- **\$48.1 million** Water and Wastewater Rates Budget; an increase of \$4.2 million or 9.6% from 2023

Gross Operating Budget by Levy year over year

| \$000s | 2024 | | |
|--------------------|--------------------|-------------------------------|----------------|
| | Operating Expenses | Operating Transfer to Capital | Total |
| General | 170,823 | 20,312 | 191,135 |
| Library | 5,408 | 127 | 5,535 |
| Court Security | 83 | - | 83 |
| Water & Wastewater | 34,088 | 14,060 | 48,148 |
| Total | 210,402 | 34,499 | 244,901 |

| \$000s | Change over 2023 Budget | | | |
|--------------------|-------------------------|-------------------------------|---------------|-------------|
| | Operating Expenses | Operating Transfer to Capital | Total \$ | Total % |
| General | 13,032 | 2,972 | 16,004 | 9.1% |
| Library | 380 | 10 | 390 | 7.6% |
| Court Security | 73 | - | 73 | 707.1% |
| Water & Wastewater | 3,383 | 853 | 4,236 | 9.6% |
| Total | 16,868 | 3,835 | 20,703 | 9.2% |

Operating Expenditure Distribution by Division



Capital Expenditures

The 2024 Draft gross capital budget financed of \$104.1 million has increased by \$20.0 million, or 23.8%. Of the \$104.1 million in capital projects, \$10.1 million relate to prior projects being financed in 2024, \$7.5 million are carryover projects from 2023, with \$86.5 million representing new 2024 budget requests. The 2024 Draft Gross Capital Budget \$104.1 million comprises:

- **\$59.2 million** General Levy Budget; an increase of \$18.4 million or 44.9% from 2023
- **\$0.5 million** Library Levy Budget; an increase of \$0.5 million or 654.8% from 2023
- **\$44.4 million** Water and Wastewater Rates Budget; an increase of \$1.2 million or 2.7% from 2023

The Capital Budget is financed by reserves, development charges, debt and other external recoveries. Included in the gross operating budget (previous page) are transfers to capital reserves to support the infrastructure programs.

Some notable changes to the capital budget program include:

- Ongoing expansion of water and wastewater systems into development areas.
- Transitional Housing and other lifecycle projects on Social Housing facilities.
- Upgrades to the Drumbo and Tillsonburg Wastewater Treatment Plants are nearing completion.

Gross Capital Budget by Levy year over year

| | 2024 | 2023 | Change | |
|--------------------|----------------|---------------|---------------|--------------|
| \$000s | Budget | Budget | \$ | % |
| General | 59,163 | 40,818 | 18,346 | 44.9% |
| Library | 554 | 73 | 481 | 654.8% |
| Water & Wastewater | 44,364 | 43,190 | 1,174 | 2.7% |
| Total | 104,081 | 84,081 | 20,001 | 23.8% |

Gross Capital Budget by asset category

| | 2024 | | | |
|-----------------------------|---------------|------------|--------------------|----------------|
| \$000s | General | Library | Water & Wastewater | Total Capital |
| Major Infrastructure | | | | |
| Asset Management | 513 | - | - | 513 |
| Engineering | 100 | - | - | 100 |
| Facilities | 2,911 | - | - | 2,911 |
| Transportation | 42,529 | - | - | 42,529 |
| Waste Management | 1,000 | - | - | 1,000 |
| Housing | 2,608 | - | - | 2,608 |
| Paramedic Services | 155 | - | - | 155 |
| Library | - | 144 | - | 144 |
| Wastewater | - | - | 25,026 | 25,026 |
| Water | - | - | 17,108 | 17,108 |
| | 49,816 | 144 | 42,134 | 92,094 |
| Vehicles | 4,826 | - | 791 | 5,616 |
| Building | 2,893 | 181 | 25 | 3,099 |
| Furnishing & Equipment | 1,628 | 229 | 1,414 | 3,271 |
| Total Budget | 59,163 | 554 | 44,364 | 104,081 |

Additional details on the capital budget program can be found starting on page 38.

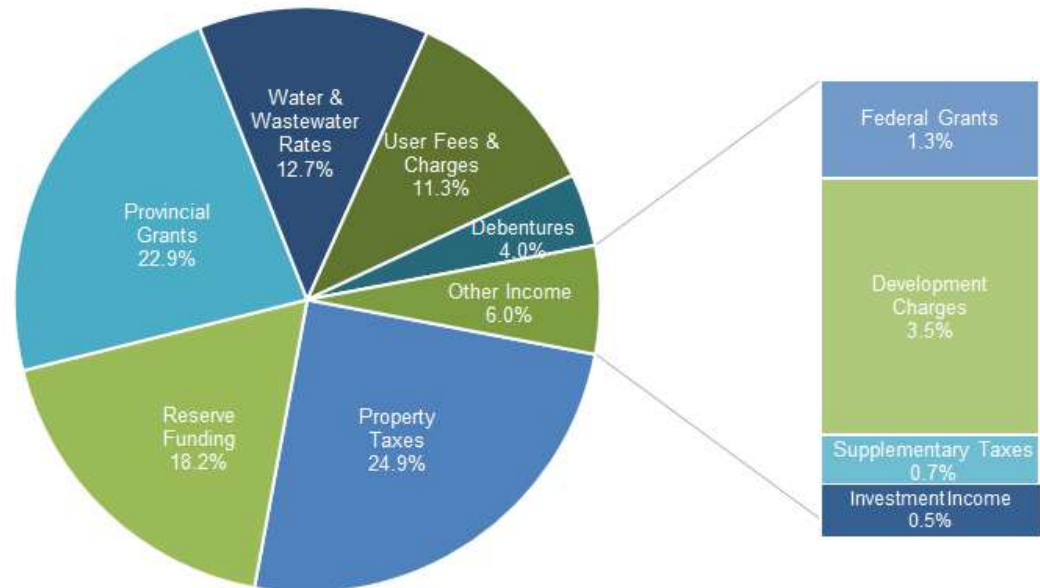
How is the Budget Funded?

Property taxes remain the County’s largest source of revenue. The County levy (including Library and court security) represents 25% (24%-2023) of the funding sources included in the 2024 budget. Federal and provincial funding represent 1% and 23% respectively (2% and 20%- 2023), water and wastewater rates 13% (13%- 2023), user fees 11% (13%- 2023), reserve funding 18%, new debt 4%, development charges 3% and other 2%.

2024 Budget Funding Sources

| \$000s | 2024 | | |
|--------------------------|----------------|----------------|----------------|
| | Operating | Capital | Total |
| Property Taxes | 85,242 | 1,669 | 86,911 |
| Reserve Funding | 6,194 | 57,397 | 63,591 |
| Provincial Grants | 65,906 | 13,997 | 79,903 |
| Water & Wastewater Rates | 44,339 | - | 44,339 |
| User Fees & Charges | 37,028 | 2,427 | 39,455 |
| Debentures | - | 13,947 | 13,947 |
| Federal Grants | 735 | 3,943 | 4,677 |
| Development Charges | 1,436 | 10,702 | 12,138 |
| Supplementary Taxes | 2,409 | - | 2,409 |
| Investment Income | 1,612 | - | 1,612 |
| Total | 244,901 | 104,082 | 348,983 |

2024 Budget Funding sources %



Property Assessment Impact on Taxation

In order to provide stability and certainty to residents and businesses and enable municipalities to focus on responding to challenges posed by the COVID-19 pandemic, the Province postponed property tax reassessments for the 2021 to 2024 tax years. Property assessments for 2024 property tax year will continue to be based on fully phased-in January 1, 2016 current values. Preliminary analysis of growth related assessment and the resulting shift in the share of taxes will be provided through a supplementary report.

Budget Development

2023 Revised Budget

For comparative purposes, changes in programs and services that occurred throughout 2023 have been restated within the 2023 budget. The changes have no net impact on the 2023 total approved budget; however, costs and revenues between accounts and/or departments have been reallocated. The revised budget includes in-year council approvals, and carry-forward of 2022 costs/revenues of projects not completed in 2022.

Key Factors Impacting the Budget

During budget preparation, cost and revenue changes are identified between six categories: Presenting the budget impacts in this manner highlights the cost of new services versus the costs associated with continuing to service the existing community and changes to the level of service being delivered.

The 2024 overall levy represents an increase of 15.8% over the 2023 levy, with the base budget to base impact increasing by 5.0%. This increase is represented by non-recurring items, service level impacts, new initiatives, initiative gapping, carryover/in-year approval, and minor capital/infrastructure.





| | Total | Reserves | Other | Rates | Taxation | Levy % |
|-------------------------------------------------------|-------------------|-------------------|------------------|--------------------|---------------------|--------------|
| Levy/Rate increase over prior year | | | | \$2,374,930 | \$11,853,162 | 15.8% |
| Non-recurring | \$3,664,438 | \$3,160,500 | \$183,500 | \$130,350 | \$190,088 | 0.2% |
| Service Level | 8,555,920 | 789,329 | 1,207,466 | 647,580 | 5,911,545 | 7.9% |
| New Initiatives | 5,144,922 | 1,225,350 | 2,334,091 | 252,531 | 1,332,950 | 1.8% |
| Initiative Gapping | (1,128,323) | (741,600) | - | (78,551) | (308,172) | (0.4%) |
| In-year Approval/ Carryover | 1,111,467 | 500,899 | 830,193 | (40,000) | (179,625) | (0.2%) |
| Minor Capital/ Infrastructure | 9,743,900 | 6,897,500 | 1,874,500 | 4,000 | 967,900 | 1.3% |
| Budget Impacts | 27,092,324 | 11,831,978 | 6,429,750 | 915,910 | 7,914,686 | 10.5% |
| Prior year non-recurring items and initiative gapping | | | | 115,575 | 220,066 | 0.3% |
| Base Budget increase | | | | \$1,343,445 | \$3,718,410 | 5.0% |




An overall summary of all the budget impacts can be found on page 69.






| 2023 Budget | |
|-----------------------------------------------------|---------------------------------------------------------------------------------------------------|
| +/- Base Budget | Maintain service 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 |
| +/- In-Year Budget Approvals/Carryover | In-year approvals previously not included in the budget, or previously approved and not completed |
| +/- Minor Capital & Major Infrastructure | Expansion of capital assets and studies |
| = 2024 Draft Budget | |






2024 New Initiatives

Accompanying new initiative reports and details found on the page indicated below:

| # | New Initiative | Description | | Investment | Page |
|---|--------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|------------|------|
| 1 | OCAB Space Optimization | The purpose of this new initiative is to review the spatial layout of the Oxford County Administration Building (OCAB) and optimize accommodation of current and future staff numbers, workplace technology improvements and modernized work arrangements. Through implementation of this initiative, staff will be able to maximize the utilization of the physical office space and set it up in a manner to effectively support a productive work environment now and into the future. |  | \$60,000 | 109 |
| 2 | Woodland Planter Attachment | The purpose of this new initiative is to acquire a portable agricultural implement called The Firminator for the purpose of establishing tall grass prairie (TGP) and native wildflower sites, as well as, increase the efficiency of habitat establishment by providing a more cohesive mix of native vegetation resulting in more productive ecosystems which support deciduous species tree growth. Through the implementation of this initiative, staff will have a higher degree of control over all stages of TGP establishment and will be more effective both in the utilization of seed and of space available on County-owned land. |  | \$4,600 | 114 |
| 3 | Builterra Construction Inspection Software | This new initiative is focused on integrating the Builterra construction inspection software into the County's project management and reporting processes. Builterra is a cloud-based software solution designed to streamline and enhance construction inspection reporting. This initiative aims to modernize our approach to construction inspections by digitizing data collection, improving collaboration, and ensuring accurate and efficient record-keeping of our capital construction projects. |  | \$13,850 | 126 |
| 4 | Emergency Road Closed Trailers | This new initiative is for the purchase of four Emergency Road Closed Trailers (refer to Attachment 1 for trailer image) that are equipped with regulatory signage, flags and flashing red lights required to close a road in accordance with the Ontario Highway Traffic Act and Ontario Traffic Manual guidelines. The trailers are easily towable, highly visible and rapidly deployable for closing roads in emergency situations when response times are critical. |  | \$37,600 | 137 |

| # | New Initiative | Description | | Investment | Page |
|---|--------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|-------------|------|
| 5 | Waste Management Heavy Equipment Loader | The purchase of a front-end loader to be added to the Waste Management Facility's equipment fleet. The new loader would be equivalent to the existing front-end loader (Unit 741) in order to meet expanding operational needs and to provide equipment redundancy when Unit 741 is offline for repair and maintenance. |  | \$1,052,090 | 159 |
| 6 | Sanitary Inflow and Infiltration Reduction | <p>The purpose of this new initiative is to (1) enhance the operation and maintenance of approximately 37 km of new critical wastewater trunk sewers and (2) reduce extraneous flows from sanitary collection systems across the County.</p> <p>The initiative will require two new full time water/wastewater operators to coordinate annual inspections of critical sanitary trunk sewers and the repairs identified through those inspections. This will improve the condition in which these sanitary trunks are maintained and reduce the risk of critical failure which has costly social, environmental, and financial impacts.</p> <p>The initiative will also provide necessary field support to oversee the reduction of extraneous flows from entering and overloading the County's wastewater collection systems and wastewater treatment plants. The two new Operators will also coordinate inspections of upstream collection sewers to identify areas where rain-derived stormwater can be directly prevented from entering the sewer system (eg. downspouts from residential homes). Minimizing inflow and infiltration can have both capital and operational cost savings by reducing energy expenditure and operating expenses to treat unnecessary flows and by prolonging costly infrastructure upgrades.</p> <p>Collectively, improving the state of critical wastewater infrastructure (which will prevent the infiltration of groundwater) and minimizing direct entry of stormwater to the collection system (inflow reduction) will ensure that valuable pipe conveyance and treatment plant capacity can be used to support future community growth.</p> |  | \$334,501 | 208 |
| 7 | Office Renovations at 59 George Johnson Blvd Ingersoll | The purpose of this new initiative is to optimize facility space at the Water Distribution Building at 59 George Johnson Blvd Ingersoll to accommodate staff training, lunchroom, washrooms, and dedicated offices for the foreperson and lead hand. |  | \$96,200 | 215 |

| # | New Initiative | Description | | Investment | Page |
|----|--------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|-------------|------|
| 8 | Forklift for George Johnson Blvd Ingersoll | The purpose of this new initiative is to request an indoor/outdoor electric forklift with a 5000 lb. lift capacity for the Oxford County Water Distribution and Collection team located at 59 George Johnson Bld., Ingersoll. It will be used to receive and store water and sanitary materials in the storage building on the appropriate shelves. These materials include pipe lengths up to six meters and weights as high as 456 kg. |  | \$66,530 | 218 |
| 9 | Ingersoll WWTP: Construction of a Wastewater Treatment Foreperson Office | The purpose of this new initiative is to provide dedicated office space for the Wastewater Treatment South Foreperson at the Ingersoll Wastewater Treatment Plant at 56 McKeand St., Ingersoll. The dedicated space will appropriately afford increased levels of privacy, confidentiality and focus for their discussions with unionized staff while decreasing the risk of compromising private employee information. |  | \$50,650 | 220 |
| 10 | Homelessness Response Strategy | The number of individuals experiencing homelessness, or those who are at risk of becoming homeless, has been increasing over the past several years. This is in part due to a variety of factors including the pandemic, a lack of available housing options, affordability, mental illness and addictions. The stress of being unhoused can both trigger mental illness and worsen existing conditions, which in turn may lead to substance use disorders. At the same time, symptoms of mental illness and substance use can impact one's ability to obtain and maintain permanent housing. |  | \$2,800,000 | 254 |
| 11 | MealSuite - Food Management System (Woodstock) | Woodingford Lodge is asking to purchase a Food Service Management Software system called MealSuite to improve efficiencies, reduce costs associated with meal planning and waste and improve resident safety. Currently the department is utilizing two separate systems of ECPS and POS (Point of Service) that are not linked nor compatible with other departmental systems. |  | \$35,401 | 286 |
| 12 | Corporate Services – FOI Solutions | This request is for the approval of the implementation of Vayle FOI Solutions. With the continual increase of MFIPPA and PHIPA requests being received by the County annually, this request would enable staff to streamline and automate the County's FOI compliance programs by using one single platform to record, track, and respond to Freedom of Information (FOI) inquiries. |  | \$6,500 | 299 |

| # | New Initiative | Description | | Investment | Page |
|----|-------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|------------|---------------------|
| 13 | Customer Relationship Management Software | To enhance the customer service experience with an AODA-compliant Customer Relationship Management software to allow for a centralized platform that enables efficient management of citizen interactions, streamlines internal processes, and supports data-driven decisions to enhance overall service delivery. |  | \$84,000 | 306 |
| 14 | Payroll and Scheduling Software | The County requires a new payroll and scheduling software solution to address the impending end of service for UKG Workforce Central, which provides employees with electronic payroll records, enables robust reporting capabilities, offers electronic access to schedules and timecards, and caters to the complex payroll needs of various employee groups. By investing in a modern software solution, the County can enhance operational efficiencies, improve employee satisfaction, and ensure compliance with evolving municipal scheduling and reporting requirements. |  | \$283,000 | 331 |
| 15 | Community Well-Being Survey | Measuring outcomes is important in demonstrating progress and advancement. As an organization, there are many areas in which we lack adequate data to report back to both Council and the community. This New Initiative request is intended to address this opportunity for improvement and obtain the relevant data through the utilization of an external provider that would facilitate a community wide survey. |  | \$100,000 | 355 |
| 16 | Library Technology Review | Engage a Technology Consultant to work with Library staff, as well as County IS and IT teams to develop a future focused roadmap for library technology needs. The review should look at current state and recommend changes to both County and Library infrastructure to meet current and future needs of Library staff and customers. The project should be completed in time to inform the 2025 budget process. |  | \$35,000 | 432 |
| 17 | Library Facilities Plan | Develop a Library Facilities Plan (LFP) to meet the changing demands and create enjoyable and dynamic spaces for our communities. The review should help inform Oxford County Library and its existing partners of how much library space is required to meet community needs to the year 2034. The LFP will look at existing spaces and partnerships to provide required actions, while also looking at potential opportunities to work with partners on potential shared facilities in future locations. |  | \$85,000 | 434 |

Full-time Equivalent Plan (FTE)

The overall County's full-time equivalent (FTE) staffing complement is to increase by 41.1 FTEs in 2024, for a total of 683.1 FTEs funded as follows:

- 24.6 County General Levy
- 3.5 Library Levy
- 2.0 Water and wastewater rates
- 11.0 Grant funded-positions

The FTE table describes the staffing complement approved changes with accompanying reports. Further information of 2024 FTE Plan can be found on page 77.

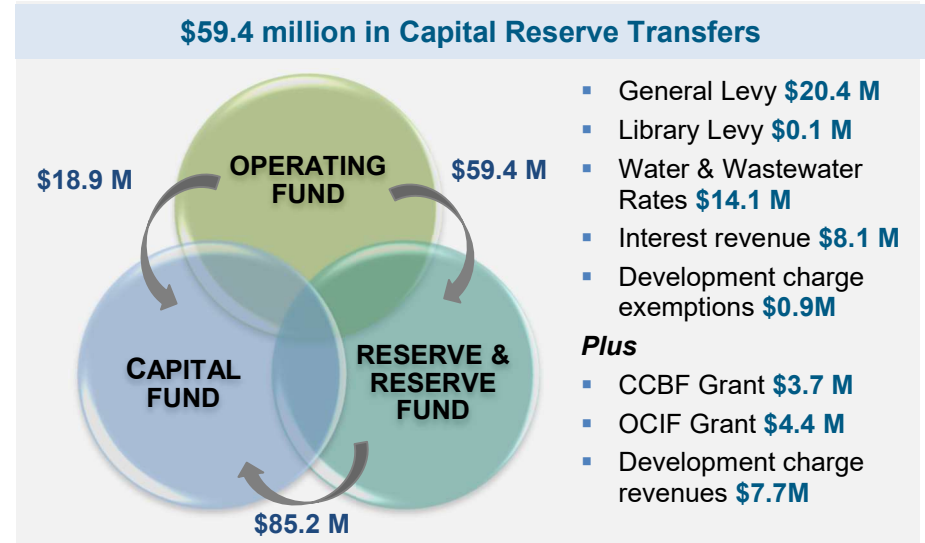
| | Report No. | County Levy | Library Levy | W/WW Rates | Grant | Total |
|-----------------------------------|-------------|-------------|--------------|------------|-------|--------------|
| 2023 Approved FTE Plan | | | | | | 649.0 |
| 2023 Temporary FTE | | | | | | (11.9) |
| 2023 In-Year FTE changes | | | | | | 4.9 |
| 2023 Base FTE Plan | | | | | | 642.0 |
| Facilities | 01 | 1.0 | - | - | - | 1.0 |
| Engineering and Construction | 02 | 1.0 | - | - | - | 1.0 |
| Transportation Services | | (0.2) | - | - | - | (0.2) |
| Waste Management | 03 04 05 | 2.4 | - | - | - | 2.4 |
| Water and Wastewater | NI 2024-06 | - | - | 2.0 | - | 2.0 |
| Community Services | | - | - | - | 0.7 | 0.7 |
| Housing | 06 | 1.0 | - | - | 0.7 | 1.7 |
| Woodingford Lodge | 07 08 09 10 | 0.3 | - | - | 7.6 | 7.9 |
| Customer Service | 11 | 1.0 | - | - | - | 1.0 |
| Information Technology | 12 | 1.0 | - | - | - | 1.0 |
| Finance | 13 | 1.0 | - | - | - | 1.0 |
| CAO Office | 14 | 1.0 | - | - | - | 1.0 |
| Strategic Communications | 15 | 0.7 | - | - | - | 0.7 |
| Paramedic Services | 16 17 18 | 9.4 | - | - | - | 9.4 |
| Community Paramedicine | 19 | - | - | - | 2.0 | 2.0 |
| Human Resources | 20 21 | 2.0 | - | - | - | 2.0 |
| Community Planning | 22 | 3.0 | - | - | - | 3.0 |
| Oxford County Library | 23 | - | 3.5 | - | - | 3.5 |
| 2024 Draft budget increase | | | | | | 41.1 |
| Approved 2024 FTE Plan | | | | | | 683.1 |

Transfer to/from Reserves and Reserve Funds

Included in the operating budget are reserve transfers to fund both operating and capital initiatives. \$85.2 million of the \$104.1 million capital budget is funded from reserves. A summary of these transfers are outlined below:

Capital reserve transfers consist of:

- **\$34,498,479** Asset Management Plan Contributions
- **\$8,113,873** Interest revenue allocation
- **\$922,500** Development charge exemptions
- **\$8,125,491** Capital grants
- **\$7,727,037** Development charge revenues collected



Total Capital Transfer of \$59,387,380

The Asset Management Plan Contributions of **\$34,498,479** is divided as follows:

\$20,312,202 General Levy Asset Management Plan Contributions

- **\$210,618** Information Technology capital - \$14,113↑
- **\$810,334** Facilities - \$89,079↓
- **\$3,226,300** Fleet - \$770,700↑
- **\$9,573,000** Roads and Stormwater – \$949,000↑
- **\$338,450** Waste Management - \$338,450↑
- **\$2,640,000** Bridges and Structural Culverts – Unchanged
- **\$1,364,000** Woodingford Lodge - \$744,426↑
- **\$1,045,000** Housing facilities (County-owned) – \$79,750↑
- **\$1,104,500** Paramedic Services - \$164,700↑

\$126,520 Library Levy Asset Management Plan Contributions

- **\$126,520** Library facilities - \$9,520↑

\$14,059,757 Water & Wastewater Rates Asset Management Plan Contributions

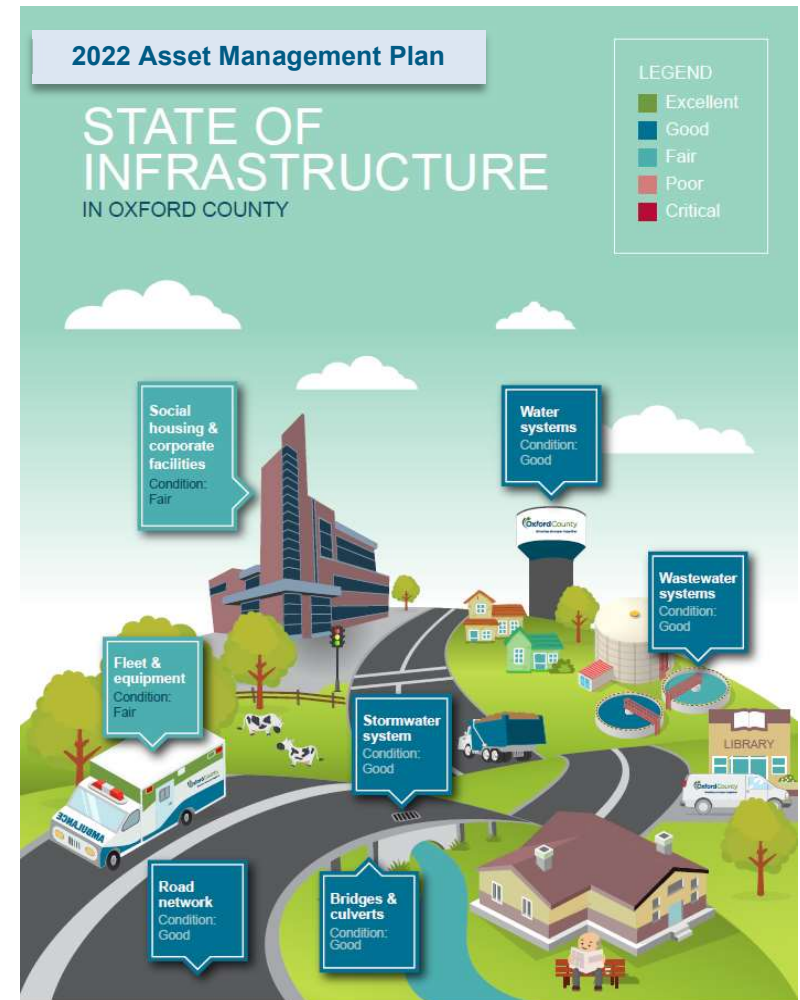
- **\$6,707,449** Wastewater reserves (collected from rates) \$220,503↑
- **\$7,352,308** Water reserves (collected from rates) - \$632,333↑

Additional details on the reserves can be found starting on page **81**.

Investing in Capital

Municipalities, pursuant to O.Reg. 588/17, must undergo ongoing asset management planning set out in an Asset Management Plan. The document sets out a strategic financial planning framework to guide future investments and support economic growth. The following table summarizes the 2024 capital asset contributions and how they compare to the recommended annual capital investments determined through asset management planning.

| Asset Area ('000s) | | AMP Required Investment | 2024 Budget Investment | 2024 Budget Surplus/(Deficit) | 2028 Projected Reserve Balance | |
|-----------------------------|------------------------------|-------------------------|------------------------|-------------------------------|--------------------------------|-------|
| | Roads | 18,170 | 10,930 | (7,240) | 2,387 | |
| | Stormwater | 1,590 | 5,623 | 4,033 | 76 | |
| | Bridges & Culverts | 5,715 | 5,848 | 133 | 13,312 | |
| Facilities Fleet & Equip | Library | 250 | 157 | (93) | 971 | |
| | Corporate Facilities | 1,150 | 1,478 | 328 | 1,466 | |
| | Paramedic Services | 1,360 | 1,203 | (157) | 2,778 | |
| | Social Housing | 1,540 | 1,140 | (400) | 1,029 | |
| | Corporate Fleet | 3,761 | 3,600 | (161) | 6,248 | |
| | Woodingford Lodge | 1,400 | 1,557 | 157 | 1,352 | |
| | Total Fac/Fleet/Equip | 9,461 | 9,135 | (326) | 13,844 | |
| | Water | Woodstock | 3,975 | 4,512 | 537 | 1,576 |
| | | Tillsonburg | 1,756 | 1,889 | 133 | 638 |
| Ingersoll | | 1,347 | 1,276 | (71) | 23 | |
| Townships | | 3,168 | 1,703 | (1,465) | 6,069 | |
| Total Water | | 10,246 | 9,380 | (866) | 8,306 | |
| Wastewater | Woodstock | 5,548 | 2,762 | (2,786) | 1,529 | |
| | Tillsonburg | 2,139 | 1,905 | (234) | 13,383 | |
| | Ingersoll | 2,109 | 2,581 | 472 | 6,988 | |
| | Norwich | 612 | 574 | (38) | 703 | |
| | Tavistock | 887 | 1,835 | 948 | 1,737 | |
| | Plattsville | 325 | 289 | (36) | 697 | |
| | Thamesford | 612 | 402 | (210) | 234 | |
| | Drumbo | 354 | 113 | (241) | - | |
| | Mt Elgin | 401 | 112 | (289) | 11 | |
| | Embro | 210 | 172 | (38) | 1,654 | |
| | Innerkip | 182 | 144 | (38) | 1,377 | |
| | Total Wastewater | 13,379 | 10,889 | (2,490) | 28,313 | |
| | Total | \$58,561 | \$51,805 | \$(6,756) | \$66,238 | |



Additional Details on advancement of the asset management plan in the 2024 Budget can be found starting on page 31.

Summary

In summary, the 2024 Business Plan and Budget prepared on the basis of the County's 2023-2026 Strategic Plan represent a responsible budget given the challenges faced in the upcoming year with a year over year increase in base budget of 5.0%. In addition to the base budget increase there are 17 new initiatives in the budget that contribute to the overall levy increase of 15.8%. The plan embraces the importance of managing human, natural and financial resources through integrated solutions rather than through fragmented approaches that meet one goal or objective at the expense of others.

Investments

In addition to the 17 new initiatives identified, the 2024 Budget includes a number of investments in promoting community vitality, enhancing environment sustainability and fostering a progressive government:

- **Capital Contributions** Like many communities, Oxford County is dealing with the financial impacts of key municipal infrastructure investments nearing the end of their intended lifespan. The County's reserves are built to fund the rehabilitation and replacement lifecycle needs of assets. The 2024 Budget incorporates an increase in capital contributions; a fiscally responsible approach at moving the County closer to closing the funding gap of the Asset Management Plan.
 - General Capital reserve contributions of \$20.3 million, an increase of \$3.0 million; 17.1%
 - Library Capital reserve contributions of \$0.13 million, an increase of \$0.1 million; 8.1%
 - Water and Wastewater reserve contributions of \$14.1 million, an increase of \$0.9 million; 6.5%
- **Affordable Housing** There is a growing demand to increase affordable rental housing supply in the community.
 - Investment of \$3.0 million in the Affordable Housing reserve, representing a levy increase of \$2.25 million over 2023. This dedicated reserve is used to fund affordable housing projects throughout the County.
 - Leveraging the funds from upper levels of government, along with the affordable housing reserve, continued investments in affordable housing across the County are expected to add 50 new affordable housing units.
 - Advocate for additional funding and explore additional opportunities to provide more affordable housing units.
- **Attract and Retain Staff** Over the last number of years we have seen our voluntary turnover rate and number of vacancies posted and filled steadily increasing. Canadian employers are facing a hard labour market with a sharp rise in vacancies that began in 2021, related to Canada's recovering economy. Locally, this is impacting the County's attraction and retention efforts and has resulted in extended vacancies, further exasperating our ability to meet the increased service level demands.
 - Competitive wage and benefit plans through a non-union compensation review, among other initiatives to ensure ongoing inflationary pressures do not widen the gap between compensation and cost of living, creating increased pressure on future budgets
 - New FTE for a Learning and Development Specialist will ensure the innovative, effective, and efficient delivery of organizational learning and development, including core organizational training, management/supervisory training, leadership and career development, and succession planning.
- **Maintain Service Level** The budget includes a number of FTEs to meet temporary and long-term needs. This does not always mean an increase in service, but these resource investments are required to maintain the current service needs to meet the growing demand. The 2024 Budget includes an investment in staff resources of 33.4 FTE related to service level.
- **Safe Drinking Water** The 2024 Budget includes \$0.6 million in investment in the Strik Drain. Contaminants and pathogens can infiltrate through the overburden and bedrock impacting the County's drinking water system. This investment will mitigate the additional flows and provide reduced contaminant and concentration options.
- **Vulnerable and Unhoused Populations** The number of individuals

experiencing homelessness, or those who are at risk of becoming homeless, has been increasing over the past several years. This is in part due to a variety of factors including the pandemic, a lack of available housing options, affordability, mental illness and addictions.

- The 2024 Budget includes the continued support 24/7 emergency shelter services in the City of Woodstock and additional shelter space in the Town of Tillsonburg. One-time additional funds have been added to the budget to support expected costs for the delivery of emergency shelter services into 2024, as the current funding under HPP funding is not sufficient to cover community needs.
- Support for those experiencing or at risk of experiencing homelessness with additional supportive beds investment. The 2024 Budget includes a base budget increase of \$500,000 to support this initiative in 2024 and beyond, plus one time capital of \$2.1 million funded from the remaining Federal Restart funds.
- **Traffic Calming and Road Safety** The 2024 Budget includes investments into County-wide evidence based speed management, traffic calming and road safety measures:
 - Collaboratively with boundary municipalities, 2024 Budget includes intersection upgrades to Punkedoodles intersection.
 - An investment of \$200,000 into 2 new pedestrian crossings.
 - An additional \$175,000 investment in traffic calming.
- **Asset Management Plan** Through O.Reg. 588/17 additional asset management planning for municipal infrastructure is required. The implementation deadline is phased in over six years, with the next deadline to occur in 2024, with the publishing of the updated Asset Management Plan for all assets. To meet the regulation, cross-functional teams and work plans spanning across Oxford County municipalities are required.
 - 2024 budget includes support for the ongoing implementation of the long-term project to streamline asset information. The previously temporary Capital Planning Analyst has been incorporated into operations for the continued and sustained effort to ensure convenient access to relevant, reliable, comprehensive and timely information to support informed decision making.
- **Community Paramedicine** In late 2021, the Ontario government committed to a fully funded paramedicine program until March 31, 2024. The program has since been expanded to 2026, representing a continued investment to enhance health care services by reducing hallway healthcare and providing additional and appropriate care for seniors. This program will delay the need for long-term care for our seniors by providing them with enhanced at-home supports.
- **Municipal Blue Box Program** As part of the province-wide blue box transition to Full Producer Responsibility, the County's current curbside collection will be changing. In supporting this change, the 2024 budget includes:
 - Preparation and release of competitive procurement to the County's curbside waste collection for garbage and large article, potentially non-eligible recyclables and County organics (green bin).
 - Hiring of a temporary FTE to support program development including but not limited to Blue Box Transition Plan, Organics Resource Recovery, and Curbside Collection Services (2025 – 2030).

Challenges & Risks

Oxford County is facing a number of pressures in planning for 2024 that are not unique to Oxford, but reflective of the social and economic realities also faced by other communities in Ontario. They include:

- **Inflation** Canada's rapid rise in inflation, is significantly increasing the cost of goods, in particular energy and chemicals. The Consumer Price Index in September has increased by 3.8% over a year ago, well above the Bank of Canada's 1-3% target.
- **Insurance Costs** Insurance costs continue to increase at rates well above the pace of inflation. Premiums are projected to increase in 2024 by 10%, which follows a realized increase of 20% in 2023. Insurance premium increases at these levels are being experienced globally due to a hardened market resulting from significant cost of environmental claims among increasing cost of claims due to inflation.
- **Growth** The last number of years, the County has experienced the highest population growth in over a decade. As the County grows, so must the services to support the additional residents.
 - Establishing a funding source for the cost of new assets and studies not covered by development charges has been established.
 - Master Plans have been completed for a number of service areas outlining needs, in the near- and long-term to continue to support the community. Capital needs are resulting in a significant draw on current reserve balances.
 - Cycling Master Plan – Opportunities where on-road cycling facilities can be implemented as part of scheduled road reconstruction allows for optimization of resources and reductions in budgetary impacts. County staff continue to research funding opportunities to proceed with the work identified in the plan.
 - Escalating call volumes being experienced by Paramedic Services requires additional staffing and capital investments in order to achieve response time targets.
 - Continued staffing demands in both Planning and Engineering in order to meet service level requirements.
 - Impacts of Bill 23, the More Homes Built Faster Act, continue to be felt as part of the 2024 budget. It is imperative that solutions be found through collaboration, cooperation and innovation of all parties.
- **WSIB Costs** The County is a schedule 2 WSIB employer, thereby entirely responsible for the full cost of accident claims. During 2023, the County saw a significant increase in claims, specifically in Woodingford Lodge and Paramedic Services.
 - The 2024 budget includes the hiring of an additional FTE to ensure the County's employee health and disability management program is properly resourced, including employee wellness, managing short- and long-term disability and WSIB claims, and supporting attendance management across the organization.
 - The 2024 budget includes an update to the tri-annual actuarial WSIB review. This report informs the County's audited financial statements, and provides an update to County's future WSIB financial liability.
- **Social Assistance Modernization** Social Assistance modernization announced by the provincial government will continue throughout 2024 with the implementation of Employment Services Transformation. With an emphasis on employment readiness and enhanced collaboration with Employment Ontario Partners, staff will be tasked with service delivery targets and intense case management using the Common Assessment Tool. This centralized approach impacts funding available at the local level, therefore the goal is to ensure this transition is seamless for Employment Ontario Services utilizing a client centered approach.
- **Long-term Care** The global COVID-19 pandemic has heightened awareness of challenges within the long-term care sector. The aging population, and growing list of those waiting to get into long-term care has heightened the need for additional beds. Some financial risks and potential changes included in the 2024 Budget include the following:
 - Utilizing provincial funding, investments in Woodingford Lodge resident direct care by increasing the number of personal support worker hours. Although this initiative is funded by increased provincial dollars, the funding is limited to only direct care and does

not fund costs associated with adding extra employees and to provide supervisory roles and responsibilities. Furthermore, this type of funding has not historically increased annually at a rate that keeps pace with the County's salaries and benefits creating a growing gap funded by taxation.

- The 2024 Budget does not include staff changes resulting from the ongoing Master Plan. The final report is expected in early 2024, which is anticipated to impact the salaries within Woodingford Lodge, as well as services such as the adult day program operations. Given the difficulty in assessing the impact, funding and approval of the plan will be presented to Council at that time.
- The 2024 Budget does not include provisions for a new Long Term Care home. An application to the province was submitted on March 10, 2023, and provincial response to the plan is expected shortly. Advocacy for capital funding will occur to minimize the taxpayer burden and to encourage more home development across both Oxford and the Province of Ontario to ready us for the aging population.

The 2024 budget and new initiatives continue to demonstrate leadership and a commitment to partner with the community in efforts to stimulate our economy, support our social needs and protect our environment by **growing stronger...together.**

**Draft
Budget Documents**



Capital

2024

**BUSINESS
PLAN &
BUDGET**



www.oxfordcounty.ca/budget

Capital Expenses

Capital expenses total \$104.1 million in 2024 (\$84.1 million–2023) representing a 23.8% increase (31.5% increase–2023). The 2024 capital expenses include \$7.5 million in carry forward projects. Of the capital projects included in the 2024 requested budget 24.9% represent road network projects, 6.4% stormwater projects, 16.8% bridges and culverts, 29.4% water and wastewater projects, 10.0% fleet and equipment, 8.5% facilities projects, and 4.0% furnishings and minor capital including studies.

Capital Revenue

The County of Oxford's capital budget is funded by several sources of revenues; taxation, water/wastewater rates and reserves, reserves, development charges, grants, debentures and other sources. The 2024 Capital Plan can be found on page 38.

- **Taxation** Funding raised through tax support from the operating budget. Funded from current year appropriations from the tax levy.
- **Water/Wastewater Rates and Reserves** User fees recovered from water and wastewater customers. Water and wastewater fees include an annual capital allocation to reserves, with any surplus from operating water and wastewater systems allocated to the respective reserves.
- **Reserves** Transfers from the County's reserves/reserve funds to fund capital projects. Reserves are funded from operating budget through taxation. Transfers from reserves offer financial flexibility and budgeted to offset significant capital costs.
- **Development Charges** Transfers from the County's reserves/reserve funds to fund capital projects. Reserves are funded from development charge revenues recovered in accordance with the County's development charge by-laws. Transfers from reserves offer financial flexibility and budgeted to offset significant capital costs.
- **Grants** Funds received from the provincial or federal government, or other sources to fund capital projects.
- **Debentures** A form of unsecured debt financing utilized by the municipality with debt repayments being funded through annual taxation, water/wastewater rates or development charges.
- **Other Sources** Recoveries from other sources such as: other municipalities for shared projects, capital billing recoveries from residents for new water/wastewater services, or other third party revenues.



¹ Carry forward includes prior years approved budget not spent

Capital Projects – Tax Supported

Of the \$57.5 million in tax supported capital projects (2024 request) included in the 2024 budget 2.5% represent non infrastructure solutions, 36.3% replacement projects, 39.6% renewal projects, 1.0% maintenance projects and 20.6% expansion projects. Notable capital projects in the 2024 budget include:

| Project Description | Asset Activity | Carry Forward ² \$ | 2024 Request \$ | Total 2024 \$ |
|------------------------------------------------------------|------------------------------|----------------------------------|--------------------|------------------|
| Paramedic Services (page 379) | | | | |
| Vehicles and equipment | Replacement | 40,000 | 921,009 | 961,009 |
| Vehicles and equipment | Expansion | - | 434,400 | 434,400 |
| Woodingford Lodge (page 270) | | | | |
| Equipment and furnishings | Replacement | 13,570 | 526,901 | 540,471 |
| Buildings | Renewal | - | 756,250 | 756,250 |
| Facilities and Fleet (page 102) | | | | |
| Vehicles | Replacement | - | 2,353,400 | 2,353,400 |
| Renewable Energy Projects | Expansion | - | 1,370,000 | 1,370,000 |
| Transportation Services (page 134) | | | | |
| Various County Road improvements | Various | 1,164,700 | 21,535,000 | 22,699,700 |
| Bridge and Culvert rehabilitation / replacement | Renewal | - | 14,495,000 | 14,495,000 |
| Waste Management (page 147) | | | | |
| Landfill Cell Expansion - Reports and Government Approvals | Non-infrastructure solutions | - | 150,000 | 150,000 |
| Human Services (page 248) | | | | |
| Housing / Shelter buildings | Renewal | 21,000 | 1,722,650 | 1,743,650 |
| Transitional Housing | Expansion | - | 2,100,000 | 2,100,000 |

Funding details, along with the 10 year capital plan can be found starting on page 38 with capital projects described in the department's business plan

Capital Projects – Rate Supported

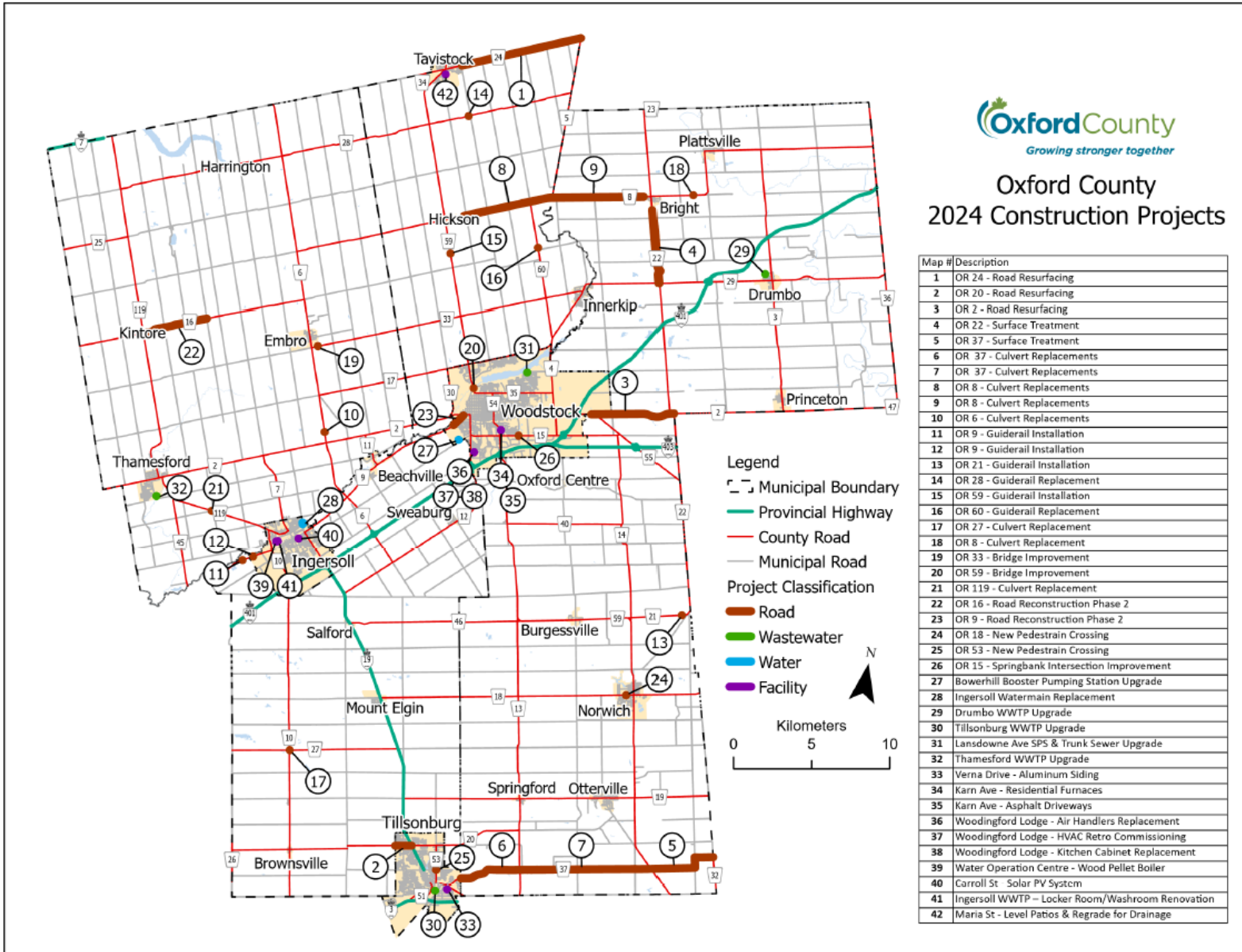
Of the \$29.0 million in rate supported capital projects (2024 request) included in the 2024 budget 0.2% represent non-infrastructure solutions, 38.5% replacement projects, 10.1% renewal projects, and 51.2% expansion projects. Notable capital projects in the 2024 budget include:

| Project Description | Asset Activity | Carry Forward ² \$ | 2024 Request \$ | Total 2024 \$ |
|-----------------------------------------------------------|----------------|----------------------------------|--------------------|------------------|
| Combined Water and Wastewater (page 170) | | | | |
| SCADA master plan | Expansion | 390,000 | 530,000 | 920,000 |
| Wastewater (page 172) | | | | |
| Woodstock-Lansdowne Pumping Station | Expansion | 100,000 | 3,750,000 | 3,850,000 |
| Woodstock-City projects | Replacement | - | 2,238,000 | 2,238,000 |
| Tillsonburg-Wastewater Treatment Plant upgrade | Expansion | 1,918,000 | 600,000 | 2,518,000 |
| Tillsonburg-Town projects | Replacement | 136,000 | 630,000 | 766,000 |
| Ingersoll Town projects | Replacement | - | 468,000 | 468,000 |
| Ingersoll-Southwest Industrial Park | Expansion | 50,000 | 575,000 | 625,000 |
| Drumbo Wastewater Treatment Plant capacity expansion | Expansion | 714,000 | 650,000 | 1,364,000 |
| Mount Elgin Wastewater Treatment Plant Capacity Expansion | Expansion | 1,000,000 | - | 1,000,000 |
| Water (page 173) | | | | |
| Woodstock-City projects | Replacement | - | 2,623,000 | 2,623,000 |
| Woodstock-Bowerhill Booster Pumping Station | Expansion | - | 4,500,000 | 4,500,000 |
| Tillsonburg-Town projects | Replacement | - | 1,418,000 | 1,418,000 |
| Ingersoll-Town projects | Replacement | - | 758,000 | 758,000 |
| Ingersoll-Cast Iron Pipe Replacement | Replacement | 250,000 | 1,225,000 | 1,475,000 |

Funding details, along with the 10 year capital plan can be found starting on page 38 with capital projects described in the department's business plan.

² Carry forward includes prior years approved budget not spent

Oxford County 2024 Construction Projects



Asset Management Plan

The Asset Management Plan sets out a strategic framework that will guide future investments that support economic growth and respond to changing needs in a fiscally responsible manner. It forms a strong foundation for sound asset management financial planning well into the future. The County's Asset Management Plan is available on the [website](#).

To ensure long-term sustainability of the County's assets, the capital budget must support the financial needs of its infrastructure. A longer term outlook, one that may span longer than the budget and/or Council term is required.

Ontario Regulation 588/17, Asset Management Planning for Municipal Infrastructure, was filed on December 27, 2017 under the Infrastructure for Jobs and Prosperity Act, 2015. The purpose of the regulation is to implement best practices throughout the municipal sector and provide a degree of consistency to support collaboration between municipalities and the Province. This regulation aims to help municipalities more clearly identify what their asset needs are, thus, helping municipalities work towards a more sustainable position regarding the funding of their assets. The County is in the process of implementing the requirements under this regulation.



Annual Capital Investment Required

Based on the asset management strategies approved in the County's Asset Management Plan, the financial requirements over the next 100 years are determined. These estimates assume that all work is able to be completed as indicated and does not take into account future changes due to environmental factors, new maintenance techniques, and additional growth beyond that identified in the County's latest Development Charges Background Study.

Current Investment

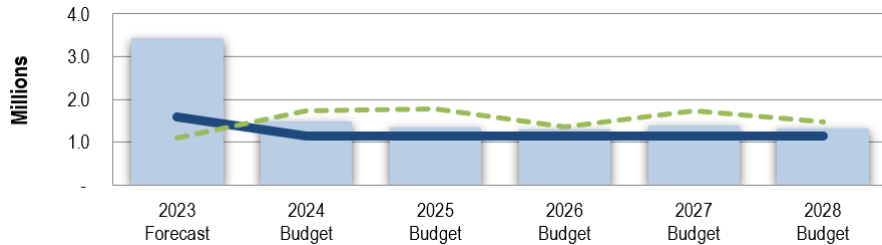
The County's current investment in capital assets consists of

- Debenture payments
- Reserve interest revenue allocation
- Operating surplus allocations (Excess revenues over expenses)
- Capital contributions to reserve
- Grants

The following tables link the annual capital funding to the capital investments contained in the budget. The timing of the actual capital projects may vary, however annual investments in capital assets is important for financial sustainability. Annual contribution levels for water and wastewater systems are reviewed holistically with each rate update, with any proposed rate changes taking into consideration reserve balances. Annual contribution levels required for levy funded asset types are reviewed with each business plan and budget process, with any proposed changes taking into consideration reserve balances and anticipated grant funding.

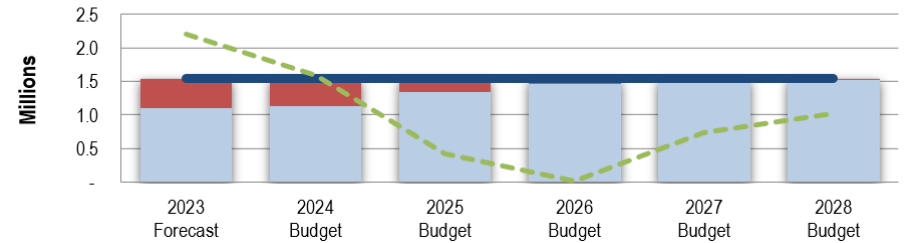
Corporate General

| | Key | 2023 Forecast | 2024 Budget | 2025 Budget | 2026 Budget | 2027 Budget | 2028 Budget |
|----------------------------|-------|---------------|-------------|-------------|-------------|-------------|-------------|
| Annual Required Investment | ■ | 1,600,000 | 1,150,000 | 1,150,000 | 1,150,000 | 1,150,000 | 1,150,000 |
| Current Investment | ■ | 3,436,566 | 1,478,105 | 1,352,596 | 1,289,907 | 1,396,040 | 1,310,829 |
| Deficit | ■ | - | - | - | - | - | - |
| Surplus | ■ | 1,836,566 | 328,105 | 202,596 | 139,907 | 246,040 | 160,829 |
| Reserve Balance | ■ ■ ■ | 1,103,366 | 1,730,085 | 1,770,890 | 1,358,695 | 1,724,235 | 1,465,564 |



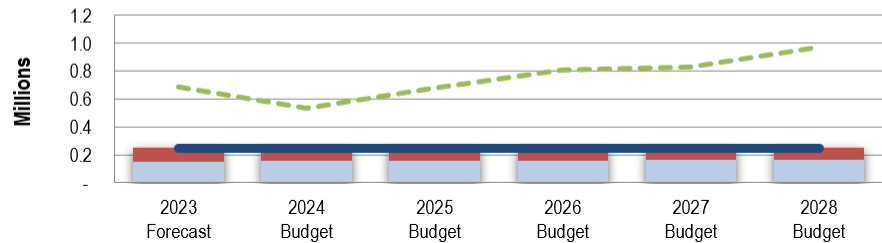
Social Housing

| | Key | 2023 Forecast | 2024 Budget | 2025 Budget | 2026 Budget | 2027 Budget | 2028 Budget |
|----------------------------|-------|---------------|-------------|-------------|-------------|-------------|-------------|
| Annual Required Investment | ■ | 1,540,000 | 1,540,000 | 1,540,000 | 1,540,000 | 1,540,000 | 1,540,000 |
| Current Investment | ■ | 1,098,950 | 1,139,548 | 1,340,469 | 1,456,702 | 1,486,516 | 1,526,886 |
| Deficit | ■ | 441,050 | 400,452 | 199,531 | 83,298 | 53,484 | 13,114 |
| Surplus | ■ | - | - | - | - | - | - |
| Reserve Balance | ■ ■ ■ | 2,204,917 | 1,597,385 | 417,186 | 21,928 | 732,544 | 1,028,930 |



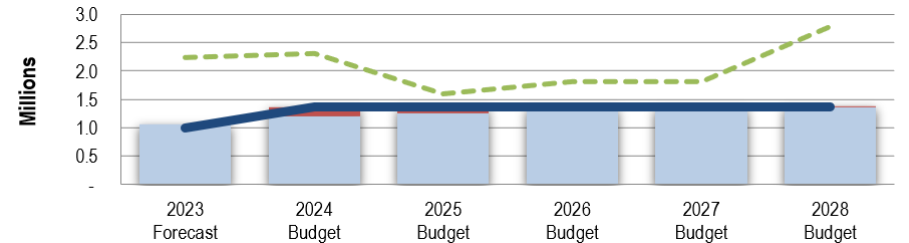
Library

| | Key | 2023 Forecast | 2024 Budget | 2025 Budget | 2026 Budget | 2027 Budget | 2028 Budget |
|----------------------------|-------|---------------|-------------|-------------|-------------|-------------|-------------|
| Annual Required Investment | ■ | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 |
| Current Investment | ■ | 148,700 | 156,990 | 154,821 | 157,478 | 163,045 | 168,410 |
| Deficit | ■ | 101,300 | 93,010 | 95,179 | 92,522 | 86,955 | 81,590 |
| Surplus | ■ | - | - | - | - | - | - |
| Reserve Balance | ■ ■ ■ | 687,685 | 537,675 | 676,507 | 811,985 | 830,050 | 970,960 |



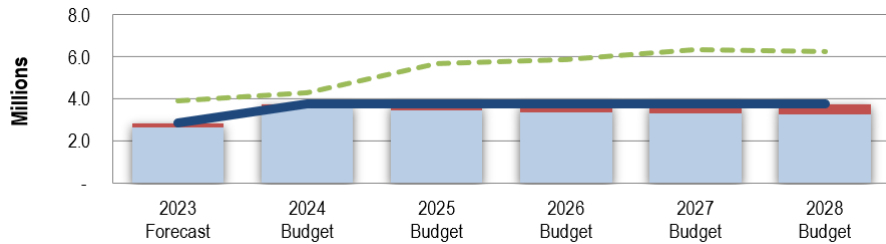
Paramedic Services

| | Key | 2023 Forecast | 2024 Budget | 2025 Budget | 2026 Budget | 2027 Budget | 2028 Budget |
|----------------------------|-------|---------------|-------------|-------------|-------------|-------------|-------------|
| Annual Required Investment | ■ | 997,000 | 1,360,000 | 1,360,000 | 1,360,000 | 1,360,000 | 1,360,000 |
| Current Investment | ■ | 1,058,000 | 1,202,806 | 1,261,443 | 1,284,762 | 1,315,098 | 1,357,765 |
| Deficit | ■ | - | 157,194 | 98,557 | 75,238 | 44,902 | 2,235 |
| Surplus | ■ | 61,000 | - | - | - | - | - |
| Reserve Balance | ■ ■ ■ | 2,243,966 | 2,304,663 | 1,590,359 | 1,816,941 | 1,808,885 | 2,777,870 |



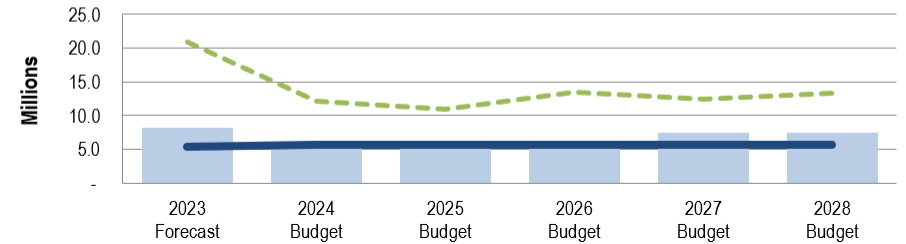
Fleet & Equipment

| | Key | 2023 Forecast | 2024 Budget | 2025 Budget | 2026 Budget | 2027 Budget | 2028 Budget |
|----------------------------|-------|---------------|-------------|-------------|-------------|-------------|-------------|
| Annual Required Investment | ■ | 2,850,000 | 3,761,000 | 3,761,000 | 3,761,000 | 3,761,000 | 3,761,000 |
| Current Investment | ■ | 2,631,401 | 3,599,647 | 3,479,915 | 3,367,589 | 3,293,682 | 3,282,522 |
| Deficit | ■ | 218,599 | 161,353 | 281,085 | 393,411 | 467,318 | 478,478 |
| Surplus | ■ | - | - | - | - | - | - |
| Reserve Balance | ■ ■ ■ | 3,916,918 | 4,302,950 | 5,670,965 | 5,889,254 | 6,332,936 | 6,248,158 |



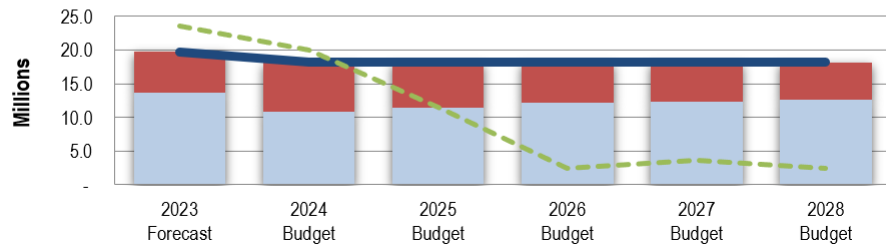
Bridges & Culverts

| | Key | 2023 Forecast | 2024 Budget | 2025 Budget | 2026 Budget | 2027 Budget | 2028 Budget |
|----------------------------|-------|---------------|-------------|-------------|-------------|-------------|-------------|
| Annual Required Investment | ■ | 5,414,000 | 5,715,000 | 5,715,000 | 5,715,000 | 5,715,000 | 5,715,000 |
| Current Investment | ■ | 8,151,816 | 5,848,157 | 5,349,364 | 6,327,447 | 7,490,927 | 7,489,406 |
| Deficit | ■ | - | - | 365,636 | - | - | - |
| Surplus | ■ | 2,737,816 | 133,157 | - | 612,447 | 1,775,927 | 1,774,406 |
| Reserve Balance | ■ ■ ■ | 20,949,237 | 12,089,596 | 10,883,960 | 13,411,407 | 12,422,334 | 13,311,740 |



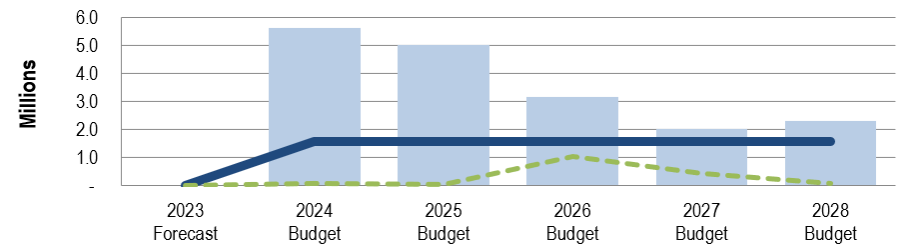
Road Network

| | Key | 2023 Forecast | 2024 Budget | 2025 Budget | 2026 Budget | 2027 Budget | 2028 Budget |
|----------------------------|-------|---------------|-------------|-------------|-------------|-------------|-------------|
| Annual Required Investment | ■ | 19,759,000 | 18,170,000 | 18,170,000 | 18,170,000 | 18,170,000 | 18,170,000 |
| Current Investment | ■ | 13,730,283 | 10,929,691 | 11,464,766 | 12,225,633 | 12,407,220 | 12,688,937 |
| Deficit | ■ | 6,028,717 | 7,240,309 | 6,705,234 | 5,944,367 | 5,762,780 | 5,481,063 |
| Surplus | ■ | - | - | - | - | - | - |
| Reserve Balance | ■ ■ ■ | 23,557,803 | 19,998,794 | 11,594,648 | 2,515,481 | 3,717,701 | 2,386,638 |



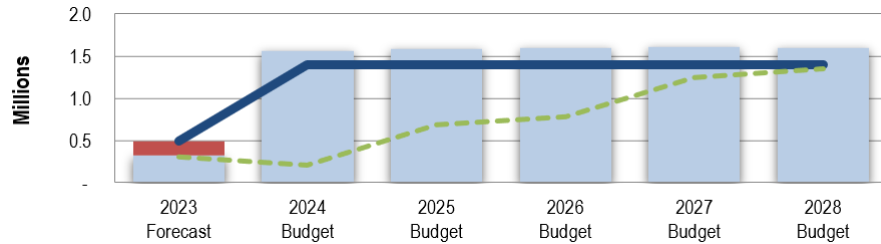
Stormwater

| | Key | 2023 Forecast | 2024 Budget | 2025 Budget | 2026 Budget | 2027 Budget | 2028 Budget |
|----------------------------|-------|---------------|-------------|-------------|-------------|-------------|-------------|
| Annual Required Investment | ■ | - | 1,590,000 | 1,590,000 | 1,590,000 | 1,590,000 | 1,590,000 |
| Current Investment | ■ | - | 5,623,066 | 5,011,208 | 3,156,562 | 2,022,346 | 2,307,539 |
| Deficit | ■ | - | - | - | - | - | - |
| Surplus | ■ | - | 4,033,066 | 3,421,208 | 1,566,562 | 432,346 | 717,539 |
| Reserve Balance | ■ ■ ■ | - | 83,066 | 39,274 | 1,045,836 | 418,182 | 75,721 |



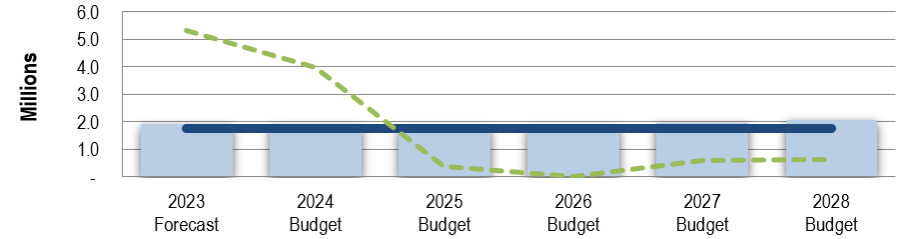
Woodingford Lodge

| | Key | 2023 Forecast | 2024 Budget | 2025 Budget | 2026 Budget | 2027 Budget | 2028 Budget |
|----------------------------|-------|---------------|-------------|-------------|-------------|-------------|-------------|
| Annual Required Investment | ■ | 495,000 | 1,400,000 | 1,400,000 | 1,400,000 | 1,400,000 | 1,400,000 |
| Current Investment | ■ | 319,200 | 1,557,172 | 1,578,975 | 1,594,328 | 1,609,887 | 1,595,647 |
| Deficit | ■ | 175,800 | - | - | - | - | - |
| Surplus | ■ | - | 157,172 | 178,975 | 194,328 | 209,887 | 195,647 |
| Reserve Balance | ■ ■ ■ | 299,839 | 210,243 | 686,579 | 785,697 | 1,243,105 | 1,351,802 |



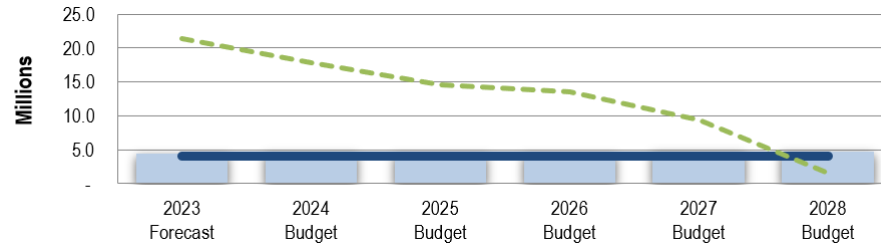
Water – Tillsonburg

| | Key | 2023 Forecast | 2024 Budget | 2025 Budget | 2026 Budget | 2027 Budget | 2028 Budget |
|----------------------------|-------|---------------|-------------|-------------|-------------|-------------|-------------|
| Annual Required Investment | ■ | 1,756,000 | 1,756,000 | 1,756,000 | 1,756,000 | 1,756,000 | 1,756,000 |
| Current Investment | ■ | 1,905,557 | 1,888,981 | 1,816,301 | 1,856,197 | 1,949,682 | 2,069,203 |
| Deficit | ■ | - | - | - | - | - | - |
| Surplus | ■ | 149,557 | 132,981 | 60,301 | 100,197 | 193,682 | 313,203 |
| Reserve Balance | ■ ■ ■ | 5,320,341 | 3,978,084 | 389,511 | 14,414 | 588,205 | 638,317 |



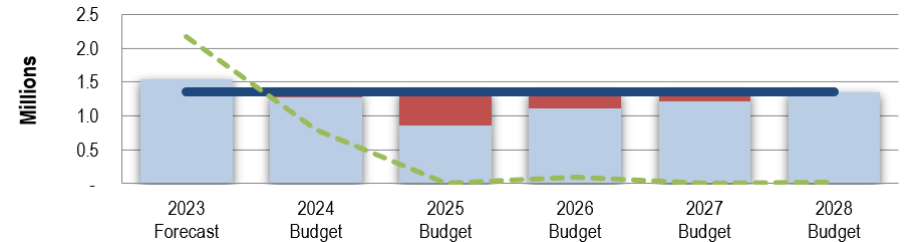
Water – Woodstock

| | Key | 2023 Forecast | 2024 Budget | 2025 Budget | 2026 Budget | 2027 Budget | 2028 Budget |
|----------------------------|-------|---------------|-------------|-------------|-------------|-------------|-------------|
| Annual Required Investment | ■ | 3,975,000 | 3,975,000 | 3,975,000 | 3,975,000 | 3,975,000 | 3,975,000 |
| Current Investment | ■ | 4,372,142 | 4,512,184 | 4,388,591 | 4,384,223 | 4,651,510 | 4,738,730 |
| Deficit | ■ | - | - | - | - | - | - |
| Surplus | ■ | 397,142 | 537,184 | 413,591 | 409,223 | 676,510 | 763,730 |
| Reserve Balance | ■ ■ ■ | 21,388,242 | 17,825,275 | 14,623,783 | 13,476,744 | 9,331,980 | 1,576,484 |



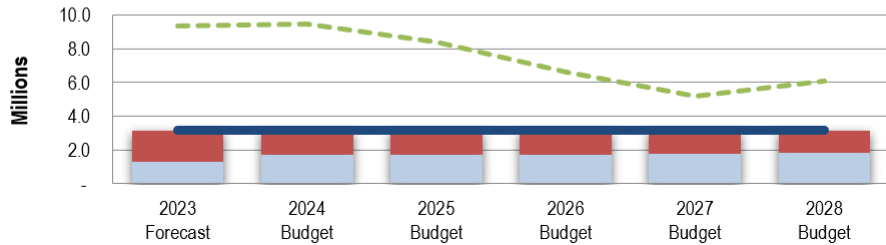
Water – Ingersoll

| | Key | 2023 Forecast | 2024 Budget | 2025 Budget | 2026 Budget | 2027 Budget | 2028 Budget |
|----------------------------|-------|---------------|-------------|-------------|-------------|-------------|-------------|
| Annual Required Investment | ■ | 1,347,000 | 1,347,000 | 1,347,000 | 1,347,000 | 1,347,000 | 1,347,000 |
| Current Investment | ■ | 1,538,570 | 1,275,770 | 857,183 | 1,115,383 | 1,218,767 | 1,347,468 |
| Deficit | ■ | - | 71,230 | 489,817 | 231,617 | 128,233 | - |
| Surplus | ■ | 191,570 | - | - | - | - | 468 |
| Reserve Balance | ■ ■ ■ | 2,170,849 | 787,176 | 10,757 | 100,161 | 3,239 | 23,382 |



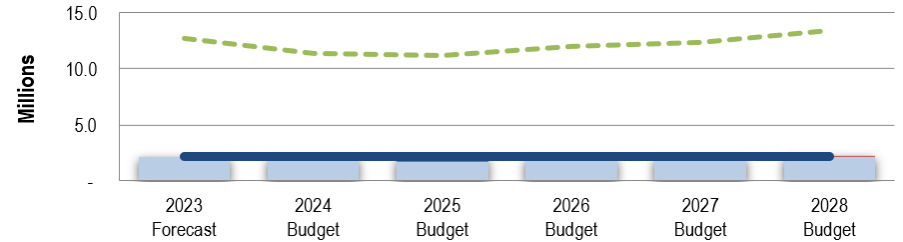
Water – Townships

| | Key | 2023 Forecast | 2024 Budget | 2025 Budget | 2026 Budget | 2027 Budget | 2028 Budget |
|----------------------------|-------|---------------|-------------|-------------|-------------|-------------|-------------|
| Annual Required Investment | ■ | 3,168,000 | 3,168,000 | 3,168,000 | 3,168,000 | 3,168,000 | 3,168,000 |
| Current Investment | ■ | 1,282,306 | 1,702,658 | 1,721,668 | 1,707,590 | 1,768,359 | 1,835,753 |
| Deficit | ■ | 1,885,694 | 1,465,342 | 1,446,332 | 1,460,410 | 1,399,641 | 1,332,247 |
| Surplus | ■ | - | - | - | - | - | - |
| Reserve Balance | ■ ■ ■ | 9,325,932 | 9,481,316 | 8,383,864 | 6,640,207 | 5,190,557 | 6,068,574 |



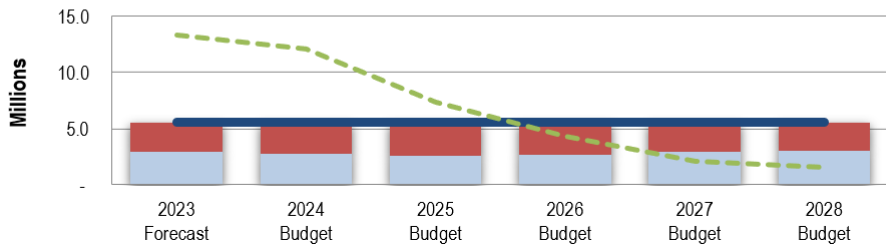
Wastewater – Tillsonburg

| | Key | 2023 Forecast | 2024 Budget | 2025 Budget | 2026 Budget | 2027 Budget | 2028 Budget |
|----------------------------|-------|---------------|-------------|-------------|-------------|-------------|-------------|
| Annual Required Investment | ■ | 2,139,000 | 2,139,000 | 2,139,000 | 2,139,000 | 2,139,000 | 2,139,000 |
| Current Investment | ■ | 2,167,071 | 1,905,337 | 1,732,203 | 1,869,328 | 2,029,751 | 2,121,797 |
| Deficit | ■ | - | 233,663 | 406,797 | 269,672 | 109,249 | 17,203 |
| Surplus | ■ | 28,071 | - | - | - | - | - |
| Reserve Balance | ■ ■ ■ | 12,755,280 | 11,377,325 | 11,155,736 | 11,972,592 | 12,347,745 | 13,382,858 |



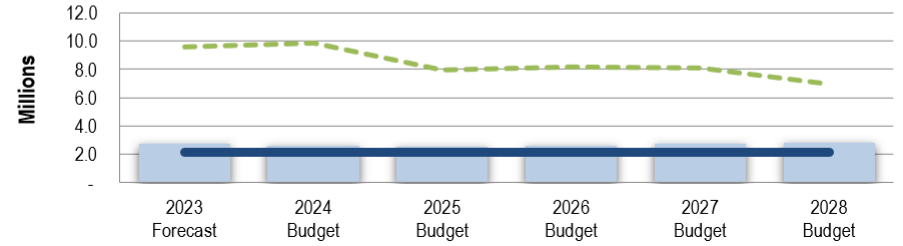
Wastewater – Woodstock

| | Key | 2023 Forecast | 2024 Budget | 2025 Budget | 2026 Budget | 2027 Budget | 2028 Budget |
|----------------------------|-------|---------------|-------------|-------------|-------------|-------------|-------------|
| Annual Required Investment | ■ | 5,548,000 | 5,548,000 | 5,548,000 | 5,548,000 | 5,548,000 | 5,548,000 |
| Current Investment | ■ | 2,980,629 | 2,761,752 | 2,623,974 | 2,714,055 | 2,934,491 | 3,075,055 |
| Deficit | ■ | 2,567,371 | 2,786,248 | 2,924,026 | 2,833,945 | 2,613,509 | 2,472,945 |
| Surplus | ■ | - | - | - | - | - | - |
| Reserve Balance | ■ ■ ■ | 13,319,077 | 12,080,845 | 7,361,733 | 4,316,776 | 2,123,564 | 1,528,595 |



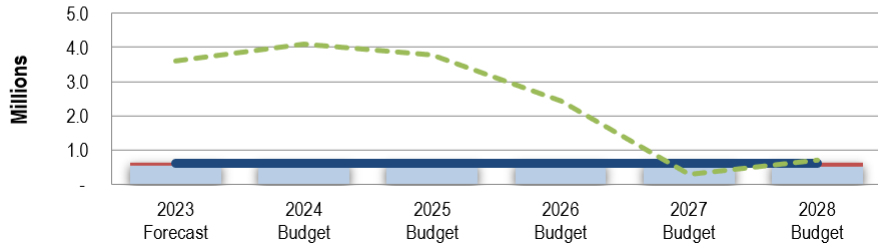
Wastewater – Ingersoll

| | Key | 2023 Forecast | 2024 Budget | 2025 Budget | 2026 Budget | 2027 Budget | 2028 Budget |
|----------------------------|-------|---------------|-------------|-------------|-------------|-------------|-------------|
| Annual Required Investment | ■ | 2,109,000 | 2,109,000 | 2,109,000 | 2,109,000 | 2,109,000 | 2,109,000 |
| Current Investment | ■ | 2,725,215 | 2,581,102 | 2,552,230 | 2,603,964 | 2,721,232 | 2,787,972 |
| Deficit | ■ | - | - | - | - | - | - |
| Surplus | ■ | 616,215 | 472,102 | 443,230 | 494,964 | 612,232 | 678,972 |
| Reserve Balance | ■ ■ ■ | 9,605,172 | 9,851,307 | 7,971,773 | 8,190,704 | 8,066,803 | 6,987,751 |



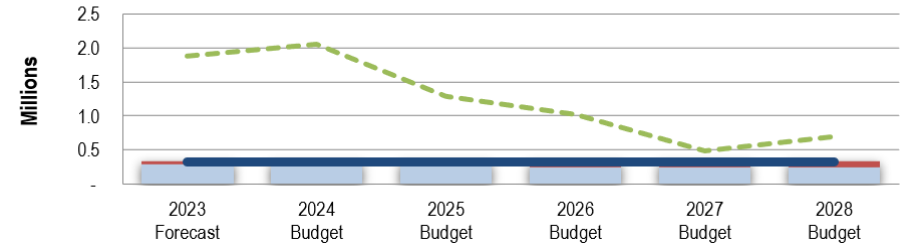
Wastewater – Norwich

| | Key | 2023 Forecast | 2024 Budget | 2025 Budget | 2026 Budget | 2027 Budget | 2028 Budget |
|----------------------------|-------|---------------|-------------|-------------|-------------|-------------|-------------|
| Annual Required Investment | ■ | 612,000 | 612,000 | 612,000 | 612,000 | 612,000 | 612,000 |
| Current Investment | ■ | 547,525 | 573,976 | 569,409 | 549,868 | 518,849 | 495,376 |
| Deficit | ■ | 64,475 | 38,024 | 42,591 | 62,132 | 93,151 | 116,624 |
| Surplus | ■ | - | - | - | - | - | - |
| Reserve Balance | ■ ■ ■ | 3,611,626 | 4,091,919 | 3,791,513 | 2,417,968 | 294,850 | 702,780 |



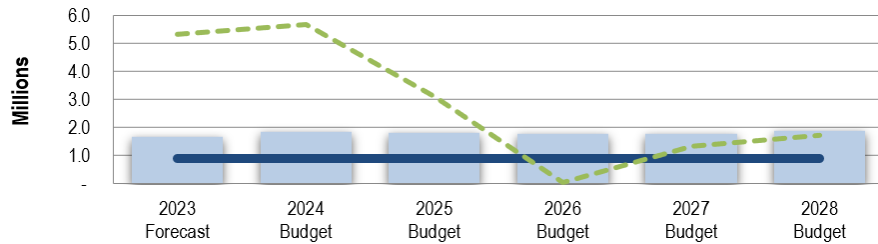
Wastewater – Plattsville

| | Key | 2023 Forecast | 2024 Budget | 2025 Budget | 2026 Budget | 2027 Budget | 2028 Budget |
|----------------------------|-------|---------------|-------------|-------------|-------------|-------------|-------------|
| Annual Required Investment | ■ | 325,000 | 325,000 | 325,000 | 325,000 | 325,000 | 325,000 |
| Current Investment | ■ | 284,474 | 289,085 | 263,093 | 239,795 | 244,576 | 238,397 |
| Deficit | ■ | 40,526 | 35,915 | 61,907 | 85,205 | 80,424 | 86,603 |
| Surplus | ■ | - | - | - | - | - | - |
| Reserve Balance | ■ ■ ■ | 1,887,961 | 2,059,324 | 1,292,481 | 1,029,209 | 481,067 | 697,390 |



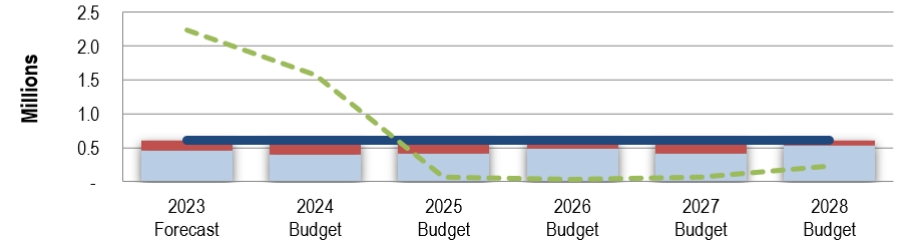
Wastewater – Tavistock

| | Key | 2023 Forecast | 2024 Budget | 2025 Budget | 2026 Budget | 2027 Budget | 2028 Budget |
|----------------------------|-------|---------------|-------------|-------------|-------------|-------------|-------------|
| Annual Required Investment | ■ | 887,000 | 887,000 | 887,000 | 887,000 | 887,000 | 887,000 |
| Current Investment | ■ | 1,670,269 | 1,834,940 | 1,793,798 | 1,757,162 | 1,787,381 | 1,864,559 |
| Deficit | ■ | - | - | - | - | - | - |
| Surplus | ■ | 783,269 | 947,940 | 906,798 | 870,162 | 900,381 | 977,559 |
| Reserve Balance | ■ ■ ■ | 5,309,203 | 5,659,825 | 3,102,320 | 50,905 | 1,344,332 | 1,736,743 |



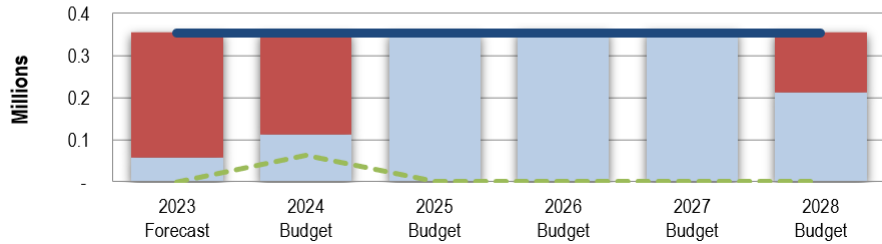
Wastewater – Thamesford

| | Key | 2023 Forecast | 2024 Budget | 2025 Budget | 2026 Budget | 2027 Budget | 2028 Budget |
|----------------------------|-------|---------------|-------------|-------------|-------------|-------------|-------------|
| Annual Required Investment | ■ | 612,000 | 612,000 | 612,000 | 612,000 | 612,000 | 612,000 |
| Current Investment | ■ | 458,668 | 402,427 | 415,554 | 488,380 | 411,068 | 532,680 |
| Deficit | ■ | 153,332 | 209,573 | 196,446 | 123,620 | 200,932 | 79,320 |
| Surplus | ■ | - | - | - | - | - | - |
| Reserve Balance | ■ ■ ■ | 2,240,159 | 1,579,907 | 67,392 | 29,727 | 71,077 | 234,099 |



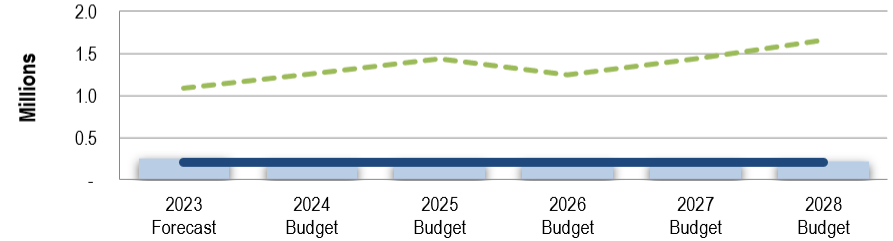
Wastewater – Drumbo

| | Key | 2023 Forecast | 2024 Budget | 2025 Budget | 2026 Budget | 2027 Budget | 2028 Budget |
|----------------------------|-------|---------------|-------------|-------------|-------------|-------------|-------------|
| Annual Required Investment | ■ | 354,000 | 354,000 | 354,000 | 354,000 | 354,000 | 354,000 |
| Current Investment | ■ | 58,539 | 112,763 | 347,809 | 360,582 | 359,272 | 212,741 |
| Deficit | ■ | 295,461 | 241,237 | 6,191 | - | - | 141,259 |
| Surplus | ■ | - | - | - | 6,582 | 5,272 | - |
| Reserve Balance | ■ ■ ■ | 222 | 62,855 | - | - | - | - |



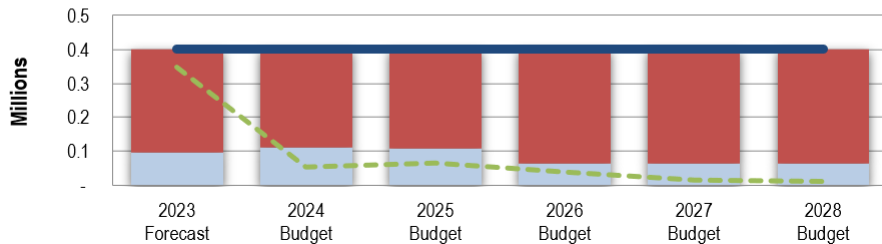
Wastewater – Embro

| | Key | 2023 Forecast | 2024 Budget | 2025 Budget | 2026 Budget | 2027 Budget | 2028 Budget |
|----------------------------|-------|---------------|-------------|-------------|-------------|-------------|-------------|
| Annual Required Investment | ■ | 210,000 | 210,000 | 210,000 | 210,000 | 210,000 | 210,000 |
| Current Investment | ■ | 245,761 | 171,833 | 181,645 | 163,335 | 195,606 | 212,903 |
| Deficit | ■ | - | 38,167 | 28,355 | 46,665 | 14,394 | - |
| Surplus | ■ | 35,761 | - | - | - | - | 2,903 |
| Reserve Balance | ■ ■ ■ | 1,092,356 | 1,254,809 | 1,434,708 | 1,247,642 | 1,441,922 | 1,653,537 |



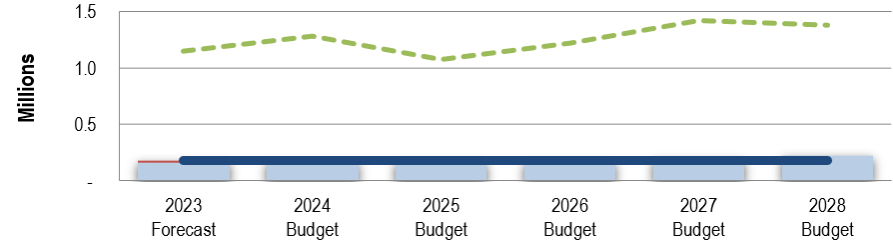
Wastewater – Mt Elgin

| | Key | 2023 Forecast | 2024 Budget | 2025 Budget | 2026 Budget | 2027 Budget | 2028 Budget |
|----------------------------|-------|---------------|-------------|-------------|-------------|-------------|-------------|
| Annual Required Investment | ■ | 401,000 | 401,000 | 401,000 | 401,000 | 401,000 | 401,000 |
| Current Investment | ■ | 96,907 | 111,782 | 107,890 | 64,456 | 63,781 | 63,507 |
| Deficit | ■ | 304,093 | 289,218 | 293,110 | 336,544 | 337,219 | 337,493 |
| Surplus | ■ | - | - | - | - | - | - |
| Reserve Balance | ■ ■ ■ | 347,964 | 54,180 | 65,618 | 38,464 | 15,040 | 11,365 |



Wastewater – Innerkip

| | Key | 2023 Forecast | 2024 Budget | 2025 Budget | 2026 Budget | 2027 Budget | 2028 Budget |
|----------------------------|-------|---------------|-------------|-------------|-------------|-------------|-------------|
| Annual Required Investment | ■ | 182,000 | 182,000 | 182,000 | 182,000 | 182,000 | 182,000 |
| Current Investment | ■ | 161,128 | 144,392 | 153,076 | 148,624 | 196,856 | 222,122 |
| Deficit | ■ | 20,872 | 37,608 | 28,924 | 33,376 | - | - |
| Surplus | ■ | - | - | - | - | 14,856 | 40,122 |
| Reserve Balance | ■ ■ ■ | 1,152,172 | 1,281,241 | 1,073,439 | 1,221,402 | 1,416,072 | 1,377,071 |



| | CARRY | 2024 | 2024 | | 2024 | | W/WW | | | | | |
|-------------------------------------------|------------|------------|-----------|-------------|-----------|----------|----------|----------|----|---------|-----------|---------|
| | FORWARD | REQUESTED | CAPITAL | UNFINANCED | FINANCED | | RATES & | | | | | OTHER |
| DESCRIPTION | BUDGET (2) | BUDGET (3) | BUDGET | CAPITAL (1) | CAPITAL | TAXATION | RESERVES | RESERVES | DC | GRANTS | DEBT | SOURCES |
| CAO | | | | | | | | | | | | |
| CAO | | | | | | | | | | | | |
| GENERAL | | | | | | | | | | | | |
| 111000 CAO | - | 2,000 | 2,000 | - | 2,000 | 2,000 | - | - | - | - | - | - |
| 113000 STRATEGIC COMM. & ENGAGEMENT | - | 2,200 | 2,200 | - | 2,200 | 2,200 | - | - | - | - | - | - |
| TOTAL GENERAL | - | 4,200 | 4,200 | - | 4,200 | 4,200 | - | - | - | - | - | - |
| TOTAL CAO | - | 4,200 | 4,200 | - | 4,200 | 4,200 | - | - | - | - | - | - |
| TOTAL CAO | - | 4,200 | 4,200 | - | 4,200 | 4,200 | - | - | - | - | - | - |
| HUMAN RESOURCES | | | | | | | | | | | | |
| HUMAN RESOURCES | | | | | | | | | | | | |
| GENERAL | | | | | | | | | | | | |
| 112000 HUMAN RESOURCES | - | 4,000 | 4,000 | - | 4,000 | 4,000 | - | - | - | - | - | - |
| TOTAL GENERAL | - | 4,000 | 4,000 | - | 4,000 | 4,000 | - | - | - | - | - | - |
| TOTAL HUMAN RESOURCES | - | 4,000 | 4,000 | - | 4,000 | 4,000 | - | - | - | - | - | - |
| TOTAL HUMAN RESOURCES | - | 4,000 | 4,000 | - | 4,000 | 4,000 | - | - | - | - | - | - |
| CORPORATE SERVICES | | | | | | | | | | | | |
| CORPORATE SERVICES | | | | | | | | | | | | |
| GENERAL | | | | | | | | | | | | |
| 121000 CUSTOMER SERVICE | - | 2,000 | 2,000 | - | 2,000 | 2,000 | - | - | - | - | - | - |
| 123000 INFORMATION TECHNOLOGY | - | 104,300 | 104,300 | - | 104,300 | 2,000 | - | 102,300 | - | - | - | - |
| 124000 INFORMATION SERVICES | - | 5,500 | 5,500 | - | 5,500 | 5,500 | - | - | - | - | - | - |
| 900050 ASSET MGMT SYSTEMS ENHANCEMENT | 453,000 | 60,000 | 513,000 | - | 513,000 | - | 236,380 | 276,620 | - | - | - | - |
| TOTAL GENERAL | 453,000 | 171,800 | 624,800 | - | 624,800 | 9,500 | 236,380 | 378,920 | - | - | - | - |
| TOTAL CORPORATE SERVICES | 453,000 | 171,800 | 624,800 | - | 624,800 | 9,500 | 236,380 | 378,920 | - | - | - | - |
| TOTAL CORPORATE SERVICES | 453,000 | 171,800 | 624,800 | - | 624,800 | 9,500 | 236,380 | 378,920 | - | - | - | - |
| PUBLIC WORKS | | | | | | | | | | | | |
| ENGINEERING AND CONSTRUCTION | | | | | | | | | | | | |
| GENERAL | | | | | | | | | | | | |
| 290000 CAPITAL ADMIN | - | 47,000 | 47,000 | - | 47,000 | 2,000 | - | - | - | 45,000 | - | - |
| 900031 INFRASTRUCTURE DESIGN GUIDELNS | - | 100,000 | 100,000 | - | 100,000 | - | 60,000 | 40,000 | - | - | - | - |
| TOTAL GENERAL | - | 147,000 | 147,000 | - | 147,000 | 2,000 | 60,000 | 40,000 | - | 45,000 | - | - |
| TOTAL ENGINEERING AND CONSTRUCTION | - | 147,000 | 147,000 | - | 147,000 | 2,000 | 60,000 | 40,000 | - | 45,000 | - | - |
| FACILITIES | | | | | | | | | | | | |
| GREEN INITIATIVES | | | | | | | | | | | | |
| 239000 WOODLANDS CONSERVATION | - | 40,100 | 40,100 | - | 40,100 | 40,100 | - | - | - | - | - | - |
| 911006 GREEN INITIATIVES FACILITIES | - | 560,100 | 560,100 | - | 560,100 | - | - | 467,100 | - | 93,000 | - | - |
| 911900 FACILITIES RENEWABLE ENERGY | - | 1,370,000 | 1,370,000 | 866,059 | 2,236,059 | - | - | - | - | 137,970 | 2,098,089 | - |
| TOTAL GREEN INITIATIVES | - | 1,970,200 | 1,970,200 | 866,059 | 2,836,259 | 40,100 | - | 467,100 | - | 230,970 | 2,098,089 | - |
| ADMINISTRATION BUILDINGS | | | | | | | | | | | | |
| 210000 FACILITIES ADMIN | - | 17,000 | 17,000 | - | 17,000 | - | - | 17,000 | - | - | - | - |
| 210010 ADMIN BUILDING (21 REEVE) | - | 180,100 | 180,100 | - | 180,100 | - | - | 180,100 | - | - | - | - |

| DESCRIPTION | CARRY | 2024 | 2024 | UNFINANCED | 2024 | TAXATION | W/WW | RESERVES | RESERVES | DC | GRANTS | DEBT | OTHER |
|---------------------------------------|------------|------------|-----------|-------------|-----------|----------|----------|-----------|----------|---------|-----------|------|-------|
| | FORWARD | REQUESTED | CAPITAL | | FINANCED | | RATES & | | | | | | |
| | BUDGET (2) | BUDGET (3) | BUDGET | CAPITAL (1) | CAPITAL | | RESERVES | | | | | | |
| 210030 ARCHIVES (82 LIGHT) | - | 28,200 | 28,200 | - | 28,200 | - | - | 28,200 | - | - | - | - | - |
| 210070 93 GRAHAM | - | 11,000 | 11,000 | - | 11,000 | - | - | 11,000 | - | - | - | - | - |
| 911002 COURTHOUSE RENOVATIONS | - | 55,000 | 55,000 | - | 55,000 | - | - | 55,000 | - | - | - | - | - |
| 911020 ADMIN BLDG SPACE OPTIMIZATION | - | 60,000 | 60,000 | - | 60,000 | - | - | 60,000 | - | - | - | - | - |
| TOTAL ADMINISTRATION BUILDINGS | - | 351,300 | 351,300 | - | 351,300 | - | - | 351,300 | - | - | - | - | - |
| TOTAL FACILITIES | - | 2,321,500 | 2,321,500 | 866,059 | 3,187,559 | 40,100 | - | 818,400 | - | 230,970 | 2,098,089 | - | - |
| FLEET | | | | | | | | | | | | | |
| FLEET | | | | | | | | | | | | | |
| 220101 F - PICKUP | - | 91,600 | 91,600 | - | 91,600 | - | - | 91,600 | - | - | - | - | - |
| 220113 F - PICKUP | - | 91,600 | 91,600 | - | 91,600 | - | - | 91,600 | - | - | - | - | - |
| 220116 F - PICKUP | - | 91,600 | 91,600 | - | 91,600 | - | - | 91,600 | - | - | - | - | - |
| 220327 R - H - UTILITY | - | 75,000 | 75,000 | - | 75,000 | - | - | 75,000 | - | - | - | - | - |
| 220328 R - W - UTILITY | - | 75,000 | 75,000 | - | 75,000 | - | - | 75,000 | - | - | - | - | - |
| 220352 R - S - PICKUP | - | 75,000 | 75,000 | - | 75,000 | - | - | 75,000 | - | - | - | - | - |
| 220382 R - D - TANDEM | - | 427,000 | 427,000 | - | 427,000 | - | - | 427,000 | - | - | - | - | - |
| 220413 R-D-SWEEPER | - | 268,700 | 268,700 | - | 268,700 | - | - | 268,700 | - | - | - | - | - |
| 220424 R - H - BACKHOE | - | 225,000 | 225,000 | - | 225,000 | - | - | 225,000 | - | - | - | - | - |
| 220464 R - W - ANTI-ICE | - | 23,000 | 23,000 | - | 23,000 | - | - | 23,000 | - | - | - | - | - |
| 220505 WW - LOADER | - | 6,500 | 6,500 | - | 6,500 | - | - | 6,500 | - | - | - | - | - |
| 220555 WW - BOAT & TRAILER | - | 60,000 | 60,000 | - | 60,000 | - | - | 60,000 | - | - | - | - | - |
| 220561 WW - TRAILER | - | 9,500 | 9,500 | - | 9,500 | - | - | 9,500 | - | - | - | - | - |
| 220660 W - PICKUP | - | 77,500 | 77,500 | - | 77,500 | - | - | 77,500 | - | - | - | - | - |
| 220662 W - PICKUP | - | 91,600 | 91,600 | - | 91,600 | - | - | 91,600 | - | - | - | - | - |
| 220665 W - PICKUP | - | 43,000 | 43,000 | - | 43,000 | - | - | 43,000 | - | - | - | - | - |
| 220680 W - VAN | - | 61,200 | 61,200 | - | 61,200 | - | - | 61,200 | - | - | - | - | - |
| 220682 W - VAN | - | 78,900 | 78,900 | - | 78,900 | - | - | 78,900 | - | - | - | - | - |
| 220745 L - TANKER | - | 145,000 | 145,000 | - | 145,000 | - | - | 145,000 | - | - | - | - | - |
| 220750 L - TRUCK | - | 85,700 | 85,700 | - | 85,700 | - | - | 85,700 | - | - | - | - | - |
| 220905 LIBRARY VAN | - | 82,200 | 82,200 | - | 82,200 | - | - | 82,200 | - | - | - | - | - |
| 220913 C - PICKUP | - | 42,200 | 42,200 | - | 42,200 | - | - | 42,200 | - | - | - | - | - |
| 220915 C - PICKUP | - | 42,200 | 42,200 | - | 42,200 | - | - | 42,200 | - | - | - | - | - |
| 220917 C - PICKUP | - | 42,200 | 42,200 | - | 42,200 | - | - | 42,200 | - | - | - | - | - |
| 220919 C - VAN | - | 42,200 | 42,200 | - | 42,200 | - | - | 42,200 | - | - | - | - | - |
| TOTAL FLEET | - | 2,353,400 | 2,353,400 | - | 2,353,400 | - | - | 2,353,400 | - | - | - | - | - |
| TOTAL FLEET | - | 2,353,400 | 2,353,400 | - | 2,353,400 | - | - | 2,353,400 | - | - | - | - | - |
| TRANSPORTATION SERVICES | | | | | | | | | | | | | |
| GENERAL | | | | | | | | | | | | | |
| 230000 ROADS ADMIN | - | 47,800 | 47,800 | - | 47,800 | 47,800 | - | - | - | - | - | - | - |
| 234000 WOODSTOCK PATROL | - | 27,000 | 27,000 | - | 27,000 | - | - | 27,000 | - | - | - | - | - |
| TOTAL GENERAL | - | 74,800 | 74,800 | - | 74,800 | 47,800 | - | 27,000 | - | - | - | - | - |
| FACILITIES | | | | | | | | | | | | | |

| DESCRIPTION | CARRY | 2024 | 2024 | UNFINANCED | 2024 | TAXATION | W/WW | RESERVES | RESERVES | DC | GRANTS | DEBT | OTHER |
|--------------------------------------|------------|------------|------------|-------------|------------|----------|----------|------------|-----------|------------|--------|------|-----------|
| | FORWARD | REQUESTED | CAPITAL | | FINANCED | | RATES & | | | | | | |
| | BUDGET (2) | BUDGET (3) | BUDGET | CAPITAL (1) | CAPITAL | | RESERVES | | | | | | |
| 213000 DRUMBO YARD FAC | - | 88,100 | 88,100 | - | 88,100 | - | - | 88,100 | - | - | - | - | - |
| 213010 HIGHLAND YARD FAC | - | 4,500 | 4,500 | - | 4,500 | - | - | 4,500 | - | - | - | - | - |
| 213030 WOODSTOCK YARD FAC | - | 26,750 | 26,750 | - | 26,750 | 9,750 | - | 17,000 | - | - | - | - | - |
| 911300 ROADS FACILITIES GENERAL | - | 21,000 | 21,000 | - | 21,000 | - | - | 21,000 | - | - | - | - | - |
| TOTAL FACILITIES | - | 140,350 | 140,350 | - | 140,350 | 9,750 | - | 130,600 | - | - | - | - | - |
| ROAD NETWORK | | | | | | | | | | | | | |
| 930002 CR 2 | - | 150,000 | 150,000 | - | 150,000 | - | - | 150,000 | - | - | - | - | - |
| 930003 CR 3 | - | 1,350,000 | 1,350,000 | (377,000) | 973,000 | - | - | 675,000 | 298,000 | - | - | - | - |
| 930004 CR 4 | - | 300,000 | 300,000 | - | 300,000 | - | - | - | 300,000 | - | - | - | - |
| 930008 CR 8 | - | 1,500,000 | 1,500,000 | - | 1,500,000 | - | - | - | 1,500,000 | - | - | - | - |
| 930009 CR 9 | - | 1,400,000 | 1,400,000 | - | 1,400,000 | - | - | 1,350,000 | - | - | - | - | 50,000 |
| 930015 CR 15 | - | 550,000 | 550,000 | - | 550,000 | - | - | 550,000 | - | - | - | - | - |
| 930016 CR 16 | - | 5,800,000 | 5,800,000 | - | 5,800,000 | - | - | 2,900,000 | 2,900,000 | - | - | - | - |
| 930019 CR 19 | 500,000 | - | 500,000 | - | 500,000 | - | - | 500,000 | - | - | - | - | - |
| 930035 CR 35 | - | 50,000 | 50,000 | - | 50,000 | - | - | 50,000 | - | - | - | - | - |
| 930054 CR 54 | 10,000 | - | 10,000 | - | 10,000 | - | - | 10,000 | - | - | - | - | - |
| 930059 CR 59 | 20,000 | 20,000 | 40,000 | - | 40,000 | - | - | 40,000 | - | - | - | - | - |
| 930070 GUIDE RAILS | - | 350,000 | 350,000 | - | 350,000 | - | - | 350,000 | - | - | - | - | - |
| 930076 PEDESTRIAN CROSSINGS | - | 265,000 | 265,000 | - | 265,000 | 265,000 | - | - | - | - | - | - | - |
| 930077 INTERSECTION UPGRADES | 35,000 | 1,230,000 | 1,265,000 | - | 1,265,000 | 230,000 | - | 365,000 | - | - | - | - | 670,000 |
| 930078 INTERSECTION ILLUMINATION | - | 50,000 | 50,000 | - | 50,000 | 16,500 | - | - | - | - | - | - | 33,500 |
| 930079 CYCLING INFRASTRUCTURE | - | 500,000 | 500,000 | - | 500,000 | - | - | - | - | 250,000 | - | - | 250,000 |
| 930080 RETAINING WALLS | - | 200,000 | 200,000 | - | 200,000 | - | - | 200,000 | - | - | - | - | - |
| 930099 REHAB & RESURFACING | - | 6,890,000 | 6,890,000 | - | 6,890,000 | - | - | 2,348,500 | - | 3,391,500 | - | - | 1,150,000 |
| 930102 CRACK SEALING | - | 300,000 | 300,000 | - | 300,000 | - | - | 200,000 | - | - | - | - | 100,000 |
| 930150 URBANIZATION | 99,700 | - | 99,700 | - | 99,700 | - | - | 49,850 | 49,850 | - | - | - | - |
| 930300 TRAFFIC SIGNALS | 500,000 | 455,000 | 955,000 | - | 955,000 | - | - | 705,000 | 250,000 | - | - | - | - |
| 930301 TRAFFIC - TRAFFIC CALMING | - | 175,000 | 175,000 | - | 175,000 | 175,000 | - | - | - | - | - | - | - |
| TOTAL ROAD NETWORK | 1,164,700 | 21,535,000 | 22,699,700 | (377,000) | 22,322,700 | 686,500 | - | 10,443,350 | 5,297,850 | 3,641,500 | - | - | 2,253,500 |
| STORM NETWORK | | | | | | | | | | | | | |
| 930115 DRAIN IMPROV | - | 660,000 | 660,000 | - | 660,000 | - | - | 660,000 | - | - | - | - | - |
| 930116 PRINCETON DRAIN | - | 750,000 | 750,000 | - | 750,000 | - | - | 750,000 | - | - | - | - | - |
| 930197 STRIK DRAIN | - | 580,000 | 580,000 | - | 580,000 | - | - | 29,000 | - | 551,000 | - | - | - |
| 930198 URBAN STORM SEWER | - | 200,000 | 200,000 | - | 200,000 | - | - | 200,000 | - | - | - | - | - |
| 930199 RURAL STORM SEWER | - | 3,350,000 | 3,350,000 | - | 3,350,000 | - | - | 1,280,000 | - | 2,070,000 | - | - | - |
| TOTAL STORM NETWORK | - | 5,540,000 | 5,540,000 | - | 5,540,000 | - | - | 2,919,000 | - | 2,621,000 | - | - | - |
| BRIDGES AND CULVERTS | | | | | | | | | | | | | |
| 930200 BRIDGE REHAB | - | 14,495,000 | 14,495,000 | - | 14,495,000 | - | - | 5,495,000 | - | 9,000,000 | - | - | - |
| 930201 BRIDGE NEEDS STUDY | - | 150,000 | 150,000 | - | 150,000 | - | - | 150,000 | - | - | - | - | - |
| TOTAL BRIDGES AND CULVERTS | - | 14,645,000 | 14,645,000 | - | 14,645,000 | - | - | 5,645,000 | - | 9,000,000 | - | - | - |
| TOTAL TRANSPORTATION SERVICES | 1,164,700 | 41,935,150 | 43,099,850 | (377,000) | 42,722,850 | 744,050 | - | 19,164,950 | 5,297,850 | 15,262,500 | - | - | 2,253,500 |

| | CARRY | 2024 | 2024 | | 2024 | | W/WW | | | | | |
|-------------------------------------|------------|------------|------------|-------------|------------|----------|----------|------------|-----------|------------|-----------|-----------|
| | FORWARD | REQUESTED | CAPITAL | UNFINANCED | FINANCED | | RATES & | | | | | OTHER |
| DESCRIPTION | BUDGET (2) | BUDGET (3) | BUDGET | CAPITAL (1) | CAPITAL | TAXATION | RESERVES | RESERVES | DC | GRANTS | DEBT | SOURCES |
| WASTE MANAGEMENT | | | | | | | | | | | | |
| GENERAL | | | | | | | | | | | | |
| 280000 WASTE MGMT | - | 2,007,000 | 2,007,000 | - | 2,007,000 | 159,000 | - | 1,848,000 | - | - | - | - |
| 283000 WASTE MGMT - TILLSONBURG | - | 24,000 | 24,000 | - | 24,000 | 16,000 | - | 8,000 | - | - | - | - |
| 900032 LANDFILL PIPING | - | 250,000 | 250,000 | - | 250,000 | - | - | 250,000 | - | - | - | - |
| 900033 LANDFILL COVER | - | 200,000 | 200,000 | - | 200,000 | - | - | 200,000 | - | - | - | - |
| 918700 LANDFILL SOUTH OPERATING ARE | - | 150,000 | 150,000 | - | 150,000 | - | - | 150,000 | - | - | - | - |
| TOTAL GENERAL | - | 2,631,000 | 2,631,000 | - | 2,631,000 | 175,000 | - | 2,456,000 | - | - | - | - |
| FACILITIES | | | | | | | | | | | | |
| 218700 SALFORD LF BLDGS | - | 104,000 | 104,000 | - | 104,000 | 6,000 | - | 98,000 | - | - | - | - |
| TOTAL FACILITIES | - | 104,000 | 104,000 | - | 104,000 | 6,000 | - | 98,000 | - | - | - | - |
| TOTAL WASTE MANAGEMENT | - | 2,735,000 | 2,735,000 | - | 2,735,000 | 181,000 | - | 2,554,000 | - | - | - | - |
| TOTAL PUBLIC WORKS | 1,164,700 | 49,492,050 | 50,656,750 | 489,059 | 51,145,809 | 967,150 | 60,000 | 24,930,750 | 5,297,850 | 15,538,470 | 2,098,089 | 2,253,500 |
| WOODINGFORD LODGE | | | | | | | | | | | | |
| WOODINGFORD LODGE | | | | | | | | | | | | |
| GENERAL | | | | | | | | | | | | |
| 391000 WFL - WOODSTOCK | - | 1,247,177 | 1,247,177 | - | 1,247,177 | 34,306 | - | 1,156,471 | - | 56,400 | - | - |
| 392000 WFL - INGERSOLL | - | 75,851 | 75,851 | - | 75,851 | 2,450 | - | 63,101 | - | 10,300 | - | - |
| 393000 WFL - TILLSONBURG | 13,570 | 78,771 | 92,341 | - | 92,341 | 2,450 | - | 79,591 | - | 10,300 | - | - |
| TOTAL GENERAL | 13,570 | 1,401,799 | 1,415,369 | - | 1,415,369 | 39,206 | - | 1,299,163 | - | 77,000 | - | - |
| TOTAL WOODINGFORD LODGE | 13,570 | 1,401,799 | 1,415,369 | - | 1,415,369 | 39,206 | - | 1,299,163 | - | 77,000 | - | - |
| TOTAL WOODINGFORD LODGE | 13,570 | 1,401,799 | 1,415,369 | - | 1,415,369 | 39,206 | - | 1,299,163 | - | 77,000 | - | - |
| HUMAN SERVICES | | | | | | | | | | | | |
| HOUSING | | | | | | | | | | | | |
| SOCIAL HOUSING FACILITIES | | | | | | | | | | | | |
| 360000 H.S.I. SHELTER | - | 36,200 | 36,200 | - | 36,200 | - | - | 36,200 | - | - | - | - |
| 360425 HSG - 16 GEORGE | - | 13,000 | 13,000 | - | 13,000 | - | - | 9,100 | - | 3,900 | - | - |
| 360435 HSG - 70 MARIA | - | 121,500 | 121,500 | - | 121,500 | - | - | 85,050 | - | 36,450 | - | - |
| 360440 HSG - 111 BROCK | - | 52,000 | 52,000 | - | 52,000 | - | - | 36,400 | - | 15,600 | - | - |
| 360451 HSG - 235 THAMES | - | 55,000 | 55,000 | - | 55,000 | - | - | 38,500 | - | 16,500 | - | - |
| 360452 HSG - 221 THAMES | - | 4,000 | 4,000 | - | 4,000 | - | - | 2,800 | - | 1,200 | - | - |
| 360453 HSG - 272 HARRIS | - | 3,300 | 3,300 | - | 3,300 | - | - | 3,300 | - | - | - | - |
| 360454 HSG - 178 EARL | - | 12,000 | 12,000 | - | 12,000 | - | - | 8,400 | - | 3,600 | - | - |
| 360455 HSG - 135 CARROLL | - | 40,500 | 40,500 | - | 40,500 | - | - | 28,350 | - | 12,150 | - | - |
| 360456 HSG - 329 TUNIS | - | 3,900 | 3,900 | - | 3,900 | - | - | 3,900 | - | - | - | - |
| 360461 HSG - 57 ROLPH | - | 201,900 | 201,900 | - | 201,900 | - | - | 147,330 | - | 54,570 | - | - |
| 360462 HSG - 174 LISGAR | - | 27,500 | 27,500 | - | 27,500 | - | - | 19,250 | - | 8,250 | - | - |
| 360463 HSG - 215 LISGAR | - | 51,200 | 51,200 | - | 51,200 | - | - | 35,840 | - | 15,360 | - | - |
| 360464 HSG - EARLE | - | 11,000 | 11,000 | - | 11,000 | - | - | 11,000 | - | - | - | - |
| 360465 HSG - VERNA | - | 110,000 | 110,000 | - | 110,000 | - | - | 110,000 | - | - | - | - |
| 360470 HSG - PAVEY/ALICE | - | 41,700 | 41,700 | - | 41,700 | - | - | 41,700 | - | - | - | - |

| DESCRIPTION | CARRY | 2024 | 2024 | UNFINANCED | 2024 | TAXATION | W/WW | RESERVES | RESERVES | DC | GRANTS | DEBT | OTHER |
|----------------------------------------|------------|------------|-----------|-------------|-----------|----------|----------|-----------|----------|---------|--------|------|-------|
| | FORWARD | REQUESTED | CAPITAL | | FINANCED | | RATES & | | | | | | |
| | BUDGET (2) | BUDGET (3) | BUDGET | CAPITAL (1) | CAPITAL | | RESERVES | | | | | | |
| 360471 HSG - JAMES | - | 60,100 | 60,100 | - | 60,100 | - | - | 60,100 | - | - | - | - | - |
| 360472 HSG - 816 ALICE | - | 20,300 | 20,300 | - | 20,300 | - | - | 14,210 | - | 6,090 | - | - | - |
| 360473 HSG - CROSS PL | - | 106,450 | 106,450 | - | 106,450 | - | - | 106,450 | - | - | - | - | - |
| 360474 HSG - KARN | - | 245,900 | 245,900 | - | 245,900 | - | - | 245,900 | - | - | - | - | - |
| 360475 HSG - 742 PAVEY | - | 38,500 | 38,500 | - | 38,500 | - | - | 38,500 | - | - | - | - | - |
| 360476 HSG - 82 FINKLE | - | 133,000 | 133,000 | - | 133,000 | - | - | 93,100 | - | 39,900 | - | - | - |
| 360477 HSG - 161 FYFE | 21,000 | 319,700 | 340,700 | - | 340,700 | - | - | 340,700 | - | - | - | - | - |
| 360478 HSG - 738 PARKINSON | - | 14,000 | 14,000 | - | 14,000 | - | - | 14,000 | - | - | - | - | - |
| 360600 TRANSITIONAL HOUSING | - | 2,100,000 | 2,100,000 | - | 2,100,000 | - | - | 2,100,000 | - | - | - | - | - |
| 361000 AHP | - | 2,000 | 2,000 | - | 2,000 | 2,000 | - | - | - | - | - | - | - |
| 361060 AHP - Tillsonburg | - | 508,000 | 508,000 | - | 508,000 | - | - | 508,000 | - | - | - | - | - |
| TOTAL SOCIAL HOUSING FACILITIES | 21,000 | 4,332,650 | 4,353,650 | - | 4,353,650 | 2,000 | - | 4,138,080 | - | 213,570 | - | - | - |
| TOTAL HOUSING | 21,000 | 4,332,650 | 4,353,650 | - | 4,353,650 | 2,000 | - | 4,138,080 | - | 213,570 | - | - | - |
| TOTAL HUMAN SERVICES | 21,000 | 4,332,650 | 4,353,650 | - | 4,353,650 | 2,000 | - | 4,138,080 | - | 213,570 | - | - | - |
| PARAMEDIC SERVICES | | | | | | | | | | | | | |
| PARAMEDIC SERVICES | | | | | | | | | | | | | |
| GENERAL | | | | | | | | | | | | | |
| 510000 PARAMEDIC SERVICES | 40,000 | 1,388,409 | 1,428,409 | - | 1,428,409 | 407,640 | - | 971,009 | 49,760 | - | - | - | - |
| 520000 PS COMMUNITY PARAMEDICINE | - | 10,000 | 10,000 | - | 10,000 | - | - | - | - | 10,000 | - | - | - |
| TOTAL GENERAL | 40,000 | 1,398,409 | 1,438,409 | - | 1,438,409 | 407,640 | - | 971,009 | 49,760 | 10,000 | - | - | - |
| FACILITIES | | | | | | | | | | | | | |
| 915010 EMS MILL ST | - | 16,000 | 16,000 | - | 16,000 | - | - | 16,000 | - | - | - | - | - |
| 915030 EMS 162 CARNEGIE ING | - | 47,500 | 47,500 | - | 47,500 | - | - | 47,500 | - | - | - | - | - |
| 915040 EMS 81 KING TBURG | - | 65,600 | 65,600 | - | 65,600 | - | - | 65,600 | - | - | - | - | - |
| 915050 EMS WILMOT DRUMBO | - | 9,000 | 9,000 | - | 9,000 | - | - | 9,000 | - | - | - | - | - |
| 915060 EMS CR8 EMBRO | - | 24,000 | 24,000 | - | 24,000 | - | - | 24,000 | - | - | - | - | - |
| 915070 EMS TIDEY NORWICH | - | 9,000 | 9,000 | - | 9,000 | - | - | 9,000 | - | - | - | - | - |
| TOTAL FACILITIES | - | 171,100 | 171,100 | - | 171,100 | - | - | 171,100 | - | - | - | - | - |
| TOTAL PARAMEDIC SERVICES | 40,000 | 1,569,509 | 1,609,509 | - | 1,609,509 | 407,640 | - | 1,142,109 | 49,760 | 10,000 | - | - | - |
| TOTAL PARAMEDIC SERVICES | 40,000 | 1,569,509 | 1,609,509 | - | 1,609,509 | 407,640 | - | 1,142,109 | 49,760 | 10,000 | - | - | - |
| PLANNING | | | | | | | | | | | | | |
| PLANNING | | | | | | | | | | | | | |
| GENERAL | | | | | | | | | | | | | |
| 400000 PLANNING | - | 6,000 | 6,000 | - | 6,000 | 6,000 | - | - | - | - | - | - | - |
| TOTAL GENERAL | - | 6,000 | 6,000 | - | 6,000 | 6,000 | - | - | - | - | - | - | - |
| TOTAL PLANNING | - | 6,000 | 6,000 | - | 6,000 | 6,000 | - | - | - | - | - | - | - |
| TOTAL PLANNING | - | 6,000 | 6,000 | - | 6,000 | 6,000 | - | - | - | - | - | - | - |
| LIBRARY | | | | | | | | | | | | | |
| LIBRARY | | | | | | | | | | | | | |
| GENERAL | | | | | | | | | | | | | |
| 600000 LIBRARY ADMINISTRATION | - | 229,000 | 229,000 | - | 229,000 | 229,000 | - | - | - | - | - | - | - |

| DESCRIPTION | CARRY | 2024 | 2024 | UNFINANCED CAPITAL (1) | 2024 | TAXATION | W/WW | RESERVES | RESERVES | DC | GRANTS | DEBT | OTHER SOURCES |
|---------------------------------------------|-----------------------|-------------------------|-------------------|---------------------------|---------------------|----------|---------------------|----------|-----------|----|--------|-----------|------------------|
| | FORWARD BUDGET (2) | REQUESTED BUDGET (3) | CAPITAL BUDGET | | FINANCED CAPITAL | | RATES & RESERVES | | | | | | |
| TOTAL GENERAL | - | 229,000 | 229,000 | - | 229,000 | 229,000 | - | - | - | - | - | - | - |
| FACILITIES | | | | | | | | | | | | | |
| 916040 OCL ING | - | 181,000 | 181,000 | - | 181,000 | - | - | 181,000 | - | - | - | - | - |
| 916090 PLATTSVILLE LIBRARY | - | 2,000 | 2,000 | - | 2,000 | - | - | 2,000 | - | - | - | - | - |
| 916110 THAMESFORD LIBRARY | - | 91,000 | 91,000 | - | 91,000 | - | - | 55,000 | - | - | - | - | 36,000 |
| 916140 TILLSONBURG LIBRARY | - | 51,000 | 51,000 | - | 51,000 | - | - | 51,000 | - | - | - | - | - |
| TOTAL FACILITIES | - | 325,000 | 325,000 | - | 325,000 | - | - | 289,000 | - | - | - | - | 36,000 |
| TOTAL LIBRARY | - | 554,000 | 554,000 | - | 554,000 | 229,000 | - | 289,000 | - | - | - | - | 36,000 |
| TOTAL LIBRARY | - | 554,000 | 554,000 | - | 554,000 | 229,000 | - | 289,000 | - | - | - | - | 36,000 |
| WATER & WASTEWATER | | | | | | | | | | | | | |
| WATER & WASTEWATER GENERAL | | | | | | | | | | | | | |
| GREEN INITIATIVES | | | | | | | | | | | | | |
| 911007 GREEN INITIATIVES WATER | - | 2,300 | 2,300 | - | 2,300 | - | 2,300 | - | - | - | - | - | - |
| 911008 GREEN INITIATIVES WASTEWATER | - | 17,100 | 17,100 | - | 17,100 | - | 17,100 | - | - | - | - | - | - |
| TOTAL GREEN INITIATIVES | - | 19,400 | 19,400 | - | 19,400 | - | 19,400 | - | - | - | - | - | - |
| GENERAL | | | | | | | | | | | | | |
| 250000 WW GENERAL | - | 732,000 | 732,000 | - | 732,000 | - | 419,028 | 312,972 | - | - | - | - | - |
| 260000 WATER GENERAL | - | 58,750 | 58,750 | - | 58,750 | - | 58,750 | - | - | - | - | - | - |
| 900016 SCADA MASTER PLAN | 390,000 | 530,000 | 920,000 | (2,771) | 917,229 | - | 901,497 | - | 15,732 | - | - | - | - |
| TOTAL GENERAL | 390,000 | 1,320,750 | 1,710,750 | (2,771) | 1,707,979 | - | 1,379,275 | 312,972 | 15,732 | - | - | - | - |
| TOTAL WATER & WASTEWATER GENERAL | 390,000 | 1,340,150 | 1,730,150 | (2,771) | 1,727,379 | - | 1,398,675 | 312,972 | 15,732 | - | - | - | - |
| WASTEWATER SYSTEMS | | | | | | | | | | | | | |
| WOODSTOCK - WW | | | | | | | | | | | | | |
| 250100 WW WDSK | - | 225,000 | 225,000 | - | 225,000 | - | 225,000 | - | - | - | - | - | - |
| 911279 WDSTK - WW FACILITIES - C | - | 2,200 | 2,200 | - | 2,200 | - | 2,200 | - | - | - | - | - | - |
| 911280 WDSTK - WW FACILITIES - T | - | 198,000 | 198,000 | - | 198,000 | - | 198,000 | - | - | - | - | - | - |
| 950151 WDSK - PATTULLO INDUSTRIAL PRK | - | - | - | 5,711,137 | 5,711,137 | - | - | - | - | - | - | 5,711,137 | - |
| 950158 WDSTK - CITY PROJECTS | - | 2,238,000 | 2,238,000 | - | 2,238,000 | - | 2,238,000 | - | - | - | - | - | - |
| 950163 WDSTK - LANSLOWNE PS | 100,000 | 3,750,000 | 3,850,000 | - | 3,850,000 | - | - | - | 3,850,000 | - | - | - | - |
| 950164 WDSTK - LANSLOWNE SEWER EXT | - | 400,000 | 400,000 | - | 400,000 | - | 400,000 | - | - | - | - | - | - |
| 950170 WDSTK - TRUNK I&I REDUCTION | - | 79,000 | 79,000 | - | 79,000 | - | 79,000 | - | - | - | - | - | - |
| 950173 WDSTK - SAN REPL (59&FAIRWAY) | - | 20,000 | 20,000 | - | 20,000 | - | - | - | 20,000 | - | - | - | - |
| 950174 WDSTK - LINEAR R/R CR PROJ | - | 270,000 | 270,000 | - | 270,000 | - | 270,000 | - | - | - | - | - | - |
| TOTAL WOODSTOCK - WW | 100,000 | 7,182,200 | 7,282,200 | 5,711,137 | 12,993,337 | - | 3,412,200 | - | 3,870,000 | - | - | 5,711,137 | - |
| TILLSONBURG - WW | | | | | | | | | | | | | |
| 250200 WW TBURG | - | 162,000 | 162,000 | - | 162,000 | - | 162,000 | - | - | - | - | - | - |
| 911281 TBURG - WW FACILITIES - T | - | 61,000 | 61,000 | - | 61,000 | - | 61,000 | - | - | - | - | - | - |
| 911292 TBURG - WW FACILITIES - C | - | 26,000 | 26,000 | - | 26,000 | - | 26,000 | - | - | - | - | - | - |
| 950200 TBURG - WWTP PHASE 1 UPGRADE | 1,918,000 | 600,000 | 2,518,000 | - | 2,518,000 | - | 2,022,709 | - | 495,291 | - | - | - | - |
| 950223 TBURG - GRAVITY INLET TRUNK | - | 7,000 | 7,000 | - | 7,000 | - | 3,500 | - | 3,500 | - | - | - | - |
| 950226 TBURG - TOWN PROJECTS | 136,000 | 630,000 | 766,000 | - | 766,000 | - | 766,000 | - | - | - | - | - | - |

| DESCRIPTION | CARRY | 2024 | 2024 | UNFINANCED CAPITAL (1) | 2024 | TAXATION | W/WW | RESERVES | RESERVES | DC | GRANTS | DEBT | OTHER SOURCES |
|---------------------------------------|-----------------------|-------------------------|-------------------|---------------------------|---------------------|----------|---------------------|----------|----------|---------|--------|-----------|------------------|
| | FORWARD BUDGET (2) | REQUESTED BUDGET (3) | CAPITAL BUDGET | | FINANCED CAPITAL | | RATES & RESERVES | | | | | | |
| 950229 TBURG - LINEAR R/R CR PROJ | - | 17,000 | 17,000 | - | 17,000 | - | 17,000 | - | - | - | - | - | - |
| 950249 TBURG - SANITARY OVERSIZING | - | 50,000 | 50,000 | - | 50,000 | - | - | - | - | 50,000 | - | - | - |
| 950250 TBURG - TRUNK I&I REDUCTION | - | 78,000 | 78,000 | - | 78,000 | - | 78,000 | - | - | - | - | - | - |
| TOTAL TILLSONBURG - WW | 2,054,000 | 1,631,000 | 3,685,000 | - | 3,685,000 | - | 3,136,209 | - | - | 548,791 | - | - | - |
| INGERSOLL - WW | | | | | | | | | | | | | |
| 250300 WW INGERSOLL | - | 38,000 | 38,000 | - | 38,000 | - | 38,000 | - | - | - | - | - | - |
| 911282 ING - WW FACILITIES - T | - | 248,900 | 248,900 | - | 248,900 | - | 248,900 | - | - | - | - | - | - |
| 950330 ING - TOWN PROJECTS | - | 468,000 | 468,000 | - | 468,000 | - | 468,000 | - | - | - | - | - | - |
| 950332 ING-RELINING | 475,000 | 275,000 | 750,000 | - | 750,000 | - | 750,000 | - | - | - | - | - | - |
| 950336 ING - SW INDUSTRIAL PARK | 50,000 | 575,000 | 625,000 | - | 625,000 | - | 562,500 | - | - | 62,500 | - | - | - |
| TOTAL INGERSOLL - WW | 525,000 | 1,604,900 | 2,129,900 | - | 2,129,900 | - | 2,067,400 | - | - | 62,500 | - | - | - |
| NORWICH - WW | | | | | | | | | | | | | |
| 911294 NOR - WW FACILITIES - C | - | 14,300 | 14,300 | - | 14,300 | - | 14,300 | - | - | - | - | - | - |
| 950412 NOR-LAGOON EXPANSION | 50,000 | - | 50,000 | - | 50,000 | - | - | - | - | 50,000 | - | - | - |
| 950450 NOR - SANITARY REPLACEMENTS | - | 40,000 | 40,000 | - | 40,000 | - | 40,000 | - | - | - | - | - | - |
| TOTAL NORWICH - WW | 50,000 | 54,300 | 104,300 | - | 104,300 | - | 54,300 | - | - | 50,000 | - | - | - |
| TAVISTOCK - WW | | | | | | | | | | | | | |
| 250500 WW TAVISTOCK | - | 52,000 | 52,000 | - | 52,000 | - | 52,000 | - | - | - | - | - | - |
| 911284 TAV - WW FACILITIES - T | - | 15,000 | 15,000 | - | 15,000 | - | 15,000 | - | - | - | - | - | - |
| 950504 TAV - WWTP EXPANSION/UPGRADE | - | 100,000 | 100,000 | - | 100,000 | - | 100,000 | - | - | - | - | - | - |
| 950513 TAV - WILLIAM SPS REHAB | - | 725,000 | 725,000 | - | 725,000 | - | 725,000 | - | - | - | - | - | - |
| 950550 TAV - SANITARY REPLACEMENTS | - | 50,000 | 50,000 | - | 50,000 | - | 50,000 | - | - | - | - | - | - |
| TOTAL TAVISTOCK - WW | - | 942,000 | 942,000 | - | 942,000 | - | 942,000 | - | - | - | - | - | - |
| PLATTSVILLE - WW | | | | | | | | | | | | | |
| 250600 WW PLATTSVILLE | - | 8,000 | 8,000 | - | 8,000 | - | 8,000 | - | - | - | - | - | - |
| 911285 PLAT - WW FACILITIES - T | - | 6,000 | 6,000 | - | 6,000 | - | 6,000 | - | - | - | - | - | - |
| TOTAL PLATTSVILLE - WW | - | 14,000 | 14,000 | - | 14,000 | - | 14,000 | - | - | - | - | - | - |
| THAMESFORD - WW | | | | | | | | | | | | | |
| 250700 WW THAMESFORD | - | 2,000 | 2,000 | - | 2,000 | - | 2,000 | - | - | - | - | - | - |
| 950718 THAMES - WWTP PRETREATMENT/SCR | 168,000 | 800,000 | 968,000 | - | 968,000 | - | 968,000 | - | - | - | - | - | - |
| TOTAL THAMESFORD - WW | 168,000 | 802,000 | 970,000 | - | 970,000 | - | 970,000 | - | - | - | - | - | - |
| DRUMBO - WW | | | | | | | | | | | | | |
| 950807 DRUMBO - STANDBY POWER | - | - | - | 40,000 | 40,000 | - | 40,000 | - | - | - | - | - | - |
| 950810 DRUMBO - WWTP CAPACITY EXP | 714,000 | 650,000 | 1,364,000 | 1,139,014 | 2,503,014 | - | - | - | - | 35,000 | - | 2,468,014 | - |
| TOTAL DRUMBO - WW | 714,000 | 650,000 | 1,364,000 | 1,179,014 | 2,543,014 | - | 40,000 | - | - | 35,000 | - | 2,468,014 | - |
| MT ELGIN - WW | | | | | | | | | | | | | |
| 250900 WW MT. ELGIN | - | 16,000 | 16,000 | - | 16,000 | - | 16,000 | - | - | - | - | - | - |
| 950905 MT ELGIN - WWTP CAPACITY EXP | 1,000,000 | - | 1,000,000 | 39,932 | 1,039,932 | - | 300,000 | - | - | - | - | 739,932 | - |
| 950906 MT ELGIN - SAN SEWER UPGRADES | - | 20,000 | 20,000 | - | 20,000 | - | 20,000 | - | - | - | - | - | - |
| TOTAL MT ELGIN - WW | 1,000,000 | 36,000 | 1,036,000 | 39,932 | 1,075,932 | - | 336,000 | - | - | - | - | 739,932 | - |
| EMBRO - WW | | | | | | | | | | | | | |

| DESCRIPTION | CARRY | 2024 | 2024 | UNFINANCED CAPITAL (1) | 2024 | TAXATION | W/WW | RESERVES | RESERVES | DC | GRANTS | DEBT | OTHER SOURCES |
|---------------------------------------|-----------------------|-------------------------|-------------------|---------------------------|---------------------|----------|---------------------|----------|----------|------------------|--------|------------------|------------------|
| | FORWARD BUDGET (2) | REQUESTED BUDGET (3) | CAPITAL BUDGET | | FINANCED CAPITAL | | RATES & RESERVES | | | | | | |
| 951003 EMBRO - SERVICING | - | - | - | 62,500 | 62,500 | - | - | - | - | - | - | - | 62,500 |
| TOTAL EMBRO - WW | - | - | - | 62,500 | 62,500 | - | - | - | - | - | - | - | 62,500 |
| INNERKIP - WW | | | | | | | | | | | | | |
| 951100 INNERKIP - WW SERVICING | - | - | - | 75,000 | 75,000 | - | - | - | - | - | - | - | 75,000 |
| TOTAL INNERKIP - WW | - | - | - | 75,000 | 75,000 | - | - | - | - | - | - | - | 75,000 |
| TOTAL WASTEWATER SYSTEMS | 4,611,000 | 12,916,400 | 17,527,400 | 7,067,583 | 24,594,983 | - | 10,972,109 | - | - | 4,566,291 | - | 8,919,083 | 137,500 |
| WATER SYSTEMS | | | | | | | | | | | | | |
| WOODSTOCK - W | | | | | | | | | | | | | |
| 260100 WATER WOODSTOCK | - | 358,000 | 358,000 | - | 358,000 | - | 358,000 | - | - | - | - | - | - |
| 911261 WDSTK - WATER FAC - T | - | 28,600 | 28,600 | - | 28,600 | - | 28,600 | - | - | - | - | - | - |
| 911265 WDSTK - WATER FAC - D | - | 30,500 | 30,500 | - | 30,500 | - | 30,500 | - | - | - | - | - | - |
| 960105 WDSTK - UV UPGRADE | - | 80,000 | 80,000 | - | 80,000 | - | 80,000 | - | - | - | - | - | - |
| 960141 WDSTK - CITY PROJECTS | - | 2,623,000 | 2,623,000 | - | 2,623,000 | - | 2,623,000 | - | - | - | - | - | - |
| 960149 WDSTK - CITY PROJ OVERSIZING | 25,000 | 243,000 | 268,000 | - | 268,000 | - | - | - | - | 268,000 | - | - | - |
| 960153 WDSTCK - LINEAR R/R CR PROJ | - | 90,000 | 90,000 | - | 90,000 | - | 90,000 | - | - | - | - | - | - |
| 960154 WDSTK - BOWERHILL BPS | - | 4,500,000 | 4,500,000 | - | 4,500,000 | - | 4,500,000 | - | - | - | - | - | - |
| 960171 WDSTK - CR17 WATERMAIN | 165,000 | - | 165,000 | 3,029,596 | 3,194,596 | - | - | - | - | 264,596 | - | 2,930,000 | - |
| TOTAL WOODSTOCK - W | 190,000 | 7,953,100 | 8,143,100 | 3,029,596 | 11,172,696 | - | 7,710,100 | - | - | 532,596 | - | 2,930,000 | - |
| TILLSONBURG - W | | | | | | | | | | | | | |
| 260200 WATER TILLSONBURG | - | 160,000 | 160,000 | - | 160,000 | - | 160,000 | - | - | - | - | - | - |
| 911262 TBURG - WATER FACILITIES - T | 5,430 | 30,300 | 35,730 | - | 35,730 | - | 35,730 | - | - | - | - | - | - |
| 960200 TBURG - WELL 7A | 150,000 | 210,000 | 360,000 | - | 360,000 | - | 360,000 | - | - | - | - | - | - |
| 960201 TBURG - WELL 3 UPGRADE | - | 600,000 | 600,000 | - | 600,000 | - | 600,000 | - | - | - | - | - | - |
| 960208 TBURG - UV UPGRADE | - | 60,000 | 60,000 | - | 60,000 | - | 60,000 | - | - | - | - | - | - |
| 960220 TBURG - NORTH ST PUMPHOUSE | - | 465,000 | 465,000 | - | 465,000 | - | 465,000 | - | - | - | - | - | - |
| 960235 TBURG - TOWN PROJECTS | - | 1,418,000 | 1,418,000 | - | 1,418,000 | - | 1,418,000 | - | - | - | - | - | - |
| 960245 TBURG - WATERMAIN LOOPING | - | 68,000 | 68,000 | - | 68,000 | - | 68,000 | - | - | - | - | - | - |
| 960247 TBURG - LINEAR R/R CR PROJ | - | 15,000 | 15,000 | - | 15,000 | - | 15,000 | - | - | - | - | - | - |
| TOTAL TILLSONBURG - W | 155,430 | 3,026,300 | 3,181,730 | - | 3,181,730 | - | 3,181,730 | - | - | - | - | - | - |
| INGERSOLL - W | | | | | | | | | | | | | |
| 260300 WATER INGERSOLL | - | 103,000 | 103,000 | - | 103,000 | - | 103,000 | - | - | - | - | - | - |
| 911267 WATER INGERSOLL FACILITIES - D | - | 95,000 | 95,000 | - | 95,000 | - | 95,000 | - | - | - | - | - | - |
| 911272 WATER INGERSOLL FACILITIES - T | - | 21,500 | 21,500 | - | 21,500 | - | 21,500 | - | - | - | - | - | - |
| 960302 ING - THAMES ST S WATERMAIN EX | - | 13,000 | 13,000 | - | 13,000 | - | 13,000 | - | - | - | - | - | - |
| 960303 ING - SOUTH THAMES WATERMAIN | - | 23,000 | 23,000 | - | 23,000 | - | 23,000 | - | - | - | - | - | - |
| 960310 ING - WELL 11 UPGRADE | - | 300,000 | 300,000 | (300,000) | - | - | - | - | - | - | - | - | - |
| 960316 ING - HALLS CREEK WM | - | 120,000 | 120,000 | - | 120,000 | - | 120,000 | - | - | - | - | - | - |
| 960325 ING - TOWN PROJECTS | - | 758,000 | 758,000 | - | 758,000 | - | 758,000 | - | - | - | - | - | - |
| 960335 ING - CAST IRON PIPE REPLACE | 250,000 | 1,225,000 | 1,475,000 | - | 1,475,000 | - | 1,475,000 | - | - | - | - | - | - |
| 960338 ING - WALLACE LN IND PARK | - | 200,000 | 200,000 | (200,000) | - | - | - | - | - | - | - | - | - |
| 960341 ING-TOWER PAINT REPAIR | - | 10,000 | 10,000 | - | 10,000 | - | 10,000 | - | - | - | - | - | - |

| DESCRIPTION | CARRY | 2024 | 2024 | UNFINANCED CAPITAL (1) | 2024 | TAXATION | W/WW | RESERVES | RESERVES | DC | GRANTS | DEBT | OTHER SOURCES |
|-----------------------------------------|-----------------------|-------------------------|-------------------|---------------------------|---------------------|-----------|---------------------|------------|------------|------------|------------|-----------|------------------|
| | FORWARD BUDGET (2) | REQUESTED BUDGET (3) | CAPITAL BUDGET | | FINANCED CAPITAL | | RATES & RESERVES | | | | | | |
| TOTAL INGERSOLL - W | 250,000 | 2,868,500 | 3,118,500 | (500,000) | 2,618,500 | - | 2,618,500 | - | - | - | - | - | - |
| TOWNSHIPS - W | | | | | | | | | | | | | |
| 260400 WATER TOWNSHIPS | - | 295,000 | 295,000 | - | 295,000 | - | 295,000 | - | - | - | - | - | - |
| 911264 WATER TOWNSHIP FACILITIES - T | - | 23,500 | 23,500 | - | 23,500 | - | 23,500 | - | - | - | - | - | - |
| 960400 TOWNSHIP DISTRIB REPLACEMENT | - | 10,000 | 10,000 | - | 10,000 | - | 10,000 | - | - | - | - | - | - |
| 960413 THAMES - UV UPGRADE | - | 60,000 | 60,000 | - | 60,000 | - | 60,000 | - | - | - | - | - | - |
| 960422 TWSP - WATER QUALITY IMP | 30,000 | 150,000 | 180,000 | - | 180,000 | - | 180,000 | - | - | - | - | - | - |
| 960437 TAV - WELL 4 | - | 320,000 | 320,000 | - | 320,000 | - | 80,000 | - | 240,000 | - | - | - | - |
| 960441 NOR-TOWER PAINT/REPAIR | 150,000 | - | 150,000 | - | 150,000 | - | 150,000 | - | - | - | - | - | - |
| 960462 TAV - TOWER PAINT/REPAIR | - | 30,000 | 30,000 | - | 30,000 | - | 30,000 | - | - | - | - | - | - |
| TOTAL TOWNSHIPS - W | 180,000 | 888,500 | 1,068,500 | - | 1,068,500 | - | 828,500 | - | 240,000 | - | - | - | - |
| TOTAL WATER SYSTEMS | 775,430 | 14,736,400 | 15,511,830 | 2,529,596 | 18,041,426 | - | 14,338,830 | - | 772,596 | - | 2,930,000 | - | - |
| TOTAL WATER & WASTEWATER | 5,776,430 | 28,992,950 | 34,769,380 | 9,594,408 | 44,363,788 | - | 26,709,614 | 312,972 | 5,354,619 | - | 11,849,083 | 137,500 | - |
| TOTAL County of Oxford - Capital | 7,468,700 | 86,528,958 | 93,997,658 | 10,083,467 | 104,081,125 | 1,668,696 | 27,005,994 | 32,490,994 | 10,702,229 | 15,839,040 | 13,947,172 | 2,427,000 | - |

1. Unfinanced Capital: Projects financed in a different year than expenses incurred.
2. Carry Forward Budget: Prior year's approved budget not spent.
3. New Requested Budget: Additional or new project budget requested.

| | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | TOTAL |
|-------------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|-------------------|
| CAPITAL COSTS | | | | | | | | | | | |
| CAPITAL COSTS | | | | | | | | | | | |
| CAO | | | | | | | | | | | |
| CAO | | | | | | | | | | | |
| GENERAL | | | | | | | | | | | |
| 111000 CAO | 2,000 | - | - | - | - | - | - | - | - | - | 2,000 |
| 113000 STRATEGIC COMM. & ENGAGEMENT | 2,200 | - | - | - | - | - | - | - | - | - | 2,200 |
| TOTAL GENERAL | 4,200 | - | - | - | - | - | - | - | - | - | 4,200 |
| TOTAL CAO | 4,200 | - | - | - | - | - | - | - | - | - | 4,200 |
| TOTAL CAO | 4,200 | - | - | - | - | - | - | - | - | - | 4,200 |
| HUMAN RESOURCES | | | | | | | | | | | |
| HUMAN RESOURCES | | | | | | | | | | | |
| GENERAL | | | | | | | | | | | |
| 112000 HUMAN RESOURCES | 4,000 | - | - | - | - | - | - | - | - | - | 4,000 |
| TOTAL GENERAL | 4,000 | - | - | - | - | - | - | - | - | - | 4,000 |
| TOTAL HUMAN RESOURCES | 4,000 | - | - | - | - | - | - | - | - | - | 4,000 |
| TOTAL HUMAN RESOURCES | 4,000 | - | - | - | - | - | - | - | - | - | 4,000 |
| CORPORATE SERVICES | | | | | | | | | | | |
| CORPORATE SERVICES | | | | | | | | | | | |
| GENERAL | | | | | | | | | | | |
| 121000 CUSTOMER SERVICE | 2,000 | - | - | - | - | - | - | - | - | - | 2,000 |
| 123000 INFORMATION TECHNOLOGY | 104,300 | 207,550 | 260,900 | 446,505 | 109,300 | 261,400 | 200,800 | 262,755 | 163,150 | 201,300 | 2,217,960 |
| 124000 INFORMATION SERVICES | 5,500 | - | - | - | - | - | - | - | - | - | 5,500 |
| 900050 ASSET MGMT SYSTEMS ENHANCEMENT | 513,000 | - | - | - | - | - | - | - | - | - | 513,000 |
| TOTAL GENERAL | 624,800 | 207,550 | 260,900 | 446,505 | 109,300 | 261,400 | 200,800 | 262,755 | 163,150 | 201,300 | 2,738,460 |
| TOTAL CORPORATE SERVICES | 624,800 | 207,550 | 260,900 | 446,505 | 109,300 | 261,400 | 200,800 | 262,755 | 163,150 | 201,300 | 2,738,460 |
| TOTAL CORPORATE SERVICES | 624,800 | 207,550 | 260,900 | 446,505 | 109,300 | 261,400 | 200,800 | 262,755 | 163,150 | 201,300 | 2,738,460 |
| PUBLIC WORKS | | | | | | | | | | | |
| ENGINEERING AND CONSTRUCTION | | | | | | | | | | | |
| GENERAL | | | | | | | | | | | |
| 290000 CAPITAL ADMIN | 47,000 | 24,000 | - | - | - | 26,000 | - | - | - | - | 97,000 |
| 900031 INFRASTRUCTURE DESIGN GUIDELNS | 100,000 | - | - | - | - | - | - | - | - | - | 100,000 |
| TOTAL GENERAL | 147,000 | 24,000 | - | - | - | 26,000 | - | - | - | - | 197,000 |
| TOTAL ENGINEERING AND CONSTRUCTION | 147,000 | 24,000 | - | - | - | 26,000 | - | - | - | - | 197,000 |
| FACILITIES | | | | | | | | | | | |
| GREEN INITIATIVES | | | | | | | | | | | |
| 239000 WOODLANDS CONSERVATION | 40,100 | - | - | - | - | - | - | - | - | - | 40,100 |
| 911006 GREEN INITIATIVES FACILITIES | 560,100 | 2,064,000 | 1,663,000 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | 6,387,100 |
| 911012 EV CHARGERS | - | - | 500,000 | - | - | - | 500,000 | - | - | - | 1,000,000 |
| 911900 FACILITIES RENEWABLE ENERGY | 2,236,059 | 2,501,000 | 849,000 | 1,880,000 | 1,660,000 | 700,000 | 870,000 | 905,000 | 830,000 | 1,000,000 | 13,431,059 |
| TOTAL GREEN INITIATIVES | 2,836,259 | 4,565,000 | 3,012,000 | 2,180,000 | 1,960,000 | 1,000,000 | 1,670,000 | 1,205,000 | 1,130,000 | 1,300,000 | 20,858,259 |
| ADMINISTRATION BUILDINGS | | | | | | | | | | | |

| | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | TOTAL |
|---------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|-------------------|
| 210000 FACILITIES ADMIN | 17,000 | 17,000 | 17,000 | 17,000 | 17,000 | 17,000 | 17,000 | 17,000 | 17,000 | 17,000 | 170,000 |
| 210010 ADMIN BUILDING (21 REEVE) | 180,100 | 378,800 | 230,300 | 229,700 | 799,500 | 67,500 | 39,000 | 39,000 | 39,000 | 239,000 | 2,241,900 |
| 210030 ARCHIVES (82 LIGHT) | 28,200 | 16,500 | - | - | - | - | - | - | - | - | 44,700 |
| 210040 POA (419 HUNTER) | - | 40,600 | - | - | - | - | - | - | - | - | 40,600 |
| 210070 93 GRAHAM | 11,000 | 4,400 | 110,000 | - | - | - | - | - | - | - | 125,400 |
| 210110 COIN TOWERS | - | 14,300 | - | 8,800 | - | - | - | - | - | - | 23,100 |
| 215000 410 BULLER | - | - | 99,000 | 55,000 | 143,000 | - | 71,500 | 82,500 | - | - | 451,000 |
| 911000 FACILITIES CONDITION ASSESSMT | - | 500,000 | 500,000 | - | 30,000 | - | 250,000 | - | - | - | 1,280,000 |
| 911002 COURTHOUSE RENOVATIONS | 55,000 | 100,000 | 250,000 | 250,000 | 270,000 | 100,000 | 250,000 | 250,000 | 250,000 | 100,000 | 1,875,000 |
| 911020 ADMIN BLDG SPACE OPTIMIZATION | 60,000 | 400,000 | - | - | - | - | - | - | - | - | 460,000 |
| 911080 75 GRAHAM | - | - | - | 170,000 | 40,000 | - | 100,000 | - | - | - | 310,000 |
| 915000 BOH - Facility | - | - | 176,000 | - | - | - | - | - | - | - | 176,000 |
| TOTAL ADMINISTRATION BUILDINGS | 351,300 | 1,471,600 | 1,382,300 | 730,500 | 1,299,500 | 184,500 | 727,500 | 388,500 | 306,000 | 356,000 | 7,197,700 |
| TOTAL FACILITIES | 3,187,559 | 6,036,600 | 4,394,300 | 2,910,500 | 3,259,500 | 1,184,500 | 2,397,500 | 1,593,500 | 1,436,000 | 1,656,000 | 28,055,959 |
| FLEET | | | | | | | | | | | |
| FLEET | | | | | | | | | | | |
| 220101 F - PICKUP | 91,600 | - | - | - | - | - | - | 91,600 | - | - | 183,200 |
| 220104 F - VAN | - | - | 80,400 | - | - | - | - | - | 80,400 | - | 160,800 |
| 220106 F- TRAILER | - | - | - | - | - | - | - | - | - | 7,000 | 7,000 |
| 220110 F - VAN | - | - | - | - | - | 80,400 | - | - | - | - | 80,400 |
| 220113 F - PICKUP | 91,600 | - | - | - | - | - | - | 91,600 | - | - | 183,200 |
| 220114 F - PICKUP | - | - | 100,000 | - | - | - | - | 100,000 | - | - | 200,000 |
| 220116 F - PICKUP | 91,600 | - | - | - | - | - | - | 91,600 | - | - | 183,200 |
| 220117 F - PICKUP | - | 91,600 | - | - | - | - | - | - | 91,600 | - | 183,200 |
| 220325 R - S - SIGN TRUCK | - | - | 130,000 | - | - | - | - | 130,000 | - | - | 260,000 |
| 220326 R - H - PICKUP | - | - | - | - | 76,000 | - | - | - | - | 76,000 | 152,000 |
| 220327 R - H - UTILITY | 75,000 | - | - | - | - | 90,000 | - | - | - | - | 165,000 |
| 220328 R - W - UTILITY | 75,000 | - | - | - | - | 90,000 | - | - | - | - | 165,000 |
| 220334 R - S - LINE PAINTER | - | - | - | - | - | - | 400,000 | - | - | - | 400,000 |
| 220335 R - H - TRUCK | - | - | - | - | 76,000 | - | - | - | - | 76,000 | 152,000 |
| 220336 R - H - TRAILER | - | - | - | 60,000 | - | - | - | - | - | - | 60,000 |
| 220337 R - W - TRAILER | - | - | - | - | - | - | - | - | - | 10,500 | 10,500 |
| 220338 R - W - PICKUP | - | - | - | - | 76,000 | - | - | - | - | 76,000 | 152,000 |
| 220339 R - S - PICKUP | - | - | - | - | - | - | 91,600 | - | - | - | 91,600 |
| 220344 R - S - TRUCK | - | - | - | - | 76,000 | - | - | - | - | 76,000 | 152,000 |
| 220346 R - D - TRUCK | - | - | - | - | 76,000 | - | - | - | - | 76,000 | 152,000 |
| 220350 R - D - PICKUP | - | - | - | - | 76,000 | - | - | - | - | 76,000 | 152,000 |
| 220351 R - W - TRUCK | - | - | - | - | 76,000 | - | - | - | - | 76,000 | 152,000 |
| 220352 R - S- PICKUP | 75,000 | - | - | - | - | 90,000 | - | - | - | - | 165,000 |
| 220353 R - W - PICKUP | - | 90,000 | - | - | - | - | 90,000 | - | - | - | 180,000 |
| 220360 R - H - TANDEM | - | - | - | - | - | - | - | - | 427,000 | - | 427,000 |
| 220361 R - W - TANDEM | - | 427,000 | - | - | - | - | - | - | - | - | 427,000 |

| | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | TOTAL |
|-------------------------------|---------|---------|---------|---------|---------|---------|--------|---------|---------|---------|---------|
| 220362 R - W - TANDEM | - | - | - | - | - | 427,000 | - | - | - | - | 427,000 |
| 220364 R - H - TANDEM | - | - | - | 427,000 | - | - | - | - | - | - | 427,000 |
| 220365 R - D - TANDEM | - | - | 427,000 | - | - | - | - | - | - | - | 427,000 |
| 220366 R - S - TANDEM | - | 427,000 | - | - | - | - | - | - | - | - | 427,000 |
| 220367 R - W - TANDEM | - | - | - | - | - | 427,400 | - | - | - | - | 427,400 |
| 220368 R - W - SINGLE | - | - | - | 427,000 | - | - | - | - | - | - | 427,000 |
| 220370 R - W - SINGLE | - | - | - | - | 427,000 | - | - | - | - | - | 427,000 |
| 220371 R - W - SINGLE DUMP | - | - | 447,800 | - | - | - | - | - | - | - | 447,800 |
| 220373 R - S - TANDEM | - | - | - | - | - | - | - | - | - | 447,800 | 447,800 |
| 220374 R - H - TANDEM | - | - | - | - | - | - | - | 427,000 | - | - | 427,000 |
| 220375 R - H - TANDEM | - | - | - | 447,800 | - | - | - | - | - | - | 447,800 |
| 220382 R - D - TANDEM | 427,000 | - | - | - | - | - | - | - | - | 427,000 | 854,000 |
| 220386 R - S - TANDEM | - | - | - | - | - | - | - | 427,000 | - | - | 427,000 |
| 220387 R - H - TANDEM | - | - | - | - | - | - | - | - | - | 447,800 | 447,800 |
| 220391 R - W - TANDEM | - | - | - | - | - | - | - | - | 427,000 | - | 427,000 |
| 220393 R - W - TANDEM | - | - | - | - | 427,000 | - | - | - | - | - | 427,000 |
| 220394 R - W - TANDEM | - | - | - | - | 427,000 | - | - | - | - | - | 427,000 |
| 220402 R - W - BRUSHCHIPPER | - | - | - | - | - | - | - | 91,600 | - | - | 91,600 |
| 220403 R - H - KUBOTA | - | - | 15,000 | - | - | - | - | 15,000 | - | - | 30,000 |
| 220404 R - H - ASPHALT ROLLER | - | - | - | - | - | 81,500 | - | - | - | - | 81,500 |
| 220407 R - H - BRUSHCHIPPER | - | - | - | - | - | - | - | - | 91,600 | - | 91,600 |
| 220408 R - H - ASPHALT PAVER | - | - | - | - | - | 203,600 | - | - | - | - | 203,600 |
| 220411 R - S - GRADER | - | - | - | - | 427,400 | - | - | - | - | - | 427,400 |
| 220413 R-D-SWEEPER | 268,700 | - | - | - | - | - | - | - | - | 268,700 | 537,400 |
| 220415 R - S - FORK LIFT | - | - | - | - | - | 58,000 | - | - | - | - | 58,000 |
| 220417 R - D - SWEEPER | - | - | - | - | 335,000 | - | - | - | - | - | 335,000 |
| 220420 R - D - TRACTOR | - | - | 200,000 | - | - | - | - | - | - | - | 200,000 |
| 220422 R - H - TRACTOR | - | - | - | - | - | - | - | - | - | 200,000 | 200,000 |
| 220424 R - H - BACKHOE | 225,000 | - | - | - | - | - | - | - | - | - | 225,000 |
| 220425 R - S - TRACTOR | - | 200,000 | - | - | - | - | - | - | - | - | 200,000 |
| 220426 R - W - BACKHOE | - | - | - | - | - | - | - | - | 225,000 | - | 225,000 |
| 220427 R - W - TRACTOR | - | - | - | 200,000 | - | - | - | - | - | - | 200,000 |
| 220461 R - D - ANTI-ICE | - | - | - | - | - | - | 23,000 | - | - | - | 23,000 |
| 220462 R - H - ANTI-ICE | - | - | - | - | - | - | - | 23,000 | - | - | 23,000 |
| 220463 R - S - ANTI-ICE | - | - | - | - | - | - | - | 23,000 | - | - | 23,000 |
| 220464 R - W - ANTI-ICE | 23,000 | - | - | - | - | - | - | - | - | - | 23,000 |
| 220501 WW - MOWER TRACTOR | - | - | - | 13,300 | - | - | - | - | - | - | 13,300 |
| 220503 WW - RIDING MOWER | - | - | - | - | - | 13,300 | - | - | - | - | 13,300 |
| 220505 WW - LOADER | 6,500 | - | - | - | - | - | - | - | 150,000 | - | 156,500 |
| 220506 WW - Forklift | - | - | - | - | - | - | - | - | 58,000 | - | 58,000 |
| 220507 WW - MOWER TRACTOR | - | - | - | - | - | 13,300 | - | - | - | - | 13,300 |
| 220522 WW - PICKUP | - | - | - | - | 76,000 | - | - | - | - | 76,000 | 152,000 |

| | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | TOTAL |
|-------------------------------|--------|---------|---------|--------|--------|--------|---------|--------|--------|--------|---------|
| 220523 WW - PICKUP | - | - | - | - | 76,000 | - | - | - | - | 76,000 | 152,000 |
| 220524 WW - PICKUP | - | 91,600 | - | - | - | - | - | - | 91,600 | - | 183,200 |
| 220525 WW - PICKUP | - | - | 91,600 | - | - | - | - | - | - | 91,600 | 183,200 |
| 220529 WW - PICKUP | - | - | 91,600 | - | - | - | - | - | - | 91,600 | 183,200 |
| 220532 WW - 4X4 PICKUP | - | - | - | 87,500 | - | - | - | - | 87,500 | - | 175,000 |
| 220533 WW - PICKUP | - | - | - | - | 86,000 | - | - | - | - | 86,000 | 172,000 |
| 220534 WW - PICKUP | - | - | - | - | 86,000 | - | - | - | - | 86,000 | 172,000 |
| 220542 WW - ROLLOFF BIN TRUCK | - | - | 266,700 | - | - | - | - | - | - | - | 266,700 |
| 220555 WW - BOAT & TRAILER | 60,000 | - | - | - | - | - | - | - | - | - | 60,000 |
| 220556 WW - VAC TRUCK | - | 285,000 | - | - | - | - | - | - | - | - | 285,000 |
| 220560 WW - TRAILER | - | - | - | - | - | - | - | - | 5,400 | - | 5,400 |
| 220561 WW - TRAILER | 9,500 | - | - | - | - | - | - | - | - | - | 9,500 |
| 220562 WW - TRAILER | - | - | - | - | - | - | - | - | 12,000 | - | 12,000 |
| 220563 WW FORKLIFT | - | - | - | - | - | - | - | 58,000 | - | - | 58,000 |
| 220570 WW - VAN | - | - | - | - | - | 80,400 | - | - | - | - | 80,400 |
| 220573 WW - VAN | - | - | - | - | 80,400 | - | - | - | - | - | 80,400 |
| 220574 WW - VAN | - | - | - | 80,400 | - | - | - | - | - | 80,400 | 160,800 |
| 220575 WW VAN | - | - | 80,400 | - | - | - | - | - | 80,400 | - | 160,800 |
| 220620 W - TRAILER | - | - | - | - | - | - | 10,500 | - | - | - | 10,500 |
| 220632 W - 4X4 PICKUP | - | 100,000 | - | - | - | - | 100,000 | - | - | - | 200,000 |
| 220633 W - PICKUP | - | - | 91,600 | - | - | - | - | - | - | 91,600 | 183,200 |
| 220634 W - PICKUP | - | - | - | 91,600 | - | - | - | - | - | - | 91,600 |
| 220636 W - PICKUP | - | - | 87,500 | - | - | - | - | 87,500 | - | - | 175,000 |
| 220637 W - PICKUP | - | - | - | - | 90,000 | - | - | - | - | 90,000 | 180,000 |
| 220638 W - PICKUP | - | - | - | - | 90,000 | - | - | - | - | 90,000 | 180,000 |
| 220642 W - PICKUP | - | - | - | - | - | - | - | - | 91,600 | - | 91,600 |
| 220646 W - PICKUP | - | - | 91,600 | - | - | - | - | - | - | 91,600 | 183,200 |
| 220648 W - PICKUP | - | 87,500 | - | - | - | - | 87,500 | - | - | - | 175,000 |
| 220649 W-PICKUP | - | - | - | 42,200 | - | - | - | - | 42,200 | - | 84,400 |
| 220652 W - 4X4 PICKUP | - | - | 87,500 | - | - | - | - | 87,500 | - | - | 175,000 |
| 220653 W-PICKUP | - | - | 42,200 | - | - | - | - | 42,200 | - | - | 84,400 |
| 220654 W - PICKUP | - | - | - | 42,200 | - | - | - | - | 42,200 | - | 84,400 |
| 220655 W - PICKUP | - | - | - | - | - | - | 91,600 | - | - | - | 91,600 |
| 220656 W - PICKUP | - | - | - | - | - | - | 91,600 | - | - | - | 91,600 |
| 220659 W - PICKUP | - | 87,500 | - | - | - | - | 87,500 | - | - | - | 175,000 |
| 220660 W - PICKUP | 77,500 | - | - | - | - | 87,500 | - | - | - | - | 165,000 |
| 220661 W - PICKUP | - | 87,500 | - | - | - | - | 87,500 | - | - | - | 175,000 |
| 220662 W - PICKUP | 91,600 | - | - | - | - | - | - | 91,600 | - | - | 183,200 |
| 220663 W - PICKUP | - | 91,600 | - | - | - | - | - | - | 91,600 | - | 183,200 |
| 220664 W CARGO VAN | - | 80,400 | - | - | - | - | - | 80,400 | - | - | 160,800 |
| 220665 W - PICKUP | 43,000 | - | - | - | - | 42,200 | - | - | - | - | 85,200 |
| 220667 W - PICKUP | - | - | - | - | 76,000 | - | - | - | - | 76,000 | 152,000 |

| | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | TOTAL |
|----------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|-------------------|
| 220668 W - PICKUP | - | - | - | - | 76,000 | - | - | - | - | 76,000 | 152,000 |
| 220678 W - PICKUP | - | - | - | - | - | - | - | - | 427,000 | - | 427,000 |
| 220680 W - VAN | 61,200 | - | - | - | - | - | 80,400 | - | - | - | 141,600 |
| 220681 W - VAN | - | - | 80,400 | - | - | - | - | - | 80,400 | - | 160,800 |
| 220682 W - VAN | 78,900 | - | - | - | - | - | 80,400 | - | - | - | 159,300 |
| 220684 W - SINGLE | - | - | - | 280,000 | - | - | - | - | - | - | 280,000 |
| 220692 GENSET TRAILER | - | - | - | - | - | - | - | - | 60,000 | - | 60,000 |
| 220693 GENSET TRAILER | - | - | - | - | - | - | - | - | 60,000 | - | 60,000 |
| 220694 GENSET TRAILER | - | - | - | - | - | - | - | - | 60,000 | - | 60,000 |
| 220695 SCRUBBER TRAILER | - | - | - | - | - | - | - | - | 60,000 | - | 60,000 |
| 220696 SCRUBBER TRAILER | - | - | - | - | - | - | - | - | 60,000 | - | 60,000 |
| 220697 W - COVERED TRAILER | - | - | - | - | - | - | - | - | 12,000 | - | 12,000 |
| 220701 L - UTV | - | - | 25,500 | - | - | - | - | 25,500 | - | - | 51,000 |
| 220702 L - UTV | - | - | 15,000 | - | - | - | - | 15,000 | - | - | 30,000 |
| 220703 ZTRAK MOWER | - | - | - | - | 13,300 | - | - | - | - | - | 13,300 |
| 220704 L - TRAILER | - | - | - | - | 20,000 | - | - | - | - | - | 20,000 |
| 220705 L - Vac | - | - | - | - | - | - | - | - | 5,500 | - | 5,500 |
| 220723 L - COMPACTOR 826h | - | - | - | - | - | - | 1,750,000 | - | - | - | 1,750,000 |
| 220731 L - PULL SCRAPER | - | - | - | - | - | - | 130,000 | - | - | - | 130,000 |
| 220732 L - UTILITY TRACTOR | - | - | - | - | 130,000 | - | - | - | - | - | 130,000 |
| 220733 L - LOADER | - | - | - | - | - | - | - | 350,000 | - | - | 350,000 |
| 220741 L - TRACTOR | - | - | - | 650,000 | - | - | - | - | - | - | 650,000 |
| 220742 L - TRACTOR DOZER | - | - | 1,297,500 | - | - | - | - | - | - | - | 1,297,500 |
| 220744 L - TRUCK | - | - | - | - | - | - | - | - | 203,600 | - | 203,600 |
| 220745 L - TANKER | 145,000 | - | - | - | - | - | - | - | - | - | 145,000 |
| 220746 L - TRACTOR | - | - | - | - | - | 86,500 | - | - | - | - | 86,500 |
| 220750 L - TRUCK | 85,700 | - | - | - | - | - | - | 91,600 | - | - | 177,300 |
| 220752 L - PICKUP | - | - | - | - | 42,200 | - | - | - | - | 42,200 | 84,400 |
| 220753 TREE - PICKUP | - | - | - | 91,600 | - | - | - | - | - | - | 91,600 |
| 220801 ADMIN - CAR | - | 53,000 | - | - | - | - | - | 53,000 | - | - | 106,000 |
| 220802 ADMIN - CAR | - | 45,000 | - | - | - | - | 45,000 | - | - | - | 90,000 |
| 220805 Admin - Pickup | - | 42,200 | - | - | - | - | 42,200 | - | - | - | 84,400 |
| 220905 LIBRARY VAN | 82,200 | - | - | - | - | - | 80,400 | - | - | - | 162,600 |
| 220912 C - PICKUP | - | - | - | 42,200 | - | - | - | - | 42,200 | - | 84,400 |
| 220913 C - PICKUP | 42,200 | - | - | - | - | 42,200 | - | - | - | - | 84,400 |
| 220915 C - PICKUP | 42,200 | - | - | - | - | 42,200 | - | - | - | - | 84,400 |
| 220917 C - PICKUP | 42,200 | - | - | - | - | 42,200 | - | - | - | - | 84,400 |
| 220919 C - VAN | 42,200 | - | - | - | - | 42,200 | - | - | - | - | 84,400 |
| 220921 C - VAN | - | - | - | 42,200 | - | - | - | - | 42,200 | - | 84,400 |
| 220933 CC-SUV | - | - | - | - | - | 50,900 | - | - | - | - | 50,900 |
| TOTAL FLEET | 2,353,400 | 2,286,900 | 3,749,300 | 3,025,000 | 3,517,300 | 2,090,800 | 3,369,200 | 2,493,700 | 3,208,000 | 3,485,800 | 29,579,400 |
| TOTAL FLEET | 2,353,400 | 2,286,900 | 3,749,300 | 3,025,000 | 3,517,300 | 2,090,800 | 3,369,200 | 2,493,700 | 3,208,000 | 3,485,800 | 29,579,400 |

| | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | TOTAL |
|-----------------------------------|----------------|----------------|----------------|-----------|-----------|---------------|---------------|-----------|--------------|---------------|------------------|
| TRANSPORTATION SERVICES | | | | | | | | | | | |
| GENERAL | | | | | | | | | | | |
| 230000 ROADS ADMIN | 47,800 | - | - | - | - | - | - | - | - | - | 47,800 |
| 234000 WOODSTOCK PATROL | 27,000 | - | - | - | - | - | - | - | - | - | 27,000 |
| TOTAL GENERAL | 74,800 | - | - | - | - | - | - | - | - | - | 74,800 |
| FACILITIES | | | | | | | | | | | |
| 213000 DRUMBO YARD FAC | 88,100 | 272,800 | - | - | - | 71,500 | 5,500 | - | - | - | 437,900 |
| 213010 HIGHLAND YARD FAC | 4,500 | 39,100 | 41,300 | - | - | 16,500 | 55,000 | - | 9,400 | 10,000 | 175,800 |
| 213020 SPRINGFORD YARD FAC | - | 22,000 | 38,500 | - | - | - | - | - | - | 6,500 | 67,000 |
| 213030 WOODSTOCK YARD FAC | 26,750 | 24,800 | - | - | - | - | - | - | - | - | 51,550 |
| 911300 ROADS FACILITIES GENERAL | 21,000 | - | - | - | - | 11,000 | - | - | - | - | 32,000 |
| 911301 DRUMBO YARD FACILITIES | - | - | 159,500 | - | - | - | - | - | - | - | 159,500 |
| 911302 HIGHLAND YARD FACILITIES | - | - | 159,500 | - | - | - | - | - | - | - | 159,500 |
| 911303 SPRINGFORD YARD FACILITIES | - | 152,250 | - | - | - | - | - | - | - | - | 152,250 |
| 911304 WOODSTOCK YARD FACILITIES | - | 94,500 | - | - | - | - | - | - | - | - | 94,500 |
| TOTAL FACILITIES | 140,350 | 605,450 | 398,800 | - | - | 99,000 | 60,500 | - | 9,400 | 16,500 | 1,330,000 |
| ROAD NETWORK | | | | | | | | | | | |
| 930001 ROADS NEEDS STUDY | - | 120,000 | - | - | - | - | 150,000 | - | - | - | 270,000 |
| 930002 CR 2 | 150,000 | 50,000 | 3,000,000 | - | - | - | - | - | - | - | 3,200,000 |
| 930003 CR 3 | 973,000 | 1,727,000 | - | - | - | - | - | - | - | - | 2,700,000 |
| 930004 CR 4 | 300,000 | - | - | - | - | - | - | - | - | - | 300,000 |
| 930008 CR 8 | 1,500,000 | - | - | 1,500,000 | - | - | - | - | - | - | 3,000,000 |
| 930009 CR 9 | 1,400,000 | 2,750,000 | - | - | - | - | - | - | 300,000 | - | 4,450,000 |
| 930012 CR 12 | - | 100,000 | - | 1,500,000 | - | - | - | - | - | - | 1,600,000 |
| 930014 CR 14 | - | - | - | - | - | - | 300,000 | - | - | - | 300,000 |
| 930015 CR 15 | 550,000 | - | - | - | - | - | - | - | - | - | 550,000 |
| 930016 CR 16 | 5,800,000 | - | - | - | - | - | - | - | - | - | 5,800,000 |
| 930018 CR 18 | - | - | 300,000 | 750,000 | 500,000 | 5,000,000 | - | - | - | - | 6,550,000 |
| 930019 CR 19 | 500,000 | 650,000 | 150,000 | - | 7,000,000 | 6,650,000 | 6,325,000 | 7,700,000 | 325,000 | - | 29,300,000 |
| 930020 CR 20 | - | - | 300,000 | - | 250,000 | 300,000 | - | 3,000,000 | - | - | 3,850,000 |
| 930022 CR 22 | - | - | - | - | - | - | - | - | - | 313,000 | 313,000 |
| 930028 CR 28 | - | - | - | - | - | - | 300,000 | - | - | - | 300,000 |
| 930035 CR 35 | 50,000 | 4,800,000 | 9,500,000 | 100,000 | 2,000,000 | - | - | - | - | - | 16,450,000 |
| 930053 CR 53 | - | - | - | - | - | - | - | 300,000 | - | - | 300,000 |
| 930054 CR 54 | 10,000 | - | - | - | - | - | - | - | - | - | 10,000 |
| 930059 CR 59 | 40,000 | 850,000 | 2,250,000 | 4,000,000 | 2,300,000 | - | - | - | - | 300,000 | 9,740,000 |
| 930070 GUIDE RAILS | 350,000 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | 3,050,000 |
| 930076 PEDESTRIAN CROSSINGS | 265,000 | 200,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 2,465,000 |
| 930077 INTERSECTION UPGRADES | 1,265,000 | 370,000 | 590,000 | 625,000 | - | - | 8,140,000 | 2,000,000 | 6,000,000 | 120,000 | 19,110,000 |
| 930078 INTERSECTION ILLUMINATION | 50,000 | 125,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 375,000 |
| 930079 CYCLING INFRASTRUCTURE | 500,000 | 1,800,000 | 750,000 | - | 500,000 | 2,850,000 | - | 500,000 | 500,000 | 1,300,000 | 8,700,000 |
| 930080 RETAINING WALLS | 200,000 | 230,000 | 230,000 | 230,000 | 230,000 | 230,000 | 230,000 | 230,000 | 230,000 | 230,000 | 2,270,000 |

| | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | TOTAL |
|--------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|--------------------|
| 930099 REHAB & RESURFACING | 6,890,000 | 6,750,000 | 4,400,000 | 3,000,000 | 4,000,000 | 7,000,000 | 4,000,000 | 4,500,000 | 4,000,000 | 8,000,000 | 52,540,000 |
| 930102 CRACK SEALING | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | 3,000,000 |
| 930119 CR 119 | - | - | - | 100,000 | 7,700,000 | - | - | - | - | - | 7,800,000 |
| 930150 URBANIZATION | 99,700 | 1,500,000 | - | - | - | - | - | - | - | - | 1,599,700 |
| 930300 TRAFFIC SIGNALS | 955,000 | 1,300,000 | 1,000,000 | 800,000 | 500,000 | 500,000 | 1,070,000 | 370,000 | 500,000 | - | 6,995,000 |
| 930301 TRAFFIC - TRAFFIC CALMING | 175,000 | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 | - | 1,375,000 |
| TOTAL ROAD NETWORK | 22,322,700 | 24,072,000 | 23,495,000 | 13,630,000 | 26,005,000 | 23,555,000 | 21,540,000 | 19,625,000 | 12,880,000 | 11,138,000 | 198,262,700 |
| STORM NETWORK | | | | | | | | | | | |
| 930115 DRAIN IMPROV | 660,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 2,460,000 |
| 930116 PRINCETON DRAIN | 750,000 | 900,000 | - | - | - | - | - | - | - | - | 1,650,000 |
| 930197 STRIK DRAIN | 580,000 | - | - | - | - | - | - | - | - | - | 580,000 |
| 930198 URBAN STORM SEWER | 200,000 | 1,955,000 | 500,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 9,655,000 |
| 930199 RURAL STORM SEWER | 3,350,000 | 2,000,000 | 1,450,000 | 1,450,000 | 1,450,000 | 1,450,000 | 1,450,000 | 1,450,000 | 1,450,000 | 1,450,000 | 16,950,000 |
| TOTAL STORM NETWORK | 5,540,000 | 5,055,000 | 2,150,000 | 2,650,000 | 2,650,000 | 2,650,000 | 2,650,000 | 2,650,000 | 2,650,000 | 2,650,000 | 31,295,000 |
| BRIDGES AND CULVERTS | | | | | | | | | | | |
| 930200 BRIDGE REHAB | 14,495,000 | 6,555,000 | 3,925,000 | 8,480,000 | 6,450,000 | 6,385,000 | 5,510,000 | 5,170,000 | 7,600,000 | 3,590,000 | 68,160,000 |
| 930201 BRIDGE NEEDS STUDY | 150,000 | - | 150,000 | - | 150,000 | - | 150,000 | - | 170,000 | - | 770,000 |
| TOTAL BRIDGES AND CULVERTS | 14,645,000 | 6,555,000 | 4,075,000 | 8,480,000 | 6,600,000 | 6,385,000 | 5,660,000 | 5,170,000 | 7,770,000 | 3,590,000 | 68,930,000 |
| TOTAL TRANSPORTATION SERVICES | 42,722,850 | 36,287,450 | 30,118,800 | 24,760,000 | 35,255,000 | 32,689,000 | 29,910,500 | 27,445,000 | 23,309,400 | 17,394,500 | 299,892,500 |
| WASTE MANAGEMENT | | | | | | | | | | | |
| GENERAL | | | | | | | | | | | |
| 280000 WASTE MGMT | 2,007,000 | 650,000 | - | - | - | - | - | - | - | 80,000 | 2,737,000 |
| 283000 WASTE MGMT - TILLSONBURG | 24,000 | - | - | - | - | - | - | - | - | - | 24,000 |
| 900032 LANDFILL PIPING | 250,000 | - | - | - | - | - | - | - | - | - | 250,000 |
| 900033 LANDFILL COVER | 200,000 | - | - | - | - | - | - | - | - | - | 200,000 |
| 918700 LANDFILL SOUTH OPERATING ARE | 150,000 | 55,000 | - | 7,210,000 | - | - | 150,000 | - | 5,900,000 | - | 13,465,000 |
| TOTAL GENERAL | 2,631,000 | 705,000 | - | 7,210,000 | - | - | 150,000 | - | 5,900,000 | 80,000 | 16,676,000 |
| FACILITIES | | | | | | | | | | | |
| 218700 SALFORD LF BLDGS | 104,000 | 4,000 | - | - | 16,500 | 74,800 | 17,100 | - | - | 98,000 | 314,400 |
| 911800 SALFORD LANDFILL FACILITIES | - | 33,000 | - | 330,000 | - | - | - | - | - | - | 363,000 |
| TOTAL FACILITIES | 104,000 | 37,000 | - | 330,000 | 16,500 | 74,800 | 17,100 | - | - | 98,000 | 677,400 |
| TOTAL WASTE MANAGEMENT | 2,735,000 | 742,000 | - | 7,540,000 | 16,500 | 74,800 | 167,100 | - | 5,900,000 | 178,000 | 17,353,400 |
| TOTAL PUBLIC WORKS | 51,145,809 | 45,376,950 | 38,262,400 | 38,235,500 | 42,048,300 | 36,065,100 | 35,844,300 | 31,532,200 | 33,853,400 | 22,714,300 | 375,078,259 |
| WOODINGFORD LODGE | | | | | | | | | | | |
| WOODINGFORD LODGE | | | | | | | | | | | |
| GENERAL | | | | | | | | | | | |
| 391000 WFL - WOODSTOCK | 1,247,177 | 605,960 | 337,820 | 619,170 | 414,650 | 596,075 | 399,200 | 583,690 | 635,194 | 585,964 | 6,024,900 |
| 392000 WFL - INGERSOLL | 75,851 | 54,200 | 75,600 | 233,680 | 1,011,550 | 90,690 | 173,600 | 65,120 | 111,645 | 47,100 | 1,939,036 |
| 393000 WFL - TILLSONBURG | 92,341 | 58,300 | 980,200 | 232,880 | 60,750 | 95,970 | 225,082 | 58,860 | 121,340 | 108,100 | 2,033,823 |
| TOTAL GENERAL | 1,415,369 | 718,460 | 1,393,620 | 1,085,730 | 1,486,950 | 782,735 | 797,882 | 707,670 | 868,179 | 741,164 | 9,997,759 |
| TOTAL WOODINGFORD LODGE | 1,415,369 | 718,460 | 1,393,620 | 1,085,730 | 1,486,950 | 782,735 | 797,882 | 707,670 | 868,179 | 741,164 | 9,997,759 |
| TOTAL WOODINGFORD LODGE | 1,415,369 | 718,460 | 1,393,620 | 1,085,730 | 1,486,950 | 782,735 | 797,882 | 707,670 | 868,179 | 741,164 | 9,997,759 |

| | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | TOTAL |
|----------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|----------------|----------------|----------------|-------------------|
| HUMAN SERVICES | | | | | | | | | | | |
| HOUSING | | | | | | | | | | | |
| SOCIAL HOUSING FACILITIES | | | | | | | | | | | |
| 360000 H.S.I. SHELTER | 36,200 | 36,900 | 37,700 | 38,400 | 39,200 | 39,900 | 40,800 | 41,600 | 42,400 | 43,500 | 396,600 |
| 360425 HSG - 16 GEORGE | 13,000 | 152,900 | - | - | 88,000 | - | 33,000 | 38,500 | 11,000 | - | 336,400 |
| 360435 HSG - 70 MARIA | 121,500 | 93,500 | 192,500 | - | - | - | 420,200 | - | - | - | 827,700 |
| 360440 HSG - 111 BROCK | 52,000 | 22,600 | 159,500 | - | - | - | - | 177,100 | - | - | 411,200 |
| 360451 HSG - 235 THAMES | 55,000 | 115,500 | 83,600 | - | - | 99,000 | 76,600 | - | - | - | 429,700 |
| 360452 HSG - 221 THAMES | 4,000 | 201,300 | 38,500 | - | - | 6,600 | 11,600 | - | 110,000 | - | 372,000 |
| 360453 HSG - 272 HARRIS | 3,300 | - | - | - | - | 19,800 | - | 64,900 | - | - | 88,000 |
| 360454 HSG - 178 EARL | 12,000 | 176,000 | 60,500 | - | - | 11,000 | 115,500 | 11,000 | - | - | 386,000 |
| 360455 HSG - 135 CARROLL | 40,500 | 209,000 | 44,000 | - | 23,100 | - | - | 88,000 | - | - | 404,600 |
| 360456 HSG - 329 TUNIS | 3,900 | - | - | - | 33,000 | 13,200 | 71,500 | - | - | - | 121,600 |
| 360461 HSG - 57 ROLPH | 201,900 | 15,300 | 102,400 | - | - | - | - | - | - | - | 319,600 |
| 360462 HSG - 174 LISGAR | 27,500 | 130,400 | 121,000 | - | 11,000 | 105,600 | 5,500 | - | 110,000 | - | 511,000 |
| 360463 HSG - 215 LISGAR | 51,200 | 173,800 | 181,500 | - | - | - | 44,000 | 11,000 | 49,500 | - | 511,000 |
| 360464 HSG - EARLE | 11,000 | - | - | 59,400 | - | 45,100 | 15,400 | - | - | - | 130,900 |
| 360465 HSG - VERNA | 110,000 | - | - | - | - | 22,000 | 55,000 | - | - | - | 187,000 |
| 360470 HSG - PAVEY/ALICE | 41,700 | 4,400 | - | 11,000 | 17,600 | - | - | - | - | - | 74,700 |
| 360471 HSG - JAMES | 60,100 | - | - | 165,000 | 204,600 | 49,500 | - | - | 264,000 | - | 743,200 |
| 360472 HSG - 816 ALICE | 20,300 | 27,500 | 91,300 | - | 71,500 | - | 63,800 | 38,500 | 49,500 | - | 362,400 |
| 360473 HSG - CROSS PL | 106,450 | - | - | 118,800 | 13,200 | 214,500 | - | 33,000 | - | - | 485,950 |
| 360474 HSG - KARN | 245,900 | - | - | 212,800 | 154,000 | 44,000 | - | 77,000 | - | - | 733,700 |
| 360475 HSG - 742 PAVEY | 38,500 | 44,000 | - | 154,000 | 418,000 | 302,500 | 440,000 | 115,500 | - | - | 1,512,500 |
| 360476 HSG - 82 FINKLE | 133,000 | 16,500 | 154,000 | - | - | 16,500 | 22,000 | - | - | - | 342,000 |
| 360477 HSG - 161 FYFE | 340,700 | 33,000 | - | - | 58,300 | 88,000 | - | - | 49,500 | - | 569,500 |
| 360478 HSG - 738 PARKINSON | 14,000 | - | - | 16,500 | 99,000 | 5,500 | 22,000 | 143,000 | - | - | 300,000 |
| 360600 TRANSITIONAL HOUSING | 2,100,000 | - | - | - | - | - | - | - | - | - | 2,100,000 |
| 361000 AHP | 2,000 | - | - | - | - | - | - | - | - | - | 2,000 |
| 361060 AHP - Tillsonburg | 508,000 | - | - | - | - | - | - | - | - | - | 508,000 |
| TOTAL SOCIAL HOUSING FACILITIES | 4,353,650 | 1,452,600 | 1,266,500 | 775,900 | 1,230,500 | 1,082,700 | 1,436,900 | 839,100 | 685,900 | 43,500 | 13,167,250 |
| TOTAL HOUSING | 4,353,650 | 1,452,600 | 1,266,500 | 775,900 | 1,230,500 | 1,082,700 | 1,436,900 | 839,100 | 685,900 | 43,500 | 13,167,250 |
| TOTAL HUMAN SERVICES | 4,353,650 | 1,452,600 | 1,266,500 | 775,900 | 1,230,500 | 1,082,700 | 1,436,900 | 839,100 | 685,900 | 43,500 | 13,167,250 |
| PARAMEDIC SERVICES | | | | | | | | | | | |
| PARAMEDIC SERVICES | | | | | | | | | | | |
| GENERAL | | | | | | | | | | | |
| 510000 PARAMEDIC SERVICES | 1,428,409 | 1,651,180 | 898,680 | 1,220,554 | 336,380 | 2,000,540 | 1,760,040 | 931,830 | 819,694 | 909,314 | 11,956,621 |
| 520000 PS COMMUNITY PARAMEDICINE | 10,000 | - | - | - | - | - | - | - | - | - | 10,000 |
| TOTAL GENERAL | 1,438,409 | 1,651,180 | 898,680 | 1,220,554 | 336,380 | 2,000,540 | 1,760,040 | 931,830 | 819,694 | 909,314 | 11,966,621 |
| FACILITIES | | | | | | | | | | | |
| 915010 EMS MILL ST | 16,000 | 370,000 | - | - | 11,100 | - | - | - | - | 99,600 | 496,700 |
| 915020 EMS 208 BYSHAM | - | 67,600 | - | - | - | - | - | - | - | - | 67,600 |

| | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | TOTAL |
|---------------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|----------------|------------------|-------------------|
| 915030 EMS 162 CARNEGIE ING | 47,500 | 40,000 | 8,800 | - | 5,500 | - | 8,300 | - | 16,500 | - | 126,600 |
| 915040 EMS 81 KING TBURG | 65,600 | 40,000 | - | - | 35,800 | 41,300 | 93,500 | 38,500 | 11,000 | 13,000 | 338,700 |
| 915050 EMS WILMOT DRUMBO | 9,000 | 49,500 | 3,300 | - | - | - | 7,700 | - | 15,000 | - | 84,500 |
| 915060 EMS CR8 EMBRO | 24,000 | 49,500 | 4,400 | - | - | - | 7,700 | - | - | - | 85,600 |
| 915070 EMS TIDEY NORWICH | 9,000 | - | 44,000 | 102,600 | - | - | - | - | 27,500 | - | 183,100 |
| TOTAL FACILITIES | 171,100 | 616,600 | 60,500 | 102,600 | 52,400 | 41,300 | 117,200 | 38,500 | 70,000 | 112,600 | 1,382,800 |
| TOTAL PARAMEDIC SERVICES | 1,609,509 | 2,267,780 | 959,180 | 1,323,154 | 388,780 | 2,041,840 | 1,877,240 | 970,330 | 889,694 | 1,021,914 | 13,349,421 |
| TOTAL PARAMEDIC SERVICES | 1,609,509 | 2,267,780 | 959,180 | 1,323,154 | 388,780 | 2,041,840 | 1,877,240 | 970,330 | 889,694 | 1,021,914 | 13,349,421 |
| PLANNING | | | | | | | | | | | |
| PLANNING | | | | | | | | | | | |
| GENERAL | | | | | | | | | | | |
| 400000 PLANNING | 6,000 | - | - | - | - | - | - | - | - | - | 6,000 |
| TOTAL GENERAL | 6,000 | - | - | - | - | - | - | - | - | - | 6,000 |
| TOTAL PLANNING | 6,000 | - | - | - | - | - | - | - | - | - | 6,000 |
| TOTAL PLANNING | 6,000 | - | - | - | - | - | - | - | - | - | 6,000 |
| LIBRARY | | | | | | | | | | | |
| LIBRARY | | | | | | | | | | | |
| GENERAL | | | | | | | | | | | |
| 600000 LIBRARY ADMINISTRATION | 229,000 | 244,000 | 248,000 | 252,000 | 257,000 | 262,000 | 267,000 | 272,000 | 277,000 | 282,000 | 2,590,000 |
| TOTAL GENERAL | 229,000 | 244,000 | 248,000 | 252,000 | 257,000 | 262,000 | 267,000 | 272,000 | 277,000 | 282,000 | 2,590,000 |
| FACILITIES | | | | | | | | | | | |
| 916040 OCL ING | 181,000 | 5,000 | 22,000 | 11,000 | - | - | - | 188,000 | 32,000 | - | 439,000 |
| 916090 PLATTSVILLE LIBRARY | 2,000 | - | - | - | - | - | - | - | - | - | 2,000 |
| 916110 THAMESFORD LIBRARY | 91,000 | - | - | 223,300 | - | - | 27,500 | - | 350,400 | - | 692,200 |
| 916140 TILLSONBURG LIBRARY | 51,000 | - | - | - | 27,500 | 256,200 | - | - | - | - | 334,700 |
| TOTAL FACILITIES | 325,000 | 5,000 | 22,000 | 234,300 | 27,500 | 256,200 | 27,500 | 188,000 | 382,400 | - | 1,467,900 |
| TOTAL LIBRARY | 554,000 | 249,000 | 270,000 | 486,300 | 284,500 | 518,200 | 294,500 | 460,000 | 659,400 | 282,000 | 4,057,900 |
| TOTAL LIBRARY | 554,000 | 249,000 | 270,000 | 486,300 | 284,500 | 518,200 | 294,500 | 460,000 | 659,400 | 282,000 | 4,057,900 |
| WATER & WASTEWATER | | | | | | | | | | | |
| WATER & WASTEWATER GENERAL | | | | | | | | | | | |
| GREEN INITIATIVES | | | | | | | | | | | |
| 911007 GREEN INITIATIVES WATER | 2,300 | - | 600 | - | - | - | - | - | - | - | 2,900 |
| 911008 GREEN INITIATIVES WASTEWATER | 17,100 | 33,000 | - | - | - | - | - | - | - | - | 50,100 |
| TOTAL GREEN INITIATIVES | 19,400 | 33,000 | 600 | - | - | - | - | - | - | - | 53,000 |
| GENERAL | | | | | | | | | | | |
| 250000 WW GENERAL | 732,000 | 91,600 | - | - | - | - | - | - | - | - | 823,600 |
| 260000 WATER GENERAL | 58,750 | - | - | - | - | - | - | - | - | - | 58,750 |
| 900016 SCADA MASTER PLAN | 917,229 | 2,131,079 | 4,028,000 | 2,772,000 | 2,788,000 | 2,204,000 | 2,195,000 | 1,289,000 | - | - | 18,324,308 |
| TOTAL GENERAL | 1,707,979 | 2,222,679 | 4,028,000 | 2,772,000 | 2,788,000 | 2,204,000 | 2,195,000 | 1,289,000 | - | - | 19,206,658 |
| TOTAL WATER & WASTEWATER GENERAL | 1,727,379 | 2,255,679 | 4,028,600 | 2,772,000 | 2,788,000 | 2,204,000 | 2,195,000 | 1,289,000 | - | - | 19,259,658 |
| WASTEWATER SYSTEMS | | | | | | | | | | | |
| WOODSTOCK - WW | | | | | | | | | | | |

| | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | TOTAL |
|---------------------------------------|-------------------|-------------------|------------------|------------------|------------------|------------------|------------------|-------------------|------------------|------------------|-------------------|
| 250100 WW WDSK | 225,000 | 109,000 | 97,000 | 212,000 | 163,000 | 13,000 | 635,000 | 505,000 | 18,000 | 59,000 | 2,036,000 |
| 911279 WDSTK - WW FACILITIES - C | 2,200 | 18,700 | - | 67,200 | - | 28,500 | - | - | - | - | 116,600 |
| 911280 WDSTK - WW FACILITIES - T | 198,000 | 885,500 | 38,500 | 25,300 | - | 148,000 | 56,100 | - | - | 7,000 | 1,358,400 |
| 950103 WDSTK - WWTP UPGRADES | - | - | - | - | - | 378,000 | 1,780,000 | 9,635,000 | 2,815,000 | 142,000 | 14,750,000 |
| 950128 WDSTK - THAMESVALLEY SPS UPG | - | - | - | - | 102,000 | 2,983,000 | - | - | - | - | 3,085,000 |
| 950140 WDSTK - NW TRUNK UPSIZING | - | - | 500,000 | - | - | - | - | - | - | - | 500,000 |
| 950150 WDSTK - NE INDUSTRIAL PARK | - | 2,027,500 | 1,587,000 | 1,825,000 | 995,500 | - | - | - | - | - | 6,435,000 |
| 950151 WDSK - PATTULLO INDUSTRIAL PRK | 5,711,137 | - | - | - | - | - | - | - | - | - | 5,711,137 |
| 950152 WDSTK - SE SERVICING PHASE 2 | - | - | - | - | - | 713,500 | 950,000 | 103,500 | - | - | 1,767,000 |
| 950155 WDSTK - SW SANITARY EXTENSION | - | 500,000 | - | - | - | - | - | - | - | - | 500,000 |
| 950158 WDSTK - CITY PROJECTS | 2,238,000 | 1,981,000 | 2,034,000 | 2,414,000 | 2,499,000 | 2,331,000 | 2,370,000 | 2,369,000 | 2,115,000 | 2,052,000 | 22,403,000 |
| 950159 WDSK - BRICK PONDS TRUNK SEWER | - | - | - | - | - | - | - | 144,000 | 233,000 | 3,633,000 | 4,010,000 |
| 950162 WDSTK - 11th LINE SANITARY | - | - | - | - | - | 40,000 | 1,149,000 | - | - | - | 1,189,000 |
| 950163 WDSTK - LANSDOWNE PS | 3,850,000 | 4,805,000 | 675,000 | - | - | - | - | - | - | - | 9,330,000 |
| 950164 WDSTK - LANSDOWNE SEWER EXT | 400,000 | - | - | - | - | - | - | - | - | - | 400,000 |
| 950170 WDSTK - TRUNK I&I REDUCTION | 79,000 | 65,000 | 65,000 | - | - | - | - | - | - | - | 209,000 |
| 950173 WDSTK - SAN REPL (59&FAIRWAY) | 20,000 | 9,000 | 256,000 | - | - | - | - | - | - | - | 285,000 |
| 950174 WDSTK - LINEAR R/R CR PROJ | 270,000 | 1,040,000 | 750,000 | 1,000,000 | - | 100,000 | - | 1,000,000 | - | - | 4,160,000 |
| TOTAL WOODSTOCK - WW | 12,993,337 | 11,440,700 | 6,002,500 | 5,543,500 | 3,759,500 | 6,735,000 | 6,940,100 | 13,756,500 | 5,181,000 | 5,893,000 | 78,245,137 |
| TILLSONBURG - WW | | | | | | | | | | | |
| 250200 WW TBURG | 162,000 | 91,000 | 104,000 | 63,000 | - | 6,000 | 226,000 | 215,000 | 813,000 | 96,000 | 1,776,000 |
| 911281 TBURG - WW FACILITIES - T | 61,000 | 267,900 | 6,100 | 2,200 | - | - | 13,200 | - | - | - | 350,400 |
| 911292 TBURG - WW FACILITIES - C | 26,000 | 5,500 | - | - | - | - | - | 4,400 | - | - | 35,900 |
| 950200 TBURG - WWTP PHASE 1 UPGRADE | 2,518,000 | - | - | - | - | - | - | - | - | - | 2,518,000 |
| 950216 TBURG - CRANBERRY RD EXT | - | 1,297,000 | - | - | - | - | - | - | - | - | 1,297,000 |
| 950218 TBURG - ROUSE ST SPS | - | - | - | - | 153,000 | 61,000 | 1,744,000 | - | - | - | 1,958,000 |
| 950220 TBURG - JOHN POUND SPS | - | - | - | 118,000 | 214,000 | - | - | - | - | - | 332,000 |
| 950222 TBURG - JOHN POUND FORCEMAIN | - | - | - | 39,000 | 112,000 | - | - | - | - | - | 151,000 |
| 950223 TBURG - GRAVITY INLET TRUNK | 7,000 | 217,000 | - | - | - | - | - | - | - | - | 224,000 |
| 950225 TBURG - STONEY CREEK SAN MAIN | - | 200,000 | - | - | - | 400,000 | - | - | - | - | 600,000 |
| 950226 TBURG - TOWN PROJECTS | 766,000 | 950,000 | 797,000 | 1,520,000 | 702,000 | 492,000 | 442,000 | 507,000 | 1,103,000 | 1,000,000 | 8,279,000 |
| 950229 TBURG - LINEAR R/R CR PROJ | 17,000 | - | - | - | - | - | - | - | - | - | 17,000 |
| 950249 TBURG - SANITARY OVERSIZING | 50,000 | - | - | - | - | - | - | - | - | - | 50,000 |
| 950250 TBURG - TRUNK I&I REDUCTION | 78,000 | 63,000 | 63,000 | - | - | - | - | - | - | - | 204,000 |
| TOTAL TILLSONBURG - WW | 3,685,000 | 3,091,400 | 970,100 | 1,742,200 | 1,181,000 | 959,000 | 2,425,200 | 726,400 | 1,916,000 | 1,096,000 | 17,792,300 |
| INGERSOLL - WW | | | | | | | | | | | |
| 250300 WW INGERSOLL | 38,000 | 45,000 | 306,000 | 61,000 | 387,000 | 105,000 | 147,000 | 49,000 | 565,000 | 88,000 | 1,791,000 |
| 911282 ING - WW FACILITIES - T | 248,900 | 66,800 | - | - | 13,250 | 78,400 | - | - | - | - | 407,350 |
| 950303 ING - TRUNK I&I REDUCTION | - | - | - | - | - | - | - | - | 63,000 | 63,000 | 126,000 |
| 950308 ING - DIGESTER BIOGAS | - | 50,000 | 400,000 | - | - | - | - | - | - | - | 450,000 |
| 950329 ING - THAMES RIVER TRUNK | - | - | 53,000 | 85,000 | 2,290,000 | - | - | - | - | - | 2,428,000 |
| 950330 ING - TOWN PROJECTS | 468,000 | 856,000 | 1,304,000 | 2,577,000 | 746,000 | 436,000 | 1,765,000 | 1,501,000 | 508,000 | 820,000 | 10,981,000 |

| | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | TOTAL |
|---------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|----------------|-------------------|
| 950332 ING-RELINING | 750,000 | 152,000 | - | - | - | - | - | - | - | - | 902,000 |
| 950336 ING - SW INDUSTRIAL PARK | 625,000 | 4,131,000 | 352,000 | 173,000 | 97,000 | 904,000 | 4,627,000 | 1,217,000 | 3,087,000 | - | 15,213,000 |
| TOTAL INGERSOLL - WW | 2,129,900 | 5,300,800 | 2,415,000 | 2,896,000 | 3,533,250 | 1,523,400 | 6,539,000 | 2,767,000 | 4,223,000 | 971,000 | 32,298,350 |
| NORWICH - WW | | | | | | | | | | | |
| 250400 WW NORWICH | - | - | - | 1,741,000 | 45,000 | - | 5,000 | 7,000 | 9,000 | - | 1,807,000 |
| 911294 NOR - WW FACILITIES - C | 14,300 | 109,500 | - | - | - | - | 66,000 | - | - | - | 189,800 |
| 950409 NOR - BIOSOLIDS CLEAN-OUT | - | 45,000 | 1,000,000 | - | - | - | - | - | - | - | 1,045,000 |
| 950410 NOR - BERM REPAIR | - | - | 100,000 | - | - | - | - | - | - | - | 100,000 |
| 950412 NOR-LAGOON EXPANSION | 50,000 | - | - | 400,000 | 350,000 | 5,000,000 | 5,000,000 | - | - | - | 10,800,000 |
| 950413 NOR - TRUNK I&I REDUCTION | - | - | - | 62,000 | - | - | - | - | - | - | 62,000 |
| 950450 NOR - SANITARY REPLACEMENTS | 40,000 | 659,000 | 614,000 | 834,000 | - | - | - | - | - | - | 2,147,000 |
| TOTAL NORWICH - WW | 104,300 | 813,500 | 1,714,000 | 3,037,000 | 395,000 | 5,000,000 | 5,071,000 | 7,000 | 9,000 | - | 16,150,800 |
| TAVISTOCK - WW | | | | | | | | | | | |
| 250500 WW TAVISTOCK | 52,000 | 27,000 | 12,000 | 5,000 | - | 5,000 | 326,000 | 38,000 | - | 234,000 | 699,000 |
| 911284 TAV - WW FACILITIES - T | 15,000 | 11,700 | - | 5,500 | - | - | 22,000 | - | - | - | 54,200 |
| 911295 TAV - WW FACILITIES - C | - | 8,800 | 11,000 | - | - | 107,800 | - | - | - | - | 127,600 |
| 950502 TAV - TRUNK I&I REDUCTION | - | - | - | 62,000 | - | - | - | - | - | - | 62,000 |
| 950504 TAV - WWTP EXPANSION/UPGRADE | 100,000 | - | - | - | - | - | - | - | - | - | 100,000 |
| 950513 TAV - WILLIAM SPS REHAB | 725,000 | 3,262,000 | 3,262,000 | - | - | - | - | - | - | - | 7,249,000 |
| 950550 TAV - SANITARY REPLACEMENTS | 50,000 | 510,000 | 571,000 | 10,000 | 582,000 | - | - | - | - | - | 1,723,000 |
| 950551 TAV - WILLIAM SEWER REPL & UPS | - | - | - | 17,000 | 487,000 | - | - | - | - | - | 504,000 |
| TOTAL TAVISTOCK - WW | 942,000 | 3,819,500 | 3,856,000 | 99,500 | 1,069,000 | 112,800 | 348,000 | 38,000 | - | 234,000 | 10,518,800 |
| PLATTSVILLE - WW | | | | | | | | | | | |
| 250600 WW PLATTSVILLE | 8,000 | 87,000 | - | 40,000 | 20,000 | 20,000 | 22,000 | - | - | 397,000 | 594,000 |
| 911285 PLAT - WW FACILITIES - T | 6,000 | - | - | - | - | - | 7,700 | - | - | - | 13,700 |
| 911296 PLAT - WW FACILITIES - C | - | 45,100 | - | - | - | - | 7,700 | - | - | - | 52,800 |
| 950607 PLAT - BIOSOLIDS CLEAN-OUT | - | 900,000 | - | - | - | - | - | - | - | - | 900,000 |
| 950608 PLAT - BERM REPAIR | - | 100,000 | - | - | - | - | - | - | - | - | 100,000 |
| 950609 PLAT - WWTP OPERATION ENHANCE | - | 100,000 | 570,000 | 570,000 | - | - | - | - | - | - | 1,240,000 |
| 950611 PLAT-FM TWINNING & SPS REVIEW | - | - | - | - | - | 125,000 | - | - | - | - | 125,000 |
| TOTAL PLATTSVILLE - WW | 14,000 | 1,232,100 | 570,000 | 610,000 | 20,000 | 145,000 | 37,400 | - | - | 397,000 | 3,025,500 |
| THAMESFORD - WW | | | | | | | | | | | |
| 250700 WW THAMESFORD | 2,000 | - | 22,000 | 11,000 | 13,000 | - | 94,000 | 23,000 | 238,000 | - | 403,000 |
| 911286 THAMES - WW FACILITIES - T | - | 75,900 | 27,600 | - | - | - | 14,300 | 6,600 | - | - | 124,400 |
| 950718 THAMES - WWTP PRETREATMENT/SCR | 968,000 | 4,000,000 | - | - | - | - | - | - | - | - | 4,968,000 |
| TOTAL THAMESFORD - WW | 970,000 | 4,075,900 | 49,600 | 11,000 | 13,000 | - | 108,300 | 29,600 | 238,000 | - | 5,495,400 |
| DRUMBO - WW | | | | | | | | | | | |
| 250800 WW DRUMBO | - | - | 12,000 | - | - | 12,000 | - | 10,000 | - | - | 34,000 |
| 911291 DRUMBO - WW FACILITIES - T | - | - | - | - | - | - | - | - | - | 47,300 | 47,300 |
| 950807 DRUMBO - STANDBY POWER | 40,000 | - | - | - | - | - | - | - | - | - | 40,000 |
| 950810 DRUMBO - WWTP CAPACITY EXP | 2,503,014 | - | - | - | - | - | - | - | - | - | 2,503,014 |
| TOTAL DRUMBO - WW | 2,543,014 | - | 12,000 | - | - | 12,000 | - | 10,000 | - | 47,300 | 2,624,314 |

| | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | TOTAL |
|-------------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|------------------|--------------------|
| MT ELGIN - WW | | | | | | | | | | | |
| 250900 WW MT. ELGIN | 16,000 | 12,000 | 3,000 | 3,000 | 3,000 | 3,000 | 12,000 | 3,000 | - | - | 55,000 |
| 911288 MT ELGIN - WW FACILITIES - T | - | - | - | - | - | - | - | - | - | 16,500 | 16,500 |
| 950905 MT ELGIN - WWTP CAPACITY EXP | 1,039,932 | 1,820,000 | - | - | - | - | - | - | - | - | 2,859,932 |
| 950906 MT ELGIN - SAN SEWER UPGRADES | 20,000 | 20,000 | 20,000 | 20,000 | - | 40,000 | 20,000 | 20,000 | 20,000 | 20,000 | 200,000 |
| 950907 MT ELGIN - FORCEMAIN UPSIZING | - | - | - | - | 445,500 | 300,000 | 145,500 | - | - | - | 891,000 |
| TOTAL MT ELGIN - WW | 1,075,932 | 1,852,000 | 23,000 | 23,000 | 448,500 | 343,000 | 177,500 | 23,000 | 20,000 | 36,500 | 4,022,432 |
| EMBRO - WW | | | | | | | | | | | |
| 951003 EMBRO - SERVICING | 62,500 | 62,500 | 62,500 | 62,500 | 62,500 | 62,500 | 62,500 | 62,500 | 62,500 | 62,500 | 625,000 |
| TOTAL EMBRO - WW | 62,500 | 62,500 | 62,500 | 62,500 | 62,500 | 62,500 | 62,500 | 62,500 | 62,500 | 62,500 | 625,000 |
| INNERKIP - WW | | | | | | | | | | | |
| 951100 INNERKIP - WW SERVICING | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 | 750,000 |
| 951105 INNERKIP - FM TWINNING | - | - | - | - | 259,000 | 7,387,000 | - | - | - | - | 7,646,000 |
| TOTAL INNERKIP - WW | 75,000 | 75,000 | 75,000 | 75,000 | 334,000 | 7,462,000 | 75,000 | 75,000 | 75,000 | 75,000 | 8,396,000 |
| TOTAL WASTEWATER SYSTEMS | 24,594,983 | 31,763,400 | 15,749,700 | 14,099,700 | 10,815,750 | 22,354,700 | 21,784,000 | 17,495,000 | 11,724,500 | 8,812,300 | 179,194,033 |
| WATER SYSTEMS | | | | | | | | | | | |
| WOODSTOCK - W | | | | | | | | | | | |
| 260100 WATER WOODSTOCK | 358,000 | 100,000 | 302,000 | 224,000 | 21,000 | 153,000 | 617,000 | 128,000 | 43,000 | 3,000 | 1,949,000 |
| 911261 WDSTK - WATER FAC - T | 28,600 | 148,700 | 592,800 | 192,000 | 15,500 | - | 22,100 | 2,800 | 9,900 | - | 1,012,400 |
| 911265 WDSTK - WATER FAC - D | 30,500 | 42,900 | 128,200 | 22,100 | 104,500 | - | - | - | 7,800 | - | 336,000 |
| 960103 WDSTK - METER INSTALLATION | - | - | - | 100,000 | 4,000,000 | - | - | - | - | - | 4,100,000 |
| 960105 WDSTK - UV UPGRADE | 80,000 | - | - | - | - | - | - | - | - | - | 80,000 |
| 960120 WDSTK - BOWERHILL RESERVOIR | - | - | - | - | - | - | - | - | - | 855,000 | 855,000 |
| 960124 WDSTK - EAST WATER TOWER | - | - | - | - | - | - | - | - | 400,000 | 3,600,000 | 4,000,000 |
| 960125 WDSTK - THORNTON HL UPGRADES | - | - | - | - | 100,000 | - | - | - | - | - | 100,000 |
| 960127 WDSTK - PRV CNTRL BLDG NELLIS | - | - | - | - | - | - | - | - | 12,000 | 342,000 | 354,000 |
| 960128 WDSTK - TOWNSHIP RD 3 WM | - | - | - | 50,000 | 1,414,000 | - | - | - | - | - | 1,464,000 |
| 960134 WDSTK - SW WATERMAIN EXTENSION | - | 330,000 | 320,000 | - | - | - | - | - | - | - | 650,000 |
| 960135 WDSTK - NE INDUSTRIAL PARK | - | 3,304,000 | - | - | - | - | - | - | - | - | 3,304,000 |
| 960141 WDSTK - CITY PROJECTS | 2,623,000 | 2,081,000 | 2,031,000 | 2,699,000 | 2,133,000 | 2,022,000 | 2,286,000 | 2,094,000 | 1,998,000 | 1,938,000 | 21,905,000 |
| 960144 WDSTK PRV CNTRL BLDG SOUTHSIDE | - | - | - | - | 12,000 | 342,000 | - | - | - | - | 354,000 |
| 960145 WDSTK - SOUTHSIDE UPGRADES | - | - | - | - | - | - | 350,000 | - | - | - | 350,000 |
| 960146 WDSTK - SOUTHSIDE STUDY | - | - | - | - | - | 200,000 | - | - | - | - | 200,000 |
| 960147 WDSTK - GENERATORS | - | - | - | - | - | - | 300,000 | - | - | - | 300,000 |
| 960149 WDSTK - CITY PROJ OVERSIZING | 268,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 448,000 |
| 960153 WDSTCK - LINEAR R/R CR PROJ | 90,000 | 1,540,000 | 700,000 | 1,000,000 | - | - | - | - | - | - | 3,330,000 |
| 960154 WDSTK - BOWERHILL BPS | 4,500,000 | - | - | - | - | - | - | - | - | - | 4,500,000 |
| 960155 WDSTK - ZONE 3 BOOSTER PUMPING STN | - | - | - | - | - | 100,000 | 2,858,000 | - | - | - | 2,958,000 |
| 960159 WDSTK - THORNTON FEEDERMN REPL | - | - | 355,000 | 365,000 | 9,900,000 | - | - | - | - | - | 10,620,000 |
| 960160 WDSTK - SE SERVICING PHASE 2 | - | - | - | - | - | 980,000 | 50,000 | 500,000 | 180,000 | - | 1,710,000 |
| 960164 WDSTK - 11TH LINE WM REPLACE | - | - | - | - | - | 22,000 | 636,000 | - | - | - | 658,000 |
| 960166 WDSTK - FEEDERMAIN RELINING | - | 40,000 | 1,166,000 | - | - | - | - | - | - | - | 1,206,000 |

| | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | TOTAL |
|---------------------------------------|-------------------|------------------|------------------|------------------|-------------------|------------------|------------------|------------------|------------------|------------------|-------------------|
| 960171 WDSTK - CR17 WATERMAIN | 3,194,596 | - | - | - | - | - | - | - | - | - | 3,194,596 |
| TOTAL WOODSTOCK - W | 11,172,696 | 7,606,600 | 5,615,000 | 4,672,100 | 17,720,000 | 3,839,000 | 7,139,100 | 2,744,800 | 2,670,700 | 6,758,000 | 69,937,996 |
| TILLSONBURG - W | | | | | | | | | | | |
| 260200 WATER TILLSONBURG | 160,000 | 241,000 | 154,000 | 116,000 | 132,000 | 210,000 | 580,000 | 48,000 | 76,000 | 76,000 | 1,793,000 |
| 911262 TBURG - WATER FACILITIES - T | 35,730 | 37,200 | 93,500 | 156,300 | 33,200 | 164,000 | - | - | 2,200 | 2,000 | 524,130 |
| 911266 TBURG - WATER FACILITIES - D | - | - | 27,500 | 38,500 | - | - | - | - | - | - | 66,000 |
| 960200 TBURG - WELL 7A | 360,000 | 1,300,000 | 500,000 | - | - | - | - | - | - | - | 2,160,000 |
| 960201 TBURG - WELL 3 UPGRADE | 600,000 | 140,000 | 2,275,000 | - | - | - | - | - | - | - | 3,015,000 |
| 960202 TBURG - WELL 6A | - | 150,000 | - | - | - | - | - | - | - | - | 150,000 |
| 960203 TBURG - WELL 1A AND 2 | - | - | - | - | - | 465,000 | - | - | - | - | 465,000 |
| 960204 TBURG - WELL 11 | - | 642,000 | - | - | - | - | - | - | - | - | 642,000 |
| 960208 TBURG - UV UPGRADE | 60,000 | - | - | - | - | - | - | - | - | - | 60,000 |
| 960211 TBURG - TRANSMISSION MAIN | - | - | - | 2,248,500 | - | - | - | - | - | - | 2,248,500 |
| 960213 TBURG - CRANBERRY RD EXT | - | 1,492,000 | - | - | - | - | - | - | - | - | 1,492,000 |
| 960220 TBURG - NORTH ST PUMPHOUSE | 465,000 | - | - | - | - | - | - | - | - | - | 465,000 |
| 960235 TBURG - TOWN PROJECTS | 1,418,000 | 1,453,000 | 1,220,000 | 504,000 | 1,584,000 | 913,000 | 1,410,000 | 775,000 | 883,000 | 1,000,000 | 11,160,000 |
| 960245 TBURG - WATERMAIN LOOPING | 68,000 | 1,171,500 | 359,000 | 385,000 | 35,500 | - | - | - | - | - | 2,019,000 |
| 960247 TBURG - LINEAR R/R CR PROJ | 15,000 | - | - | - | - | - | - | - | - | - | 15,000 |
| 960250 TBURG - WEST TOWN LINE WM | - | - | - | - | - | 26,000 | 8,600 | 150,000 | 289,000 | 280,400 | 754,000 |
| 960251 TBURG - VICTORIA WOOD WM | - | - | - | - | 1,148,000 | - | - | - | - | - | 1,148,000 |
| 960252 TBURG - VIENNA RD WM | - | - | - | - | - | 11,000 | 309,000 | - | - | - | 320,000 |
| TOTAL TILLSONBURG - W | 3,181,730 | 6,626,700 | 4,629,000 | 3,448,300 | 2,932,700 | 1,789,000 | 2,307,600 | 973,000 | 1,250,200 | 1,358,400 | 28,496,630 |
| INGERSOLL - W | | | | | | | | | | | |
| 260300 WATER INGERSOLL | 103,000 | 116,000 | 205,000 | 56,000 | 222,000 | 42,000 | 1,256,000 | 222,000 | 83,000 | 18,000 | 2,323,000 |
| 911267 WATER INGERSOLL FACILITIES - D | 95,000 | 33,000 | - | 3,900 | - | - | - | - | - | - | 131,900 |
| 911272 WATER INGERSOLL FACILITIES - T | 21,500 | 309,900 | 30,900 | 176,000 | - | 38,500 | 61,600 | 19,800 | - | - | 658,200 |
| 960302 ING - THAMES ST S WATERMAIN EX | 13,000 | 369,000 | - | - | - | - | - | - | - | - | 382,000 |
| 960303 ING - SOUTH THAMES WATERMAIN | 23,000 | 283,000 | 162,000 | 166,000 | 56,000 | - | - | - | - | - | 690,000 |
| 960310 ING - WELL 11 UPGRADE | - | 1,803,000 | - | - | - | - | - | - | - | - | 1,803,000 |
| 960316 ING - HALLS CREEK WM | 120,000 | - | - | - | - | - | - | - | - | - | 120,000 |
| 960317 NG - WATER QUALITY IMPROVEMNT | - | - | - | - | 350,000 | - | - | - | - | 350,000 | 700,000 |
| 960325 ING - TOWN PROJECTS | 758,000 | 2,253,000 | 1,534,000 | 2,070,000 | 1,535,000 | 1,263,000 | 1,892,000 | 1,294,000 | 1,448,000 | 785,000 | 14,832,000 |
| 960335 ING - CAST IRON PIPE REPLACE | 1,475,000 | 1,450,000 | - | - | - | - | - | - | - | - | 2,925,000 |
| 960337 ING - SW INDUSTRIAL PARK | - | - | - | - | 44,000 | 1,254,000 | 53,000 | 1,625,000 | 1,665,000 | 1,665,000 | 6,306,000 |
| 960338 ING - WALLACE LN IND PARK | - | 2,515,000 | - | - | - | - | - | - | - | - | 2,515,000 |
| 960341 ING-TOWER PAINT REPAIR | 10,000 | - | - | - | - | - | - | - | - | - | 10,000 |
| TOTAL INGERSOLL - W | 2,618,500 | 9,131,900 | 1,931,900 | 2,471,900 | 2,207,000 | 2,597,500 | 3,262,600 | 3,160,800 | 3,196,000 | 2,818,000 | 33,396,100 |
| TOWNSHIPS - W | | | | | | | | | | | |
| 260400 WATER TOWNSHIPS | 295,000 | 502,000 | 201,000 | 3,000 | 25,000 | 270,000 | 677,000 | 497,000 | 208,000 | 203,000 | 2,881,000 |
| 911264 WATER TOWNSHIP FACILITIES - T | 23,500 | 120,700 | 143,000 | 36,900 | 108,900 | 36,100 | 239,300 | 17,700 | 65,500 | 25,000 | 816,600 |
| 911268 WATER TOWNSHIP FACILITIES - D | - | 5,500 | 16,000 | - | - | 5,500 | 4,400 | - | - | - | 31,400 |
| 960400 TOWNSHIP DISTRIB REPLACEMENT | 10,000 | 850,000 | 1,239,000 | 1,545,000 | - | 10,000 | 408,000 | 895,000 | - | - | 4,957,000 |

| | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | TOTAL |
|-----------------------------------------|--------------------|--------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|--------------------|
| 960404 PLAT - WT FAC BACKUP POWER | - | - | - | - | - | 428,000 | - | - | - | - | 428,000 |
| 960406 TWSP - LINEAR R/R CR PROJ | - | - | - | 358,000 | - | - | - | - | - | - | 358,000 |
| 960413 THAMES - UV UPGRADE | 60,000 | - | - | - | - | - | - | - | - | - | 60,000 |
| 960420 DRUMBO - NEW WELL SUPPLY | - | - | - | - | - | 250,000 | 117,000 | 1,137,690 | 97,645 | 94,665 | 1,697,000 |
| 960421 DRUMBO - WELL 1 & 2A | - | 150,000 | - | - | - | 150,000 | - | - | - | - | 300,000 |
| 960422 TWSP - WATER QUALITY IMP | 180,000 | - | - | - | - | - | - | - | - | - | 180,000 |
| 960424 THAMES - WM TRUNK EXTENSION | - | 40,000 | 1,149,000 | - | - | - | - | - | - | - | 1,189,000 |
| 960429 MANGANESE FILTRATION TOWNSHIPS | - | - | - | 75,000 | 770,000 | 2,047,000 | 2,750,000 | 1,465,000 | 750,000 | 750,000 | 8,607,000 |
| 960430 TREATABILITY STUDY | - | 200,000 | - | - | - | - | - | - | - | - | 200,000 |
| 960432 NORWICH - STANDPIPE | - | - | - | - | 227,000 | 1,365,000 | 1,365,000 | - | - | - | 2,957,000 |
| 960437 TAV - WELL 4 | 320,000 | 742,500 | 86,800 | 638,700 | 4,760,000 | - | - | - | - | - | 6,548,000 |
| 960441 NOR-TOWER PAINT/REPAIR | 150,000 | 10,000 | - | - | - | - | - | - | - | - | 160,000 |
| 960443 TWSP - STRONTIUM FILTRATION | - | 10,000 | - | - | - | - | - | - | - | - | 10,000 |
| 960451 EMBRO - CT ENHANCEMENT STUDY | - | - | - | - | - | - | - | 30,000 | 300,000 | - | 330,000 |
| 960457 BRIGHT TO PLATTS CONNECTING MAIN | - | - | - | - | - | - | - | - | - | 5,389,350 | 5,389,350 |
| 960461 PLATT - TOWER PAINT/REPAIR | - | - | - | - | - | - | - | - | 400,000 | 3,600,000 | 4,000,000 |
| 960462 TAV - TOWER PAINT/REPAIR | 30,000 | - | - | - | - | - | - | 400,000 | 3,600,000 | - | 4,030,000 |
| 960470 BEACHVILLE - NEW WELL SUPPLY | - | - | - | - | - | 194,000 | 968,000 | 968,000 | - | - | 2,130,000 |
| TOTAL TOWNSHIPS - W | 1,068,500 | 2,630,700 | 2,834,800 | 2,656,600 | 5,890,900 | 4,755,600 | 6,528,700 | 5,410,390 | 5,421,145 | 10,062,015 | 47,259,350 |
| TOTAL WATER SYSTEMS | 18,041,426 | 25,995,900 | 15,010,700 | 13,248,900 | 28,750,600 | 12,981,100 | 19,238,000 | 12,288,990 | 12,538,045 | 20,996,415 | 179,090,076 |
| TOTAL WATER & WASTEWATER | 44,363,788 | 60,014,979 | 34,789,000 | 30,120,600 | 42,354,350 | 37,539,800 | 43,217,000 | 31,072,990 | 24,262,545 | 29,808,715 | 377,543,767 |
| TOTAL CAPITAL COSTS | 104,081,125 | 110,287,319 | 77,201,600 | 72,473,689 | 87,902,680 | 78,291,775 | 83,668,622 | 65,845,045 | 61,382,268 | 54,812,893 | 795,947,016 |
| TOTAL CAPITAL COSTS | 104,081,125 | 110,287,319 | 77,201,600 | 72,473,689 | 87,902,680 | 78,291,775 | 83,668,622 | 65,845,045 | 61,382,268 | 54,812,893 | 795,947,016 |
| FINANCING | | | | | | | | | | | |
| RESERVES | 59,496,988 | 69,372,548 | 56,095,203 | 53,537,475 | 44,962,012 | 40,039,284 | 50,501,630 | 36,060,282 | 43,417,463 | 33,845,878 | 487,328,763 |
| DEVELOPMENT CHARGES | 10,702,229 | 11,955,984 | 5,109,357 | 5,126,894 | 12,350,568 | 12,941,491 | 7,662,262 | 7,430,263 | 6,520,145 | 820,565 | 80,619,758 |
| CANADA COMMUNITY BUILDING FUND | 3,942,500 | 5,125,000 | 4,180,000 | 2,850,000 | 4,700,000 | 3,675,000 | 3,675,000 | 3,675,000 | 1,900,000 | 5,475,000 | 39,197,500 |
| GRANTS | 11,896,540 | 7,088,590 | 5,559,540 | 3,447,500 | 6,586,500 | 11,423,500 | 7,173,000 | 8,265,000 | 7,285,000 | 7,230,000 | 75,955,170 |
| DEBENTURES | 13,947,172 | 14,227,445 | 4,482,000 | 5,838,000 | 18,055,100 | 9,262,000 | 12,708,000 | 9,480,000 | 830,000 | 6,389,350 | 95,219,067 |
| OTHER SOURCES | 2,427,000 | 1,004,752 | 512,500 | 371,820 | 566,500 | 237,500 | 1,256,730 | 237,500 | 727,660 | 495,100 | 7,837,062 |
| TOTAL FINANCING | 102,412,429 | 108,774,319 | 75,938,600 | 71,171,689 | 87,220,680 | 77,578,775 | 82,976,622 | 65,148,045 | 60,680,268 | 54,255,893 | 786,157,320 |
| TOTAL County of Oxford - Capital | 1,668,696 | 1,513,000 | 1,263,000 | 1,302,000 | 682,000 | 713,000 | 692,000 | 697,000 | 702,000 | 557,000 | 9,789,696 |



03

Budget Summary

2024

BUSINESS
PLAN &
BUDGET

www.oxfordcounty.ca/budget

| | 2023 FORECAST | 2023 APPROVED BUDGET | 2024 BUDGET | \$ OVER 2023 BUDGET | % OVER 2023 BUDGET |
|--------------------------------------|----------------------|----------------------------|----------------------|---------------------------|--------------------------|
| OPERATING | | | | | |
| REVENUES | | | | | |
| PROPERTY TAXATION | (2,187,300) | (2,187,300) | (2,409,000) | (221,700) | 10.1% |
| GENERAL REVENUES | (145,969,903) | (139,144,824) | (149,619,251) | (10,474,427) | 7.5% |
| OTHER REVENUES | (9,260,360) | (7,850,796) | (7,545,369) | 305,427 | (3.9%) |
| TOTAL REVENUES | (157,417,563) | (149,182,920) | (159,573,620) | (10,390,700) | 7.0% |
| EXPENSES | | | | | |
| SALARIES AND BENEFITS | 73,473,761 | 73,688,205 | 82,895,521 | 9,207,316 | 12.5% |
| OPERATING EXPENSES | 111,611,385 | 104,268,946 | 110,745,911 | 6,476,965 | 6.2% |
| DEBT REPAYMENT | 14,294,054 | 13,784,481 | 12,303,916 | (1,480,565) | (10.7%) |
| RESERVE TRANSFERS | 33,367,813 | 32,456,813 | 38,955,416 | 6,498,603 | 20.0% |
| INTERDEPARTMENTAL CHARGES | 20,573,736 | 20,948,122 | 23,339,461 | 2,391,339 | 11.4% |
| INTERDEPARTMENTAL RECOVERIES | (20,573,729) | (20,948,100) | (23,339,467) | (2,391,367) | 11.4% |
| TOTAL EXPENSES | 232,747,020 | 224,198,467 | 244,900,758 | 20,702,291 | 9.2% |
| PROGRAM SURPLUS/DEFICIT | | | | | |
| RESERVE CONTRIBUTION TO (FROM) | (724,369) | (75,369) | (84,894) | (9,525) | 12.6% |
| TOTAL PROGRAM SURPLUS/DEFICIT | (724,369) | (75,369) | (84,894) | (9,525) | 12.6% |
| NET OPERATING | 74,605,088 | 74,940,178 | 85,242,244 | 10,302,066 | 13.7% |
| CAPITAL | | | | | |
| CAPITAL REVENUES | (87,776,774) | (83,963,586) | (102,412,429) | (18,448,843) | 22.0% |
| CAPITAL | 87,864,348 | 84,081,186 | 104,081,125 | 19,999,939 | 23.8% |
| NET CAPITAL | 87,574 | 117,600 | 1,668,696 | 1,551,096 | 1,319.0% |
| SUMMARY | | | | | |
| TOTAL REVENUES | (245,194,337) | (233,146,506) | (261,986,049) | (28,839,543) | 12.4% |
| TOTAL EXPENSES | 320,611,368 | 308,279,653 | 348,981,883 | 40,702,230 | 13.2% |
| TOTAL PROGRAM SURPLUS/DEFICIT | (724,369) | (75,369) | (84,894) | (9,525) | 12.6% |
| TOTAL LEVY | 74,692,662 | 75,057,778 | 86,910,940 | 11,853,162 | 15.8% |

| | Taxation | % |
|-------------------------------------------------------|-------------------|--------------|
| Levy increase over prior year | 11,853,162 | 15.8% |
| Non-recurring | 190,088 | 0.3% |
| Service Level | 5,911,545 | 7.9% |
| New Initiatives | 1,332,950 | 1.8% |
| Minor Capital | 291,400 | 0.4% |
| Infrastructure Capital | 676,500 | 0.9% |
| Initiative Gapping | (308,172) | (0.4%) |
| In-year Approval/ Carryover | (179,625) | (0.2%) |
| Budget Impacts | 7,914,686 | 10.5% |
| Prior year non-recurring items and initiative gapping | 220,066 | 0.3% |
| Base Budget increase | 3,718,410 | 5.0% |

| | Rates | % |
|-------------------------------------------------------|------------------|-------------|
| Net rate increase required | 2,374,930 | 5.9% |
| Non-recurring | 130,350 | 0.3% |
| Service Level | 647,580 | 1.6% |
| New Initiatives | 252,531 | 0.6% |
| Minor Capital | 4,000 | 0.0% |
| Initiative Gapping | (78,551) | (0.2%) |
| In-year Approval/ Carryover | (40,000) | (0.1%) |
| Budget Impact Total | 915,910 | 2.3% |
| Prior year non-recurring items and initiative gapping | 115,575 | 0.3% |
| Base Budget increase | 1,343,445 | 3.3% |

Department Budget Changes

| | | 2023 | | \$ OVER | % OVER |
|----------------------------------------------|-------------------|-------------------|-------------------|-------------------|---------------|
| | 2023 | APPROVED | 2024 | 2023 | 2023 |
| | FORECAST | BUDGET | BUDGET | BUDGET | BUDGET |
| COUNTY OF OXFORD (GENERAL LEVY) | | | | | |
| COUNCIL | 640,656 | 632,678 | 654,932 | 22,254 | 3.5% |
| CAO OFFICE | 990,680 | 1,052,950 | 1,158,037 | 105,087 | 10.0% |
| TOURISM | 512,062 | 512,932 | 560,104 | 47,172 | 9.2% |
| STRATEGIC COMM & ENGAGEMENT | 508,955 | 501,780 | 616,683 | 114,903 | 22.9% |
| HUMAN RESOURCES | (34,890) | - | - | - | - |
| CLERKS | 631,750 | 629,777 | 675,202 | 45,425 | 7.2% |
| CUSTOMER SERVICE | (76,713) | - | - | - | - |
| FINANCE | (38,842) | - | - | - | - |
| INFORMATION TECHNOLOGY | (143,537) | - | - | - | - |
| INFORMATION SERVICES | 1,458,990 | 1,524,326 | 1,661,681 | 137,355 | 9.0% |
| ASSESSMENT MANAGEMENT | 100,000 | 100,000 | 100,000 | - | - |
| POA | (285,946) | 63,491 | 191,281 | 127,790 | 201.3% |
| GENERAL TAXATION | (789,700) | (767,328) | (1,398,737) | (631,409) | 82.3% |
| CONSERVATION AUTHORITIES | 1,708,138 | 1,708,884 | 1,759,380 | 50,496 | 3.0% |
| PUBLIC HEALTH | 3,169,783 | 2,786,700 | 3,328,270 | 541,570 | 19.4% |
| ADMINISTRATION | - | - | - | - | - |
| ENGINEERING | 1,252,212 | 1,398,792 | 1,543,193 | 144,401 | 10.3% |
| FACILITIES | 1,592,873 | 1,544,225 | 1,290,949 | (253,276) | (16.4%) |
| FLEET | - | - | - | - | - |
| TRANSPORTATION SERVICES | 22,818,060 | 22,707,846 | 25,461,270 | 2,753,424 | 12.1% |
| WASTE MANAGEMENT | 3,247,594 | 3,140,951 | 3,902,587 | 761,636 | 24.2% |
| WOODINGFORD LODGE | 11,335,266 | 11,678,375 | 12,555,254 | 876,879 | 7.5% |
| COMMUNITY SERVICES | 2,003,272 | 1,998,742 | 1,999,170 | 428 | 0.0% |
| CHILD CARE | 853,900 | 864,183 | 908,433 | 44,250 | 5.1% |
| HOUSING | 8,121,422 | 7,812,531 | 11,009,254 | 3,196,723 | 40.9% |
| PARAMEDIC SERVICES | 8,765,367 | 8,737,355 | 11,035,499 | 2,298,144 | 26.3% |
| COMMUNITY PARAMEDICINE | - | - | - | - | - |
| PLANNING | 2,052,835 | 2,130,112 | 2,591,820 | 461,708 | 21.7% |
| TOTAL COUNTY OF OXFORD (GENERAL LEVY) | 70,394,187 | 70,759,302 | 81,604,262 | 10,844,960 | 15.3% |
| LIBRARY | 4,288,199 | 4,288,199 | 5,223,742 | 935,543 | 21.8% |
| COURT SECURITY | 10,276 | 10,276 | 82,936 | 72,660 | 707.1% |
| WATER AND WASTEWATER | - | - | - | - | - |
| TOTAL County of Oxford | 74,692,662 | 75,057,778 | 86,910,940 | 11,853,162 | 15.8% |

Budget for Public Sector Accounting Board (PSAB) Purposes

| | 2024 | PRINCIPAL DEBT | AREA MUNICIPAL DEBT | | DEBENTURE | TRANSFERS | | 2024 |
|------------------------------|----------------------|--------------------|---------------------|---------------------|-------------------|---------------------|-------------------|----------------------|
| | BUDGET | REPAYMENT (1) | REPAYMENTS (2) | CAPITAL | PROCEEDS | TO/FROM SURPLUS (3) | AMORTIZATION (4) | PSAB BUDGET |
| REVENUES | | | | | | | | |
| PROPERTY TAXATION | (2,409,000) | - | - | - | - | - | - | (2,409,000) |
| GENERAL REVENUES | (149,619,251) | - | 6,750,247 | - | - | (7,836,932) | - | (150,705,936) |
| OTHER REVENUES | (7,545,369) | - | - | - | - | 5,385,834 | - | (2,159,535) |
| INTERDEPARTMENTAL RECOVERIES | (23,339,467) | - | - | - | - | - | - | (23,339,467) |
| CAPITAL REVENUES | (102,412,429) | - | - | - | 13,947,172 | 57,336,988 | - | (31,128,269) |
| TOTAL REVENUES | (285,325,516) | - | 6,750,247 | - | 13,947,172 | 54,885,890 | - | (209,742,207) |
| EXPENSES | | | | | | | | |
| SALARIES AND BENEFITS | 82,895,521 | - | - | - | - | - | - | 82,895,521 |
| OPERATING EXPENSES | 110,745,911 | - | - | (11,000) | - | - | - | 110,734,911 |
| DEBT REPAYMENT | 12,303,916 | (4,382,595) | (6,750,247) | - | - | - | - | 1,171,074 |
| CAPITAL | 104,081,125 | - | - | (93,997,658) | - | (10,083,467) | - | - |
| CAPITAL | - | - | - | - | - | - | 22,271,795 | 22,271,795 |
| RESERVE TRANSFERS | 38,870,522 | - | - | - | - | (37,948,022) | - | 922,500 |
| INTERDEPARTMENTAL CHARGES | 23,339,461 | - | - | - | - | - | - | 23,339,461 |
| TOTAL EXPENSES | 372,236,456 | (4,382,595) | (6,750,247) | (94,008,658) | - | (48,031,489) | 22,271,795 | 241,335,262 |
| TOTAL | 86,910,940 | (4,382,595) | - | (94,008,658) | 13,947,172 | 6,854,401 | 22,271,795 | 31,593,055 |

1. Principal debt repayment for County debt
2. This represents the repayment of the area municipality debt
3. This represents the transfers to and from Reserves and Reserve Funds (excluding obligatory program reserves and development charge reserves)
4. Estimated based on 2022 actual amortization

| | 2023 | 2023 | 2024 | \$ OVER | % OVER |
|--------------------------------------|----------------------|----------------------|----------------------|---------------------|-----------------|
| | 2023 | 2023 | 2024 | 2023 | 2023 |
| | FORECAST | APPROVED | BUDGET | BUDGET | BUDGET |
| | | BUDGET | | | |
| OPERATING | | | | | |
| REVENUES | | | | | |
| PROPERTY TAXATION | (2,187,300) | (2,187,300) | (2,409,000) | (221,700) | 10.1% |
| GENERAL REVENUES | (102,648,397) | (96,082,699) | (102,648,728) | (6,566,029) | 6.8% |
| OTHER REVENUES | (7,645,615) | (6,199,642) | (5,912,854) | 286,788 | (4.6%) |
| TOTAL REVENUES | (112,481,312) | (104,469,641) | (110,970,582) | (6,500,941) | 6.2% |
| EXPENSES | | | | | |
| SALARIES AND BENEFITS | 63,448,652 | 63,563,440 | 71,590,285 | 8,026,845 | 12.6% |
| OPERATING EXPENSES | 98,747,677 | 91,640,900 | 96,599,824 | 4,958,924 | 5.4% |
| DEBT REPAYMENT | 11,062,112 | 10,585,197 | 8,934,187 | (1,651,010) | (15.6%) |
| RESERVE TRANSFERS | 19,228,892 | 18,800,892 | 24,424,639 | 5,623,747 | 29.9% |
| INTERDEPARTMENTAL CHARGES | 11,315,922 | 11,489,014 | 12,925,680 | 1,436,666 | 12.5% |
| INTERDEPARTMENTAL RECOVERIES | (20,573,729) | (20,948,100) | (23,339,467) | (2,391,367) | 11.4% |
| TOTAL EXPENSES | 183,229,526 | 175,131,343 | 191,135,148 | 16,003,805 | 9.1% |
| PROGRAM SURPLUS/DEFICIT | | | | | |
| RESERVE CONTRIBUTION TO (FROM) | (421,601) | - | - | - | - |
| TOTAL PROGRAM SURPLUS/DEFICIT | (421,601) | - | - | - | - |
| NET OPERATING | 70,326,613 | 70,661,702 | 80,164,566 | 9,502,864 | 13.4% |
| CAPITAL | | | | | |
| CAPITAL REVENUES | (48,676,621) | (40,719,906) | (57,723,641) | (17,003,735) | 41.8% |
| CAPITAL | 48,744,195 | 40,817,506 | 59,163,337 | 18,345,831 | 44.9% |
| NET CAPITAL | 67,574 | 97,600 | 1,439,696 | 1,342,096 | 1,375.1% |
| SUMMARY | | | | | |
| TOTAL REVENUES | (161,157,933) | (145,189,547) | (168,694,223) | (23,504,676) | 16.2% |
| TOTAL EXPENSES | 231,973,721 | 215,948,849 | 250,298,485 | 34,349,636 | 15.9% |
| TOTAL PROGRAM SURPLUS/DEFICIT | (421,601) | - | - | - | - |
| TOTAL LEVY | 70,394,187 | 70,759,302 | 81,604,262 | 10,844,960 | 15.3% |

| | Taxation | % |
|-------------------------------------------------------|-------------------|--------------|
| Levy increase over prior year | 10,844,960 | 15.3% |
| Non-recurring | 190,088 | 0.3% |
| Service Level | 5,706,239 | 8.1% |
| New Initiatives | 1,332,950 | 1.9% |
| Minor Capital | 291,400 | 0.4% |
| Infrastructure Capital | 676,500 | 1.0% |
| Initiative Gapping | (308,172) | (0.4%) |
| In-year Approval/ Carryover | (179,625) | (0.3%) |
| Budget Impacts | 7,709,380 | 10.9% |
| Prior year non-recurring items and initiative gapping | (50,390) | (0.1%) |
| Base Budget increase | 3,185,970 | 4.5% |

| | 2023 | 2023 | 2024 | \$ OVER | % OVER |
|---------------------------|------------------|------------------|------------------|----------------|-----------------|
| | 2023 | APPROVED | 2024 | 2023 | 2023 |
| | FORECAST | BUDGET | BUDGET | BUDGET | BUDGET |
| OPERATING | | | | | |
| REVENUES | | | | | |
| GENERAL REVENUES | (217,114) | (156,104) | (162,404) | (6,300) | 4.0% |
| OTHER REVENUES | (658,802) | (720,415) | (377,548) | 342,867 | (47.6%) |
| TOTAL REVENUES | (875,916) | (876,519) | (539,952) | 336,567 | (38.4%) |
| EXPENSES | | | | | |
| SALARIES AND BENEFITS | 2,814,639 | 2,831,380 | 3,198,446 | 367,066 | 13.0% |
| OPERATING EXPENSES | 739,881 | 764,087 | 692,273 | (71,814) | (9.4%) |
| DEBT REPAYMENT | 84,730 | 84,730 | - | (84,730) | (100.0%) |
| RESERVE TRANSFERS | 137,000 | 122,000 | 139,020 | 17,020 | 14.0% |
| INTERDEPARTMENTAL CHARGES | 1,367,865 | 1,342,521 | 1,504,955 | 162,434 | 12.1% |
| TOTAL EXPENSES | 5,144,115 | 5,144,718 | 5,534,694 | 389,976 | 7.6% |
| NET OPERATING | 4,268,199 | 4,268,199 | 4,994,742 | 726,543 | 17.0% |
| | | | | | |
| CAPITAL | | | | | |
| CAPITAL REVENUES | (45,795) | (53,400) | (325,000) | (271,600) | 508.6% |
| CAPITAL | 65,795 | 73,400 | 554,000 | 480,600 | 654.8% |
| NET CAPITAL | 20,000 | 20,000 | 229,000 | 209,000 | 1,045.0% |
| | | | | | |
| SUMMARY | | | | | |
| TOTAL REVENUES | (921,711) | (929,919) | (864,952) | 64,967 | (7.0%) |
| TOTAL EXPENSES | 5,209,910 | 5,218,118 | 6,088,694 | 870,576 | 16.7% |
| TOTAL LEVY | 4,288,199 | 4,288,199 | 5,223,742 | 935,543 | 21.8% |

| | Taxation | % |
|-------------------------------------------------------|----------------|--------------|
| Levy increase over prior year | 935,543 | 21.8% |
| Service Level | 205,306 | 4.8% |
| Budget Impacts | 205,306 | 4.8% |
| Prior year non-recurring items and initiative gapping | 270,456 | 6.3% |
| Base Budget increase | 459,781 | 10.7% |

| | 2023 | 2023 | 2024 | \$ OVER | % OVER |
|-----------------------|---------------|---------------|---------------|---------------|---------------|
| | 2023 | APPROVED | 2024 | 2023 | 2023 |
| | FORECAST | BUDGET | BUDGET | BUDGET | BUDGET |
| OPERATING | | | | | |
| EXPENSES | | | | | |
| OPERATING EXPENSES | 10,276 | 10,276 | 82,936 | 72,660 | 707.1% |
| TOTAL EXPENSES | 10,276 | 10,276 | 82,936 | 72,660 | 707.1% |
| NET OPERATING | 10,276 | 10,276 | 82,936 | 72,660 | 707.1% |
| | | | | | |
| TOTAL LEVY | 10,276 | 10,276 | 82,936 | 72,660 | 707.1% |

| | 2023 | 2023 | 2024 | \$ OVER | % OVER |
|--------------------------------------|---------------------|---------------------|---------------------|--------------------|--------------|
| | 2023 | 2023 | 2024 | 2023 | 2023 |
| | FORECAST | APPROVED BUDGET | BUDGET | BUDGET | BUDGET |
| OPERATING | | | | | |
| REVENUES | | | | | |
| GENERAL REVENUES | (43,104,392) | (42,906,021) | (46,808,119) | (3,902,098) | 9.1% |
| OTHER REVENUES | (955,943) | (930,739) | (1,254,967) | (324,228) | 34.8% |
| TOTAL REVENUES | (44,060,335) | (43,836,760) | (48,063,086) | (4,226,326) | 9.6% |
| EXPENSES | | | | | |
| SALARIES AND BENEFITS | 7,210,470 | 7,293,385 | 8,106,790 | 813,405 | 11.2% |
| OPERATING EXPENSES | 12,113,551 | 11,853,683 | 13,370,878 | 1,517,195 | 12.8% |
| DEBT REPAYMENT | 3,147,212 | 3,114,554 | 3,369,729 | 255,175 | 8.2% |
| RESERVE TRANSFERS | 14,001,921 | 13,533,921 | 14,391,757 | 857,836 | 6.3% |
| INTERDEPARTMENTAL CHARGES | 7,889,949 | 8,116,587 | 8,908,826 | 792,239 | 9.8% |
| TOTAL EXPENSES | 44,363,103 | 43,912,130 | 48,147,980 | 4,235,850 | 9.6% |
| PROGRAM SURPLUS/DEFICIT | | | | | |
| RESERVE CONTRIBUTION TO (FROM) | (302,768) | (75,369) | (84,894) | (9,525) | 12.6% |
| TOTAL PROGRAM SURPLUS/DEFICIT | (302,768) | (75,369) | (84,894) | (9,525) | 12.6% |
| NET OPERATING | - | - | - | - | - |
| CAPITAL | | | | | |
| CAPITAL REVENUES | (39,054,358) | (43,190,280) | (44,363,788) | (1,173,508) | 2.7% |
| CAPITAL | 39,054,358 | 43,190,280 | 44,363,788 | 1,173,508 | 2.7% |
| NET CAPITAL | - | - | - | - | - |
| SUMMARY | | | | | |
| TOTAL REVENUES | (83,114,693) | (87,027,040) | (92,426,874) | (5,399,834) | 6.2% |
| TOTAL EXPENSES | 83,417,461 | 87,102,410 | 92,511,768 | 5,409,358 | 6.2% |
| TOTAL PROGRAM SURPLUS/DEFICIT | (302,768) | (75,369) | (84,894) | (9,525) | 12.6% |
| TOTAL LEVY | - | - | - | - | - |

| | Rates | % |
|-------------------------------------------------------|------------------|-------------|
| Net rate increase required | 2,374,930 | 5.9% |
| Non-recurring | 130,350 | 0.3% |
| Service Level | 647,580 | 1.6% |
| New Initiatives | 252,531 | 0.6% |
| Minor Capital | 4,000 | 0.0% |
| Initiative Gapping | (78,551) | (0.2%) |
| In-year Approval/ Carryover | (40,000) | (0.1%) |
| Budget Impact Total | 915,910 | 2.3% |
| Prior year non-recurring items and initiative gapping | 115,575 | 0.3% |
| Base Budget increase | 1,343,445 | 3.3% |

Key Factors Impacting the Budget

The operating budget is the financial plan for the day-to-day operations at the County. During budget preparation, cost and revenue changes are identified between five categories:

1. **New Initiative** - includes non-recurring items and base budget impacts
2. **One-time Items** - non-recurring
3. **Service Level** - includes non-recurring items and base budget impacts
4. **Carryover/In-Year Approvals** - non-recurring
5. **Initiative gapping** - cost impact for delayed start of service level and new initiative. Cost gapping impacts will be realized in a future budget year.
6. **Minor Capital and Infrastructure Capital** – expansion of capital assets and studies

Presenting the budget impacts in this manner highlights the cost of new services versus the costs associated with continuing to service the existing community and changes to the levels of service being delivered. The following table illustrates the budget impacts by cost driver:

| | REF | BASE BUDGET | ONE TIME/ CAPITAL | 2024 BUDGET COST | RESERVES | DC | GRANTS | OTHER SOURCES | REVENUES | TAXATION | W/WW RATES |
|-----------------------------------------------------------------------------|-----------|-------------|-------------------|------------------|----------|----|-----------|---------------|-----------|----------|------------|
| NEW INITIATIVES | | | | | | | | | | | |
| FAC-OCAB Space Optimization Design | NI2024-01 | - | 60,000 | 60,000 | 60,000 | - | - | - | 60,000 | - | - |
| FAC-Woodland planter attachment | NI2024-02 | (5,500) | 10,100 | 4,600 | - | - | - | - | - | 4,600 | - |
| ENG-Builterra Construction Inspection Software | NI2024-03 | 12,350 | 1,500 | 13,850 | - | - | - | - | - | 13,850 | - |
| RDS-Emergency Road Closed Trailers | NI2024-04 | 4,800 | 32,800 | 37,600 | - | - | - | - | - | 37,600 | - |
| WM-Waste Management Heavy Equipment Loader | NI2024-05 | 402,090 | 650,000 | 1,052,090 | 650,000 | - | - | - | 650,000 | 402,090 | - |
| WAT/WW-Sanitary Inflow and Infiltration Reduction | NI2024-06 | 232,971 | 101,530 | 334,501 | 91,600 | - | - | - | 91,600 | - | 242,901 |
| WAT/WW-Office Renovations at 59 George Johnson Blvd Ingersoll | NI2024-07 | 1,200 | 95,000 | 95,600 | 95,000 | - | - | - | 95,000 | - | 1,200 |
| WAT/WW-Forklift for George Johnson Blvd Ingersoll | NI2024-08 | 7,780 | 58,750 | 63,418 | 58,750 | - | - | - | 58,750 | - | 7,7780 |
| WW-Ingersoll WWTP: Construction of a Wastewater Treatment Foreperson Office | NI2024-09 | 650 | 50,000 | 50,650 | 50,000 | - | - | - | 50,000 | - | 650 |
| HSG-Homelessness Response | NI2024-10 | 500,000 | 2,300,000 | 2,800,000 | - | - | 2,300,000 | - | 2,300,000 | 500,000 | - |
| WFL-MealSuite-Food Management System (Woodstock) | NI2024-11 | 10,127 | 25,274 | 35,401 | - | - | - | - | - | 35,401 | - |

| | REF | | BASE BUDGET | ONE TIME/ CAPITAL | 2024 BUDGET COST | RESERVES | DC | GRANTS | OTHER SOURCES | REVENUES | TAXATION | W/WW RATES |
|---------------------------------------------------------------|------------|---|------------------|-------------------|------------------|------------------|----------|------------------|---------------|------------------|------------------|----------------|
| CLK-FOI Solutions | NI2024-12 | | 4,500 | 2,000 | 6,500 | - | - | - | - | - | 6,500 | - |
| CS-Customer relationship management software | NI2024-13 | 1 | 41,000 | 43,000 | 84,000 | - | - | 34,091 | - | 34,091 | 49,909 | - |
| FIN-Payroll & Scheduling Software | NI2024-14 | 1 | 83,000 | 200,000 | 283,000 | - | - | - | - | - | 283,000 | - |
| CAO-Community Well-Being Survey | NI2024-15 | | - | 100,000 | 100,000 | 100,000 | - | - | - | 100,000 | - | - |
| OCL-Library Technology Review | NI2024-16 | | - | 35,000 | 35,000 | 35,000 | - | - | - | 35,000 | - | - |
| OCL-Library Facilities Plan | NI2024-17 | | - | 85,000 | 85,000 | 85,000 | - | - | - | 85,000 | - | - |
| | | | 1,294,968 | 3,849,954 | 5,144,922 | 1,225,350 | - | 2,334,091 | - | 3,559,441 | 1,332,950 | 252,531 |
| ONE-TIME ITEMS | | | | | | | | | | | | |
| WM-Waste Management Technician FTE | FTE2024-03 | | - | 79,688 | 79,688 | - | - | - | - | - | 79,688 | - |
| FAC-Tree plantings & tract improvements | | | - | 37,500 | 37,500 | 37,500 | - | - | - | 37,500 | - | - |
| ENG-Gas detector | | | - | 2,000 | 2,000 | - | - | - | - | - | 2,000 | - |
| RDS-Storm Water Monitoring Plan Development | | | - | 50,000 | 50,000 | - | - | - | - | - | 50,000 | - |
| RDS-Snow removal equipment rental for Highland | | | - | 10,000 | 10,000 | - | - | - | - | - | 10,000 | - |
| RDS-Speed Counts | | | - | 50,000 | 50,000 | - | - | - | - | - | 50,000 | - |
| WM-Replacement of expired equipment | | | - | 5,000 | 5,000 | - | - | - | - | - | 5,000 | - |
| WM-Waste Management unit 741 tires | | | - | 25,000 | 25,000 | - | - | - | - | - | 25,000 | - |
| WAT-Phase 1 ESA high priority production wells | | | - | 25,000 | 25,000 | 25,000 | - | - | - | 25,000 | - | - |
| WW-Norwich sanitary spot repair | | | - | 25,000 | 25,000 | - | - | - | - | - | - | 25,000 |
| WW-Ingersoll manhole infiltration and interior coating repair | | | - | 35,000 | 35,000 | - | - | - | - | - | - | 35,000 |
| WW-TBurg WWTP fibre install | | | - | 5,350 | 5,350 | - | - | - | - | - | - | 5,350 |
| WW-Hydraulic Model | | | - | 65,000 | 65,000 | - | - | - | - | - | - | 65,000 |
| HSG-Legal | | | - | 50,000 | 50,000 | 50,000 | - | - | - | 50,000 | - | - |
| HSG-Affordable housing projects | | | - | 3,000,000 | 3,000,000 | 3,000,000 | - | - | - | 3,000,000 | - | - |
| HSG-CMHC Grant Funding (Housing Turnover) 3-year | | | - | - | - | - | - | 108,000 | - | 108,000 | (108,000) | - |
| WFL-Document Manager/Analytic Compliance | | | - | 3,400 | 3,400 | - | - | - | - | - | 3,400 | - |

| | REF | | BASE BUDGET | ONE TIME/ CAPITAL | 2024 BUDGET COST | RESERVES | DC | GRANTS | OTHER SOURCES | REVENUES | TAXATION | W/WWW RATES |
|-------------------------------------------------------|------------|---|-------------|-------------------|------------------|-----------|----|---------|---------------|-----------|----------|-------------|
| CLK-History display panels | | | - | 3,500 | 3,500 | - | - | - | - | - | 3,500 | - |
| IS-Small Drone | | | - | 2,000 | 2,000 | - | - | - | - | - | 2,000 | - |
| IS-GPS Unit | | | - | 1,000 | 1,000 | - | - | - | - | - | 1,000 | - |
| FIN-WSIB Triannual Actuarial Report | | 1 | - | 7,500 | 7,500 | - | - | - | - | - | 7,500 | - |
| TOUR-Lure Brochure Reprint | | | - | 7,000 | 7,000 | - | - | - | - | - | 7,000 | - |
| TOUR-Tourism Development Fund | | | - | 40,000 | 40,000 | - | - | 20,000 | - | 20,000 | 20,000 | - |
| PS-Consultant to map data for historical ePCR data | | | - | 20,000 | 20,000 | - | - | - | - | - | 20,000 | - |
| PS-Legacy Oil and Gas Wells Funding | | | - | 55,500 | 55,500 | - | - | 55,500 | - | 55,500 | - | - |
| HR-Employer branding initiative | | 1 | - | 12,000 | 12,000 | - | - | - | - | - | 12,000 | - |
| HR-Compensation Market Review | | | - | 48,000 | 48,000 | 48,000 | - | - | - | 48,000 | - | - |
| | | | - | 3,664,438 | 3,664,438 | 3,160,500 | - | 183,500 | - | 3,344,000 | 190,088 | 130,350 |
| SERVICE LEVEL | | | | | | | | | | | | |
| FAC-Facilities Technician FTE | FTE2024-01 | 1 | 114,894 | - | 114,894 | - | - | - | - | - | 114,894 | - |
| ENG-Development Engineer FTE | FTE2024-02 | | 135,754 | 2,800 | 138,554 | - | - | - | 121,729 | 121,729 | 16,825 | - |
| WM-Scalehouse Operator FTE | FTE2024-04 | | 11,238 | - | 11,238 | - | - | - | - | - | 11,238 | - |
| WM-Landfill Equipment Operator | FTE2024-05 | | 88,183 | - | 88,183 | - | - | - | - | - | 88,183 | - |
| HSG-Supervisor of Human Services-Housing Portfolio | FTE2024-06 | | 117,869 | 2,000 | 119,869 | - | - | - | - | - | 119,869 | - |
| WFL-Nurse Practitioner FTE | FTE2024-07 | | 149,984 | 5,300 | 155,284 | - | - | 132,819 | - | 132,819 | 22,465 | - |
| WFL-Maintenance PT to FT FTE | FTE2024-08 | | 33,760 | - | 33,760 | - | - | - | - | - | 33,760 | - |
| WFL-Personal Support Worker Change | FTE2024-09 | | 589,109 | - | 589,109 | - | - | 589,109 | - | 589,109 | (0) | - |
| WFL-Support Services Clerk FTE | FTE2024-10 | | 16,262 | - | 16,262 | - | - | - | - | - | 16,262 | - |
| CS-Business and Policy Analyst FTE | FTE2024-11 | 1 | 110,852 | 2,600 | 113,452 | - | - | - | - | - | 113,452 | - |
| IT-Network Technician | FTE2024-12 | 1 | 109,852 | 2,500 | 112,352 | - | - | - | - | - | 112,352 | - |
| FIN-Capital Planning Analyst Temp to Perm FTE | FTE2024-13 | 1 | 122,896 | - | 122,896 | - | - | - | - | - | 122,896 | - |
| CAO-Community Environmental Sustainability Specialist | FTE2024-14 | | 112,160 | 2,300 | 114,460 | - | - | - | - | - | 114,460 | - |

| | REF | BASE BUDGET | ONE TIME/ CAPITAL | 2024 BUDGET COST | RESERVES | DC | GRANTS | OTHER SOURCES | REVENUES | TAXATION | W/WW RATES |
|-----------------------------------------------------------------------|------------|-------------|-------------------|------------------|-----------|--------|---------|---------------|----------|-----------|------------|
| SCE-Multimedia Designer FTE | FTE2024-15 | 72,360 | 2,200 | 74,560 | - | - | - | - | - | 74,560 | - |
| PS-Land Ambulance Operations FTE | FTE2024-16 | 1,391,337 | 422,700 | 1,814,037 | 739,569 | 49,760 | - | - | 789,329 | 1,024,708 | - |
| PS/CPS-Paramedic Educator FTE | FTE2024-17 | 124,862 | 5,300 | 130,162 | - | - | - | - | - | 67,882 | - |
| PS-Co-ordinator of Emergency Management FTE | FTE2024-18 | 60,792 | - | 60,792 | - | - | - | - | - | 60,792 | - |
| CPS-Community Paramedicine FTE | FTE2024-19 | 247,580 | 10,600 | 258,180 | - | - | 258,181 | - | 258,181 | (1) | - |
| HR-Learning & Development Specialist FTE | FTE2024-20 | 1 | 118,860 | 2,500 | 121,360 | - | - | - | - | 121,360 | - |
| HR-SR Co-ordinator of EE Health & Disability Management FTE | FTE2024-21 | 1 | 117,733 | 2,500 | 120,233 | - | - | - | - | 120,233 | - |
| PLAN-Community Planning FTE | FTE2024-22 | | 338,973 | 6,000 | 344,973 | - | - | - | - | 344,973 | - |
| OCL-Increase in Library Branch Hours | FTE2024-23 | | 73,376 | - | 73,376 | - | - | - | - | 73,376 | - |
| RDS-Roads re-organization FTE | FTE | | 66,277 | - | 66,277 | - | - | - | - | 66,277 | - |
| FAC-Temporary Vehicle or Rental Assigned to Facilities | | 1 | 5,300 | - | 5,300 | - | - | - | - | 5,300 | - |
| RDS-Stover St/OR59 Blvd Restoration | | | - | 20,000 | 20,000 | - | - | - | - | 20,000 | - |
| RDS-Flammable Storage Container | | | - | 2,000 | 2,000 | - | - | - | - | 2,000 | - |
| RDS-Outsourcing Line Painting | | | 116,400 | - | 116,400 | - | - | - | - | 116,400 | - |
| RDS-Transnomis Permit Central software | | | 11,600 | - | 11,600 | - | - | - | - | 11,600 | - |
| RDS-Roads Capital Increase (AMP) | | | 250,000 | - | 250,000 | - | - | - | - | 250,000 | - |
| WAT-Water/Wastewater Service Agreements Wdsk & TBurg | | | 266,253 | - | 266,253 | - | - | - | - | - | 266,253 |
| WAT-Buy Back Capacity Program | | | 250,000 | - | 250,000 | - | - | - | - | - | 250,000 |
| WW-Water/Wastewater Service Agreements Wdsk & TBurg | | | 110,367 | - | 110,367 | - | - | - | - | - | 110,367 |
| WW-I&I Repair at Thamesford WWTP | | | - | 20,000 | 20,000 | - | - | - | - | - | 20,000 |
| WW-Biowin software training | | | - | 960 | 960 | - | - | - | - | - | 960 |
| HSG-Increase in affordable housing reserve contribution to \$3million | | | 2,250,000 | - | 2,250,000 | - | - | - | - | 2,250,000 | - |
| WFL-In-Person Training for Mandatory Annual Training | | | 43,346 | - | 43,346 | - | - | 43,348 | 43,348 | (2) | - |
| WFL-Building keypads | | | 9,000 | - | 9,000 | - | - | - | - | 9,000 | - |

| | REF | BASE BUDGET | ONE TIME/ CAPITAL | 2024 BUDGET COST | RESERVES | DC | GRANTS | OTHER SOURCES | REVENUES | TAXATION | W/WW RATES |
|-----------------------------------------------------------------|-----------|------------------|-------------------|------------------|----------------|---------------|------------------|----------------|------------------|------------------|----------------|
| FIN-Citywide Decision Support Module - Proposed LOS | 1 | 6,500 | - | 6,500 | - | - | - | - | - | 6,500 | - |
| GEN-Automotive Write-off Provision | | 140,000 | - | 140,000 | - | - | - | - | - | 140,000 | - |
| CAO-Safe and Well Oxford | | 25,500 | - | 25,500 | - | - | - | - | - | 25,500 | - |
| CAO-Reserve contribution for 5-year Community Well-Being Survey | | 20,000 | - | 20,000 | - | - | - | - | - | 20,000 | - |
| PS-Emergency management training to all staff | | 2,500 | - | 2,500 | - | - | - | - | - | 2,500 | - |
| PS-Griffin Way Site Expansion | | 35,000 | 30,000 | 65,000 | - | - | - | - | - | 65,000 | - |
| HR-General employee recognition | 1 | 10,000 | - | 10,000 | - | - | - | - | - | 10,000 | - |
| HR-WHMIS online training | 1 | 5,000 | - | 5,000 | - | - | - | - | - | 5,000 | - |
| OCL-Patron Point marketing tool | | 12,000 | 4,500 | 16,500 | - | - | - | - | - | 16,500 | - |
| OCL-Patron Demand Growth | | 25,050 | - | 25,050 | - | - | - | - | - | 25,050 | - |
| OCL-Tillsonburg Security Services | | 83,880 | - | 83,880 | - | - | - | - | - | 83,880 | - |
| OCL-Faronics Deep Freeze Software | | 6,500 | - | 6,500 | - | - | - | - | - | 6,500 | - |
| | | 8,009,160 | 546,760 | 8,555,920 | 739,569 | 49,760 | 1,085,737 | 121,729 | 1,996,795 | 5,911,545 | 647,580 |
| CARRYOVER/IN-YEAR APPROVAL | | | | | | | | | | | |
| WFL-Hairdressing FTE - moved to contracted services | | (39,469) | - | (39,469) | - | - | - | - | - | (39,469) | - |
| WFL-Not proceeding with FTE 2023-10 | | (178,000) | - | (178,000) | - | - | - | - | - | (178,000) | - |
| COU-Fibre Broadband Funding | | - | 247,935 | 247,935 | - | - | 247,935 | - | 247,935 | - | - |
| OCL-Ox on the Run (2 year trial from 2023) | NI2023-13 | - | 185,899 | 185,899 | 185,899 | - | - | - | 185,899 | - | - |
| FIN-Capital Planning Analyst (Shared Service) | CS2023-05 | 110,433 | - | 110,433 | - | - | - | 110,434 | 110,434 | (1) | - |
| HS-Integrated Program Co-ordinator | BI2023-09 | - | 58,286 | 58,286 | - | - | 58,286 | - | 58,286 | - | - |
| WFL-Family Transition - Local Priorities Fund 2023-24 | BI2023-09 | - | 141,745 | 141,745 | - | - | 141,745 | - | 141,745 | 0 | - |
| HSG-Community Outreach Navigator FTE | HS2023-09 | - | 54,617 | 54,617 | - | - | 51,924 | - | 51,924 | 2,693 | - |
| WFL-Recreation Aide | BI2023-03 | 79,952 | - | 79,952 | - | - | 73,297 | - | 73,297 | 6,655 | - |
| WFL-IPAC Lead | BI2023-08 | 132,370 | - | 132,370 | - | - | 103,872 | - | 103,872 | 28,498 | - |

| | REF | BASE BUDGET | ONE TIME/ CAPITAL | 2024 BUDGET COST | RESERVES | DC | GRANTS | OTHER SOURCES | REVENUES | TAXATION | W/WW RATES |
|-------------------------------------------------------------|------------|----------------|--------------------|--------------------|------------------|----------|----------------|----------------|------------------|------------------|-----------------|
| HSG-Secondary Affordable Unit Program | NI2023-07 | - | 200,000 | 200,000 | 200,000 | - | - | - | 200,000 | - | - |
| HSG-Housing Repair Program | NI2023-07 | - | 115,000 | 115,000 | 115,000 | - | - | - | 115,000 | - | - |
| WAT-Backflow Prevention Program | PW2023-29 | 2,700 | - | 2,700 | - | - | - | 42,700 | 42,700 | - | (40,000) |
| | | 107,985 | 1,003,482 | 1,111,467 | 500,899 | - | 677,059 | 153,134 | 1,331,092 | (179,625) | (40,000) |
| INITIATIVE GAPPING | | | | | | | | | | | |
| ENG-Development Engineer FTE | FTE2024-02 | - | (20,000) | (20,000) | - | - | - | - | - | (20,000) | - |
| FAC-Woodland planter attachment | NI2024-02 | - | 2,000 | 2,000 | - | - | - | - | - | 2,000 | - |
| RDS-Emergency Road Closed Trailers | NI2024-04 | - | (2,400) | (2,400) | - | - | - | - | - | (2,400) | - |
| WM-Landfill Equipment Operator | FTE2024-05 | - | (20,446) | (20,446) | - | - | - | - | - | (20,446) | - |
| WM-Scalehouse Operator FTE | FTE2024-04 | - | (937) | (937) | - | - | - | - | - | (937) | - |
| WM-Waste Management Heavy Equipment Loader | NI2024-05 | - | (727,090) | (727,090) | (650,000) | - | - | - | (650,000) | (77,090) | - |
| WAT/WW-Forklift for George Johnson Blvd Ingersoll | NI2024-08 | - | (3,890) | (3,890) | - | - | - | - | - | - | (3,890) |
| WAT/WW-Sanitary Inflow and Infiltration Reduction | NI2024-06 | - | (146,261) | (146,261) | (91,600) | - | - | - | (91,600) | - | (54,661) |
| WW-Water/Wastewater Service Agreements Wdsk & TBurg | | - | (20,000) | (20,000) | - | - | - | - | - | - | (20,000) |
| HSG-Supervisor of Human Services-Housing Portfolio | FTE2024-06 | - | (30,000) | (30,000) | - | - | - | - | - | (30,000) | - |
| IT-Network Technician | FTE2024-12 | - | (27,088) | (27,088) | - | - | - | - | - | (27,088) | - |
| FIN-Payroll & Scheduling Software | NI2024-14 | 1 | 67,000 | 67,000 | - | - | - | - | - | 67,000 | - |
| CAO-Community Environmental Sustainability Specialist | FTE2024-14 | - | (58,930) | (58,930) | - | - | - | - | - | (58,930) | - |
| SCE-Multimedia Designer FTE | FTE2024-15 | - | (14,144) | (14,144) | - | - | - | - | - | (14,144) | - |
| PS-Co-ordinator of Emergency Management FTE | FTE2024-18 | - | (27,456) | (27,456) | - | - | - | - | - | (27,456) | - |
| HR-Learning & Development Specialist FTE | FTE2024-20 | - | (19,643) | (19,643) | - | - | - | - | - | (19,643) | - |
| HR-SR Co-ordinator of EE Health & Disability Management FTE | FTE2024-21 | - | (22,542) | (22,542) | - | - | - | - | - | (22,542) | - |
| PLAN-Community Planning FTE | FTE2024-22 | - | (56,496) | (56,496) | - | - | - | - | - | (56,496) | - |
| | | - | (1,128,323) | (1,128,323) | (741,600) | - | - | - | (741,600) | (308,172) | (78,551) |

| | REF | BASE BUDGET | ONE TIME/ CAPITAL | 2024 BUDGET COST | RESERVES | DC | GRANTS | OTHER SOURCES | REVENUES | TAXATION | W/WW RATES |
|----------------------------------------------------------------------|-----|--------------|-------------------|------------------|----------------|----------|----------------|---------------|----------------|----------------|--------------|
| MINOR CAPITAL | | | | | | | | | | | |
| FAC-Council chambers chairs | | - | 25,000 | 25,000 | 25,000 | - | - | - | 25,000 | - | - |
| FAC-Enhanced Lighting at the Oxford County Waste Management Facility | | - | 6,000 | 6,000 | - | - | - | - | - | 6,000 | - |
| FAC-Fleet Storage Sea-Can Container | | - | 9,750 | 9,750 | - | - | - | - | - | 9,750 | - |
| FLT-WW Telescopic Handler | | - | 6,500 | 6,500 | 6,500 | - | - | - | 6,500 | - | - |
| ENG-Robotic total station | | - | 45,000 | 45,000 | - | - | 45,000 | - | 45,000 | - | - |
| ENG-Infrastructure Design Guidelines Update | | - | 100,000 | 100,000 | 100,000 | - | - | - | 100,000 | - | - |
| RDS-Sign Truck attachments | | - | 15,000 | 15,000 | - | - | - | - | - | 15,000 | - |
| WM-Bulk oil and antifreeze collection | | - | 10,500 | 10,500 | - | - | - | - | - | 10,500 | - |
| WM-Shut off valves for stormwater ponds | | - | 150,000 | 150,000 | - | - | - | - | - | 150,000 | - |
| WM-Tburg Transfer Station Equipment | | - | 16,000 | 16,000 | - | - | - | - | - | 16,000 | - |
| WW-Maintenance Vehicle Liftgates | | 4,000 | 18,000 | 22,000 | 18,000 | - | - | - | 18,000 | - | 4,000 |
| HSG-Tillsonburg AHP Project | | - | 508,000 | 508,000 | 508,000 | - | - | - | 508,000 | - | - |
| WFL-Monitors for front desk and hotelling station | | - | 1,500 | 1,500 | - | - | - | - | - | 1,500 | - |
| WFL-Recreation Smart TV (3) | | - | 4,500 | 4,500 | - | - | - | - | - | 4,500 | - |
| WFL-Recreation Snoozlen Equipment | | - | 9,000 | 9,000 | - | - | - | - | - | 9,000 | - |
| WFL-Comprehensive Minor Capital Funding | | - | 75,000 | 75,000 | - | - | 75,000 | - | 75,000 | - | - |
| IS-Monitors/Laptop | | - | 5,500 | 5,500 | - | - | - | - | - | 5,500 | - |
| PS-Pallet mover | | 5,000 | 58,650 | 63,650 | - | - | - | - | - | 63,650 | - |
| | | 9,000 | 1,063,900 | 1,072,900 | 657,500 | - | 120,000 | - | 777,500 | 291,400 | 4,000 |
| INFRASTRUCTURE CAPITAL | | | | | | | | | | | |
| RDS-New Pedestrian Crossings | | - | 265,000 | 265,000 | - | - | - | - | - | 265,000 | - |
| RDS-Intersection Upgrades-Punkeydoodles | | - | 1,000,000 | 1,000,000 | 330,000 | - | - | 670,000 | 1,000,000 | - | - |
| RDS-Intersection Illumination-Punkeydoodles | | - | 50,000 | 50,000 | - | - | - | 33,500 | 33,500 | 16,500 | - |
| RDS-Intersection Upgrades | | - | 220,000 | 220,000 | - | - | - | - | - | 220,000 | - |

| | REF | BASE BUDGET | ONE TIME/CAPITAL | 2024 BUDGET COST | RESERVES | DC | GRANTS | OTHER SOURCES | REVENUES | TAXATION | W/WW RATES |
|-----------------------------------------------|-----|------------------|-------------------|-------------------|------------------|------------------|------------------|------------------|-------------------|------------------|----------------|
| RDS-Bike Lanes - CR24 | | - | 500,000 | 500,000 | - | - | 250,000 | 250,000 | 500,000 | - | - |
| RDS-OR 4 at OR 15 (Class EA Study) | | - | 300,000 | 300,000 | - | 300,000 | - | - | 300,000 | - | - |
| RDS-New Guiderails | | - | 350,000 | 350,000 | 350,000 | - | - | - | 350,000 | - | - |
| RDS-Traffic Calming | | - | 175,000 | 175,000 | - | - | - | - | - | 175,000 | - |
| RDS-Strik Drain Stormwater Management | | - | 580,000 | 580,000 | 29,000 | - | 551,000 | - | 580,000 | - | - |
| WM-South Operating Geotechnical Investigation | | - | 150,000 | 150,000 | 150,000 | - | - | - | 150,000 | - | - |
| WAT-TBurg North End Watermain Looping | | - | 68,000 | 68,000 | 68,000 | - | - | - | 68,000 | - | - |
| WAT-George Johnson Pipe Racking | | - | 25,000 | 25,000 | 25,000 | - | - | - | 25,000 | - | - |
| WAT-George Johnson Printer | | - | 13,000 | 13,000 | 13,000 | - | - | - | 13,000 | - | - |
| WAT-Watermain on Hamilton/King St. | | - | 23,000 | 23,000 | 23,000 | - | - | - | 23,000 | - | - |
| WW-Lansdowne SPS | | - | 4,150,000 | 4,150,000 | 400,000 | 3,750,000 | - | - | 4,150,000 | - | - |
| WW-Trunk I&I Reduction | | - | 157,000 | 157,000 | 157,000 | - | - | - | 157,000 | - | - |
| WW-59 & Fairway Flow Monitoring | | - | 20,000 | 20,000 | - | 20,000 | - | - | 20,000 | - | - |
| WW-Victoria Woods Sanitary Oversizing | | - | 50,000 | 50,000 | - | 50,000 | - | - | 50,000 | - | - |
| WW-SW Industrial Park Gravity Sanitary Sewer | | - | 575,000 | 575,000 | 512,500 | 62,500 | - | - | 575,000 | - | - |
| | | - | 8,671,000 | 8,671,000 | 2,057,500 | 4,182,500 | 801,000 | 953,500 | 7,994,500 | 676,500 | - |
| TOTAL COUNTY OF OXFORD | | 9,421,113 | 17,671,211 | 27,092,324 | 7,599,718 | 4,232,260 | 5,201,387 | 1,228,363 | 18,261,728 | 7,914,686 | 915,910 |

¹ Interdepartmental charge - impact on taxation levy and water and wastewater rates

Full-time Equivalent Plan (FTE) Summary

FTE Continuity

| | |
|-----------------------------|--------------|
| + 2023 Base | 640.7 |
| + 2023 Temp | 8.3 |
| = 2023 Approved Plan | 649.0 |
| + 2023 In-Year Base | 1.3 |
| + 2023 In-Year Temp | 3.6 |
| = 2023 Revised Plan | 653.9 |
| - 2023 Temp | (11.9) |
| + 2023 Temp Carryover | 4.7 |
| + 2024 Base* | 35.4 |
| + 2024 Temp* | 1.0 |
| = 2024 Draft Plan | 683.1 |

| | |
|---------------------|-------------|
| *2024 New Request | 36.4 |
| 2023 Temp Carryover | 4.7 |
| 2024 Request | 41.1 |

¹ Approved during in-year

Funded temporary positions

| Department/Division | 2023 | | | | | | 2024 | | | 2024 Request |
|--------------------------------------|--------------|--------------------|----------------------|---------------------------|------------|--------------|--------------|------------|--------------|--------------|
| | FTE | Reorg ¹ | In-Year ¹ | In-Year Temp ¹ | Temp | Budget | FTE | Temp | Budget | |
| CAO Office | 4.0 | - | - | - | - | 4.0 | 5.0 | - | 5.0 | 1.0 |
| Strategic Communication & Engagement | 4.3 | - | - | - | - | 4.3 | 5.0 | - | 5.0 | 0.7 |
| Tourism | 3.3 | - | - | - | - | 3.3 | 3.3 | - | 3.3 | - |
| CAO | 11.6 | - | - | - | - | 11.6 | 13.3 | - | 13.3 | 1.7 |
| Human Resources | 9.0 | - | - | - | - | 9.0 | 11.0 | - | 11.0 | 2.0 |
| Community Planning | 17.7 | - | - | - | - | 17.7 | 20.7 | - | 20.7 | 3.0 |
| Finance | 16.0 | - | 1.0 | - | 1.0 | 18.0 | 18.0 | - | 18.0 | 1.0 |
| Customer Service | 5.2 | (1.0) | - | - | - | 4.2 | 5.2 | - | 5.2 | 1.0 |
| Clerks | 4.0 | - | - | - | - | 4.0 | 4.0 | - | 4.0 | - |
| Information Technology | 11.0 | - | - | - | - | 11.0 | 12.0 | - | 12.0 | 1.0 |
| Information Services | 11.3 | - | - | - | - | 11.3 | 11.3 | - | 11.3 | - |
| Provincial Offences Administration | 4.5 | 0.5 | - | - | - | 5.0 | 5.0 | - | 5.0 | - |
| Corporate Services | 52.0 | (0.5) | 1.0 | - | 1.0 | 53.5 | 55.5 | - | 55.5 | 3.0 |
| Oxford County Library | 36.6 | 0.5 | - | - | 2.3 | 39.4 | 38.3 | 2.3 | 40.6 | 3.5 |
| Community Services | 32.8 | - | - | 0.3 | - | 33.1 | 32.8 | 0.7 | 33.5 | 0.7 |
| Child Care and EarlyOn | 12.0 | - | - | - | 1.0 | 13.0 | 12.0 | - | 12.0 | - |
| Housing | 2.5 | - | - | 0.3 | 1.0 | 3.8 | 3.5 | 0.7 | 4.2 | 1.7 |
| Human Services | 47.3 | - | - | 0.6 | 2.0 | 49.9 | 48.3 | 1.4 | 49.7 | 2.4 |
| Paramedic Services | 77.2 | - | - | - | 0.6 | 77.8 | 86.1 | - | 86.1 | 8.9 |
| Community Paramedicine | 12.0 | - | - | - | - | 12.0 | 14.5 | - | 14.5 | 2.5 |
| Paramedic Services | 89.2 | - | - | - | 0.6 | 89.8 | 100.6 | - | 100.6 | 11.4 |
| Woodingford Lodge | 222.7 | - | 0.3 | 3.0 | 2.4 | 228.4 | 229.9 | 1.0 | 231.9 | 7.9 |
| Engineering and Construction | 21.1 | - | - | - | - | 21.1 | 22.1 | - | 22.1 | 1.0 |
| Facilities and Fleet | 16.6 | - | - | - | - | 16.6 | 17.6 | - | 17.6 | 1.0 |
| Transportation Services | 37.3 | - | - | - | - | 37.3 | 37.1 | - | 37.1 | (0.2) |
| Waste Management | 16.0 | - | - | - | - | 16.0 | 17.4 | 1.0 | 18.4 | 2.4 |
| Water and Wastewater Services | 63.6 | - | - | - | - | 63.6 | 65.6 | - | 65.6 | 2.0 |
| Public Works | 154.6 | - | - | - | - | 154.6 | 159.8 | 1.0 | 160.8 | 6.2 |
| Total | 640.7 | - | 1.3 | 3.6 | 8.3 | 653.9 | 677.4 | 5.7 | 683.1 | 41.1 |

Summary of Full-time Equivalent Plan Change by Funding Source

The overall County's full-time equivalent (FTE) staffing complement is to increase by 41.1 FTEs in 2024, for a total of 683.1 FTEs funded as follows:

- **24.6** County General Levy
- **3.5** Library Levy
- **2.0** Water and wastewater rates
- **11.0** Grant funded-positions

| | Service Level | New Initiative | One-Time (Temp) | One-time (Carry-Over) | Inc (Dec) | 2024 Budget Explanation | Reference |
|----------------------------------------|---------------|----------------|-----------------|-----------------------|-------------|--------------------------------------------------------------|-------------|
| County Levy | | | | | | | |
| Engineering and Construction | 1.0 | - | - | - | 1.0 | Development Review Engineer | FTE 2024-02 |
| Transportation Services | (1.3) | - | - | - | (1.3) | Student | |
| | (0.9) | - | - | - | (0.9) | Winter Truck and Backhoe Operator | |
| | 2.0 | - | - | - | 2.0 | Permanent Truck and Backhoe Operator | |
| Waste Management | 0.4 | - | - | - | 0.4 | Scale Operator | FTE 2024-04 |
| | 1.0 | - | - | - | 1.0 | Landfill Equipment Operator | FTE 2024-05 |
| | - | - | 1.0 | - | 1.0 | Waste Management Technician | FTE 2024-03 |
| Housing | 1.0 | - | - | - | 1.0 | Human Services Supervisor - Housing Portfolio | FTE 2024-06 |
| Woodingford Lodge | 0.1 | - | - | - | 0.1 | Maintenance Leadhand | FTE 2024-08 |
| | 0.2 | - | - | - | 0.2 | Support Service Clerk | FTE 2024-10 |
| CAO Office | 1.0 | - | - | - | 1.0 | Community Environmental Sustainability Specialist | FTE 2024-14 |
| Strategic Communication and Engagement | 1.0 | - | - | - | 1.0 | Multimedia Designer | FTE 2024-15 |
| | (0.3) | - | - | - | (0.3) | Student | |
| Paramedic Services | 7.0 | - | - | - | 7.0 | Paramedics | FTE 2024-16 |
| | 1.0 | - | - | - | 1.0 | Acting Superintendent | |
| | 1.0 | - | - | - | 1.0 | Paramedic Educator (Shared with Community Paramedicine) | FTE 2024-17 |
| | 0.4 | - | - | - | 0.4 | Coordinator of Emergency Management (Part-time to Full-time) | FTE 2024-18 |
| Community Planning | 1.0 | - | - | - | 1.0 | Development Planner | FTE 2024-22 |
| | 1.0 | - | - | - | 1.0 | Policy Planner | |
| | 1.0 | - | - | - | 1.0 | Planning Technician | |
| | 17.6 | - | 1.0 | - | 18.6 | | |
| Interdepartmental Charges | | | | | | | |
| Facilities | 1.0 | - | - | - | 1.0 | Facilities Technician | FTE 2024-01 |
| Human Resources | 1.0 | - | - | - | 1.0 | Learning and Development Specialist | FTE 2024-20 |

| | Service Level | New Initiative | One-Time (Temp) | One-time (Carry-Over) | Inc (Dec) | 2024 Budget Explanation | Reference |
|-------------------------------|---------------|----------------|-----------------|-----------------------|-------------|---------------------------------------------------------------|-------------|
| | 1.0 | - | - | - | 1.0 | Senior Coordinator of Employee Health & Disability Management | FTE 2024-21 |
| Customer Service | 1.0 | - | - | - | 1.0 | Corporate Services Business and Policy Analyst | FTE 2024-11 |
| Finance | 1.0 | - | - | - | 1.0 | Capital Planning Analyst | FTE 2024-13 |
| Information Technology | 1.0 | - | - | - | 1.0 | Network Technician | FTE 2024-12 |
| | 6.0 | - | - | - | 6.0 | | |
| Grants | | | | | | | |
| Community Paramedicine | 1.0 | - | - | - | 1.0 | Superintendent of Community Paramedicine | FTE 2024-19 |
| | 1.0 | - | - | - | 1.0 | Logistics Coordinator | |
| Community Services | - | - | - | 0.7 | 0.7 | Integrated Program Coordinator | BI 2023-09 |
| Housing | - | - | - | 0.7 | 0.7 | Community Outreach Navigator | HS 2023-09 |
| Woodingford Lodge | 1.0 | - | - | - | 1.0 | Nurse Practitioner | FTE 2024-07 |
| | 5.6 | - | - | - | 5.6 | Woodstock PSW Direct Care Hour Increase | FTE 2024-09 |
| | - | - | - | 1.0 | 1.0 | Family Transition Program staffing | BI 2023-10 |
| | 8.6 | - | - | 2.4 | 11.0 | | |
| Library Levy | | | | | | | |
| Oxford County Library | 1.2 | - | - | - | 1.2 | Rural branch hour increases | FTE 2024-23 |
| | - | - | - | 2.0 | 2.0 | Outreach Specialist, Public Service Clerk | NI 2023-13 |
| | - | - | - | 0.3 | 0.3 | Summer Student | NI 2023-13 |
| | 1.2 | - | - | 2.3 | 3.5 | | |
| Water Wastewater Rates | | | | | | | |
| Water & Wastewater | - | 2.0 | - | - | 2.0 | Water Distribution/Wastewater Collection Operators | NI 2024-13 |
| | - | 2.0 | - | - | 2.0 | | |
| Total | 33.4 | 2.0 | 1.0 | 4.7 | 41.1 | | |

Interdepartmental allocations represent transfer of expenditures between departments to better reflect the true cost of providing County services by functional service area. These expenditures are offset by the interdepartmental revenues as they are a reallocation of costs from one functional area to another. Currently divisions that allocate expenses include Human Resources (HR), Customer Service (CS), Finance, Information Technology (IT), Facilities and Fleet.

| | 2023 | 2024 | 2023 | 2024 | 2023 | 2024 | 2023 | 2024 | 2023 | 2024 | 2023 | 2024 | 2023 | 2024 | |
|---------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|----------------|----------------|------------------|------------------|------------------|------------------|-------------------|-------------------|--------------|
| | FINANCE | FINANCE | HR | HR | IT | IT | CS | CS | FACILITIES | FACILITIES | FLEET | FLEET | TOTAL | TOTAL | % |
| COUNCIL | 6,280 | 7,796 | - | - | 3,772 | 3,056 | 6,696 | 7,301 | 104,500 | 107,600 | - | - | 121,248 | 125,753 | 3.7% |
| CAO | | | | | | | | | | | | | | | |
| CAO OFFICE | 5,291 | 7,526 | 5,606 | 6,094 | 16,337 | 15,075 | 8,705 | 10,221 | 30,200 | 21,700 | 490 | 600 | 66,629 | 61,216 | (8.1%) |
| STRATEGIC COMMUNICATIONS | 5,424 | 7,238 | 6,026 | 7,617 | 17,846 | 20,592 | 6,696 | 7,301 | 15,500 | 22,900 | - | - | 51,492 | 65,648 | 27.5% |
| TOURISM | 8,637 | 9,552 | 4,625 | 5,027 | 11,316 | 11,224 | 6,696 | 7,301 | 14,300 | 16,600 | - | - | 45,574 | 49,704 | 9.1% |
| TOTAL CAO | 19,352 | 24,316 | 16,257 | 18,738 | 45,499 | 46,891 | 22,097 | 24,823 | 60,000 | 61,200 | 490 | 600 | 163,695 | 176,568 | 7.9% |
| CORPORATE SERVICES | | | | | | | | | | | | | | | |
| FINANCE | - | - | - | - | - | - | - | - | 51,300 | 64,400 | - | - | 51,300 | 64,400 | 25.5% |
| CUSTOMER SERVICE | - | - | - | - | - | - | - | - | 32,500 | 32,300 | - | - | 32,500 | 32,300 | (0.6%) |
| INFORMATION SERVICES | 8,116 | 10,530 | 15,837 | 17,213 | 48,966 | 66,739 | 16,740 | 21,904 | 58,800 | 17,200 | - | - | 148,459 | 133,586 | (10.0%) |
| INFORMATION TECHNOLOGY | - | - | - | - | - | - | - | - | 34,100 | 46,800 | - | - | 34,100 | 46,800 | 37.2% |
| CLERKS | 6,426 | 8,061 | 5,606 | 6,094 | 20,555 | 17,681 | 16,740 | 21,904 | 87,600 | 88,000 | - | - | 136,927 | 141,740 | 3.5% |
| POA | 22,176 | 25,733 | 6,307 | 7,617 | 44,144 | 53,731 | 20,757 | 21,904 | 124,700 | 127,900 | - | - | 218,084 | 236,885 | 8.6% |
| LIBRARY | 66,232 | 85,572 | 53,678 | 60,930 | 496,372 | 564,968 | 20,088 | 29,205 | 654,075 | 725,744 | 52,076 | 38,536 | 1,342,521 | 1,504,955 | 12.1% |
| TOTAL CORPORATE SERVICES | 102,950 | 129,896 | 81,428 | 91,854 | 610,037 | 703,119 | 74,325 | 94,917 | 1,043,075 | 1,102,344 | 52,076 | 38,536 | 1,963,891 | 2,160,666 | 10.0% |
| PUBLIC WORKS | | | | | | | | | | | | | | | |
| ADMINISTRATION | - | - | - | - | - | - | - | - | 211,800 | 215,842 | - | - | 211,800 | 215,842 | 1.9% |
| FACILITIES | 140,288 | 208,912 | 21,864 | 26,809 | 62,322 | 67,206 | 59,594 | 59,869 | 12,612 | 12,898 | 132,025 | 180,880 | 428,705 | 556,574 | 29.8% |
| ENGINEERING SERVICES | 40,730 | 35,632 | 29,572 | 33,663 | 89,516 | 92,918 | 23,436 | 21,904 | - | - | 90,380 | 95,825 | 273,634 | 279,942 | 2.3% |
| TRANSPORTATION SERVICES | 178,769 | 236,913 | 90,538 | 99,926 | 53,230 | 95,759 | 63,611 | 65,710 | 344,635 | 374,955 | 2,550,987 | 2,623,319 | 3,281,770 | 3,496,582 | 6.5% |
| WASTE MANAGEMENT | 119,079 | 159,092 | 33,497 | 43,108 | 42,195 | 35,091 | 130,571 | 138,722 | 168,807 | 179,399 | 963,451 | 1,058,586 | 1,457,600 | 1,613,989 | 10.7% |
| WATER SERVICES | 284,873 | 393,756 | 42,606 | 50,419 | 148,068 | 155,291 | 83,699 | 94,915 | 2,037,526 | 2,044,509 | 662,268 | 812,661 | 3,259,040 | 3,551,551 | 9.0% |
| WASTEWATER SERVICES | 268,291 | 383,665 | 67,553 | 73,877 | 61,835 | 65,715 | 56,915 | 73,011 | 3,251,994 | 3,362,431 | 434,502 | 647,909 | 4,141,090 | 4,606,608 | 11.2% |
| TOTAL PUBLIC WORKS | 1,032,030 | 1,417,970 | 285,630 | 327,802 | 457,166 | 511,980 | 417,826 | 454,131 | 6,027,374 | 6,190,025 | 4,833,613 | 5,419,180 | 13,053,639 | 14,321,088 | 9.7% |
| HUMAN RESOURCES | - | - | - | - | - | - | - | - | 36,200 | 37,200 | - | - | 36,200 | 37,200 | 2.8% |
| HUMAN SERVICES | 300,222 | 323,071 | 115,484 | 131,001 | 202,131 | 227,618 | 98,430 | 90,532 | 579,825 | 665,141 | 13,660 | 12,720 | 1,309,752 | 1,450,083 | 10.7% |
| WOODINGFORD LODGE | 440,959 | 566,532 | 666,435 | 757,993 | 651,353 | 611,015 | 36,158 | 54,029 | 24,771 | 48,028 | - | - | 1,819,676 | 2,037,597 | 12.0% |
| PARAMEDIC SERVICES | 136,034 | 183,829 | 230,128 | 410,108 | 244,717 | 246,362 | 9,374 | 8,762 | 450,601 | 674,597 | - | - | 1,070,854 | 1,523,658 | 42.3% |
| PLANNING | 12,446 | 22,945 | 22,004 | 31,532 | 73,256 | 76,400 | 28,793 | 24,823 | 81,900 | 97,500 | - | - | 218,399 | 253,200 | 15.9% |
| TOTAL | 2,050,273 | 2,676,355 | 1,417,366 | 1,769,028 | 2,287,931 | 2,426,441 | 693,699 | 759,318 | 8,408,246 | 8,983,635 | 4,899,839 | 5,471,036 | 19,757,354 | 22,085,813 | 11.8% |
| \$ VARIANCE | | 626,082 | | 351,662 | | 138,510 | | 65,619 | | 575,389 | | 571,197 | | 2,328,459 | |
| % VARIANCE | | 30.5% | | 24.8% | | 6.1% | | 9.5% | | 6.8% | | 11.7% | | 11.8% | |

| | 2023 | 2023 | 2023 | 2023 | 2023 | 2023 | 2024 | 2024 | 2024 | 2024 | RESERVE | POLICY |
|------------------------------------|-------------------|----------------|------------------|--------------------|----------|-------------------|------------------|------------------|---------------------|-------------------|-------------------|-------------------|
| | OPENING | FORECAST | FORECAST | FORECAST | RESERVE | FORECAST | BUDGET | BUDGET | BUDGET | BUDGET | TARGET | (SURPLUS) |
| | BALANCE | INTEREST | TO | FROM | REALIGN | BALANCE | INTEREST | TO | FROM | BALANCE | POLICY | SHORTFALL |
| DEVELOPMENT CHARGES | | | | | | | | | | | | |
| 91100 DC - ADMIN | 525,394 | 27,600 | 97,642 | (343,209) | - | 307,427 | 15,700 | 60,486 | (383,612) | 1 | - | - |
| 91230 DC - ROADS | 566,090 | 29,700 | 2,818,980 | (1,012,650) | - | 2,402,120 | 122,500 | 2,807,739 | (5,297,850) | 34,509 | - | - |
| 91231 DC - WASTE DIVERSION | 32,625 | 1,700 | 37,706 | (14,849) | - | 57,182 | 2,900 | 34,477 | (14,849) | 79,710 | - | - |
| 91251 DC - WW WOODSTOCK | 4,079,977 | 214,200 | 1,547,105 | (327,763) | - | 5,513,519 | 281,200 | 1,601,989 | (3,874,582) | 3,522,126 | - | - |
| 91252 DC - WW TILLSONBURG | 6,612,487 | 347,200 | 531,359 | (1,215,833) | - | 6,275,213 | 320,000 | 546,550 | (549,761) | 6,592,002 | - | - |
| 91253 DC - WW INGERSOLL | 1 | - | 596,236 | (578,357) | - | 17,880 | 900 | 600,522 | (618,919) | 383 | - | - |
| 91254 DC - WW NORWICH | 3,376,511 | 177,300 | 200,676 | (135,782) | - | 3,618,705 | 184,600 | 206,546 | (50,129) | 3,959,722 | - | - |
| 91255 DC - WW TAVISTOCK | 4 | - | 324,356 | (324,356) | - | 4 | - | 334,086 | (334,089) | 1 | - | - |
| 91256 DC - WW PLATTSVILLE | 1 | - | 193,510 | (193,510) | - | 1 | - | 199,315 | (199,315) | 1 | - | - |
| 91257 DC - WW THAMESFORD | 232,936 | 12,200 | - | (97,610) | - | 147,526 | 7,500 | - | (108) | 154,918 | - | - |
| 91258 DC - WW DRUMBO | 2 | - | 29,915 | (25,693) | - | 4,224 | 200 | 30,813 | (35,057) | 180 | - | - |
| 91259 DC - WW MT ELGIN | 2 | - | 2,800 | (2,800) | - | 2 | - | 2,900 | (2,897) | 5 | - | - |
| 91261 DC - W WOODSTOCK | 5 | - | 868,043 | (865,367) | - | 2,681 | 100 | 898,765 | (891,932) | 9,614 | - | - |
| 91262 DC - W TILLSONBURG | 538,587 | 28,300 | 260,000 | (16,179) | - | 810,708 | 41,300 | 310,000 | (1,046) | 1,160,962 | - | - |
| 91263 DC - W INGERSOLL | 2 | - | 149,883 | (149,884) | - | 1 | - | 154,230 | (31,261) | 122,970 | - | - |
| 91264 DC - W NORWICH | - | - | 46,451 | (14,795) | - | 31,656 | 1,600 | 47,694 | (133) | 80,817 | - | - |
| 91265 DC - W TAVISTOCK | 566,631 | 29,700 | 36,173 | (78,494) | - | 554,010 | 28,300 | 37,258 | (240,207) | 379,361 | - | - |
| 91266 DC - W PLATTSVILLE | 1 | - | 74,447 | (74,445) | - | 3 | - | 76,680 | (76,679) | 4 | - | - |
| 91267 DC - W THAMESFORD | 520,470 | 27,300 | 541,558 | (7,054) | - | 1,082,274 | 55,200 | 94,304 | (124) | 1,231,654 | - | - |
| 91268 DC - W DRUMBO | 19,979 | 1,000 | - | (13,411) | - | 7,568 | 400 | - | (58) | 7,910 | - | - |
| 91269 DC - W MT ELGIN | 126,849 | 6,700 | 130,000 | (185,084) | - | 78,465 | 4,000 | 135,200 | (137,747) | 79,918 | - | - |
| 91500 DC - EMS | 588,933 | 30,900 | 324,104 | (365,174) | - | 578,763 | 29,500 | 316,578 | (49,760) | 875,081 | - | - |
| 91600 DC - LIBRARY | 497,245 | 26,100 | 156,801 | (157,160) | - | 522,986 | 26,700 | 153,405 | (71,649) | 631,442 | - | - |
| TOTAL DEVELOPMENT CHARGES | 18,284,732 | 959,900 | 8,967,745 | (6,199,459) | - | 22,012,918 | 1,122,600 | 8,649,537 | (12,861,764) | 18,923,291 | - | - |
| RESERVE FUNDS | | | | | | | | | | | | |
| 93270 RF - LANDFILL AND WASTE DIV. | 21,547,759 | 560,028 | - | (2,330,623) | - | 19,777,164 | 1,324,900 | 338,450 | (1,871,400) | 19,569,114 | 40,000,000 | 20,430,886 |
| TOTAL RESERVE FUNDS | 21,547,759 | 560,028 | - | (2,330,623) | - | 19,777,164 | 1,324,900 | 338,450 | (1,871,400) | 19,569,114 | 40,000,000 | 20,430,886 |
| RESERVES | | | | | | | | | | | | |
| 92101 R - WSIB | 3,467,128 | - | - | - | - | 3,467,128 | - | - | - | 3,467,128 | 5,357,000 | 1,889,872 |
| 92102 R - PAY EQUITY | 1,296,264 | - | - | - | - | 1,296,264 | - | - | (48,000) | 1,248,264 | 1,328,000 | 79,736 |
| 92103 R - TRAINING | 280,000 | - | - | - | - | 280,000 | - | - | (50,000) | 230,000 | 250,000 | 20,000 |
| 92120 R - INFORMATION SYSTEMS | 1,188,367 | 56,400 | 196,505 | (426,105) | - | 1,015,167 | 54,536 | 210,618 | (102,300) | 1,178,021 | 632,000 | (546,021) |
| 92130 R - CORPORATE GENERAL | 7,937,541 | - | - | (2,974,249) | - | 4,963,292 | - | 160,000 | (839,569) | 4,283,723 | 12,100,000 | 7,816,277 |
| 92131 R - WORKING CAPITAL | 6,100,000 | - | - | - | - | 6,100,000 | - | - | - | 6,100,000 | 8,060,000 | 1,960,000 |
| 92133 R - LEGAL | 304,137 | - | - | (100,000) | - | 204,137 | - | - | (50,000) | 154,137 | 652,000 | 497,863 |
| 92134 R - INSURANCE | 1,600,061 | 85,300 | 50,000 | - | - | 1,735,361 | 89,778 | 50,000 | - | 1,875,139 | 1,750,000 | (125,139) |
| 92135 R - BROADBAND EXPANSION | 2,642,487 | - | - | - | - | 2,642,487 | - | - | - | 2,642,487 | - | - |
| 92170 R - FEDERAL RESTART | 4,032,060 | - | - | (1,424,125) | - | 2,607,935 | - | - | (2,607,935) | - | - | - |
| 92205 R - COMMUNITY-BUILDING FUND | 3,536,362 | 149,800 | 3,668,875 | (5,035,000) | - | 2,320,037 | 111,344 | 3,668,875 | (3,942,500) | 2,157,756 | - | - |

| | 2023 | 2023 | 2023 | 2023 | 2023 | 2023 | 2024 | 2024 | 2024 | 2024 | RESERVE | POLICY |
|----------------------------------------------|--------------------|------------------|-------------------|---------------------|-----------|--------------------|------------------|-------------------|---------------------|--------------------|--------------------|-------------------|
| | OPENING | FORECAST | FORECAST | FORECAST | RESERVE | FORECAST | BUDGET | BUDGET | BUDGET | BUDGET | TARGET | (SURPLUS) |
| | BALANCE | INTEREST | TO | FROM | REALIGN | BALANCE | INTEREST | TO | FROM | BALANCE | POLICY | SHORTFALL |
| 92206 R - OCIF | 5,614,369 | 311,200 | 4,456,616 | (3,828,500) | - | 6,553,685 | 165,597 | 4,456,616 | (11,070,000) | 105,898 | - | - |
| 92210 R - CORP GENERAL FACILITIES | 4,460,330 | 145,900 | 1,385,405 | (4,888,269) | - | 1,103,366 | 73,902 | 965,819 | (413,002) | 1,730,085 | 5,750,000 | 4,019,915 |
| 92215 R - TREES RURAL | 91,803 | - | - | (45,750) | - | 46,053 | - | - | (43,000) | 3,053 | - | - |
| 92220 R - FLEET | 5,247,670 | 234,400 | 2,551,312 | (4,116,464) | - | 3,916,918 | 204,395 | 3,395,252 | (3,213,615) | 4,302,950 | 11,000,000 | 6,697,050 |
| 92230 R - ROADS | 23,194,867 | 1,136,500 | 8,624,000 | (11,717,601) | - | 21,237,766 | 979,936 | 6,573,000 | (10,949,664) | 17,841,038 | 18,168,000 | 326,962 |
| 92232 R - STORMWATER | - | - | - | - | - | - | 2,066 | 3,000,000 | (2,919,000) | 83,066 | 1,591,000 | 1,507,934 |
| 92235 R - BRIDGES & STR CULVERTS | 14,691,745 | 744,000 | 2,640,000 | (3,680,193) | - | 14,395,552 | 655,944 | 2,640,000 | (5,707,798) | 11,983,698 | 5,414,000 | (6,569,698) |
| 92240 R - WATER/WASTEWATER CSAP | 2,105,722 | - | - | (72,202) | - | 2,033,520 | - | - | - | 2,033,520 | - | - |
| 92244 R - SOURCE WATER PROTECTION | 751,019 | - | - | (326,711) | - | 424,308 | - | - | (288,921) | 135,387 | - | - |
| 92280 R - WASTE COLLECTION | 2,328,553 | - | - | (655,118) | - | 1,673,435 | - | - | (686,549) | 986,886 | 1,491,000 | 504,114 |
| 92300 R - SOCIAL HOUSING | 3,023,067 | 133,700 | 965,250 | (1,917,100) | - | 2,204,917 | 94,548 | 1,045,000 | (1,747,080) | 1,597,385 | 3,080,000 | 1,482,615 |
| 92301 R - CHILD CARE MITIGATION FUND | 683,857 | - | - | (48,000) | - | 635,857 | - | - | - | 635,857 | - | - |
| 92302 R - AFFORDABLE HOUSING | 7,144,270 | - | 957,700 | (6,320,395) | - | 1,781,575 | - | 3,000,000 | (3,823,000) | 958,575 | - | - |
| 92335 R - WOODINGFORD LODGE CAPITAL | 373,137 | 17,200 | 302,000 | (392,498) | - | 299,839 | 21,567 | 1,364,000 | (1,475,163) | 210,243 | 855,000 | 644,757 |
| 92340 R - LTC FUTURE CAPITAL | 1,000,000 | - | - | - | - | 1,000,000 | - | - | - | 1,000,000 | - | - |
| 92400 R - PLANNING | 661,113 | - | - | (203,570) | - | 457,543 | - | - | (457,138) | 405 | 301,000 | 300,595 |
| 92511 R - PARAMEDIC SERVICES CAPITAL | 1,782,466 | 87,300 | 1,058,876 | (1,298,320) | 613,644 | 2,243,966 | 98,306 | 1,104,500 | (1,142,109) | 2,304,663 | 1,087,000 | (1,217,663) |
| 92512 R - PARAMEDIC SERVICE STATIONS | 592,544 | 30,900 | 46,800 | (56,600) | (613,644) | - | - | - | - | - | - | - |
| 92600 R - LIBRARIES | 1,136,850 | - | - | (525,642) | - | 611,208 | - | - | (305,899) | 305,309 | 262,000 | (43,309) |
| 92602 R - OCL NORWICH CAPITAL | 40,466 | - | - | - | - | 40,466 | - | - | - | 40,466 | - | - |
| 92605 R - LIBRARIES - CAPITAL | 553,235 | 31,700 | 117,000 | (14,250) | - | 687,685 | 30,470 | 126,520 | (307,000) | 537,675 | 1,250,000 | 712,325 |
| TOTAL RESERVES | 107,861,490 | 3,164,300 | 27,020,339 | (50,066,662) | - | 87,979,467 | 2,582,389 | 31,760,200 | (52,189,242) | 70,132,814 | 80,378,000 | 19,958,185 |
| WATER & WASTEWATER RESERVES | | | | | | | | | | | | |
| 92249 R-WW EMBRO | 851,792 | 49,700 | 196,061 | (5,197) | - | 1,092,356 | 58,469 | 113,364 | (9,380) | 1,254,809 | 1,050,000 | (204,809) |
| 92250 R - WW INNERKIP | 1,013,991 | 55,400 | 105,728 | (22,947) | - | 1,152,172 | 60,455 | 83,937 | (15,323) | 1,281,241 | 910,000 | (371,241) |
| 92251 R - WW WOODSTOCK | 14,863,224 | 720,900 | 1,877,635 | (4,142,682) | - | 13,319,077 | 626,104 | 1,764,509 | (3,628,845) | 12,080,845 | 16,644,000 | 4,563,155 |
| 92252 R - WW TILLSONBURG | 16,235,011 | 741,500 | 1,493,941 | (5,715,172) | - | 12,755,280 | 593,681 | 1,274,177 | (3,245,813) | 11,377,325 | 6,417,000 | (4,960,325) |
| 92253 R - WW INGERSOLL | 8,197,109 | 455,400 | 2,164,778 | (1,212,115) | - | 9,605,172 | 483,838 | 1,999,051 | (2,236,754) | 9,851,307 | 6,327,000 | (3,524,307) |
| 92254 R - WW NORWICH | 3,444,811 | 180,500 | 400,642 | (414,327) | - | 3,611,626 | 190,116 | 383,860 | (93,683) | 4,091,919 | 3,060,000 | (1,031,919) |
| 92255 R - WW TAVISTOCK | 4,798,325 | 258,500 | 880,803 | (628,425) | - | 5,309,203 | 274,287 | 1,054,168 | (977,833) | 5,659,825 | 4,435,000 | (1,224,825) |
| 92256 R - WW PLATTSVILLE | 1,740,555 | 92,800 | 174,085 | (119,479) | - | 1,887,961 | 97,811 | 190,470 | (116,918) | 2,059,324 | 1,625,000 | (434,324) |
| 92257 R - WW THAMESFORD | 3,703,108 | 152,000 | 241,337 | (1,856,286) | - | 2,240,159 | 93,481 | 245,542 | (999,275) | 1,579,907 | 3,060,000 | 1,480,093 |
| 92258 R - WW DRUMBO | 9,020 | 200 | 101,815 | (110,813) | - | 222 | 1,458 | 111,305 | (50,130) | 62,855 | 1,770,000 | 1,707,145 |
| 92259 R - WW MT ELGIN | 734,812 | 27,700 | 71,250 | (485,798) | - | 347,964 | 9,526 | 103,688 | (406,998) | 54,180 | 2,005,000 | 1,950,820 |
| 92261 R - W WOODSTOCK | 22,801,549 | 1,130,300 | 3,095,658 | (5,639,265) | - | 21,388,242 | 957,933 | 3,280,665 | (7,801,565) | 17,825,275 | 11,925,000 | (5,900,275) |
| 92262 R - W TILLSONBURG | 5,917,493 | 287,400 | 1,714,307 | (2,598,859) | - | 5,320,341 | 227,591 | 1,652,946 | (3,222,794) | 3,978,084 | 5,268,000 | 1,289,916 |
| 92263 R - W INGERSOLL | 6,171,899 | 213,400 | 1,139,673 | (5,354,123) | - | 2,170,849 | 63,523 | 1,214,527 | (2,661,723) | 787,176 | 5,388,000 | 4,600,824 |
| 92264 R - W TOWNSHIP | 12,303,858 | 553,300 | 1,183,396 | (4,714,622) | - | 9,325,932 | 468,311 | 1,310,927 | (1,623,854) | 9,481,316 | 12,672,000 | 3,190,684 |
| TOTAL WATER & WASTEWATER RESERVES | 102,786,557 | 4,919,000 | 14,841,109 | (33,020,110) | - | 89,526,556 | 4,206,584 | 14,783,136 | (27,090,888) | 81,425,388 | 82,556,000 | 1,130,612 |
| TOTAL RESERVES | 250,480,538 | 9,603,228 | 50,829,193 | (91,616,854) | - | 219,296,105 | 9,236,473 | 55,531,323 | (94,013,294) | 190,050,607 | 202,934,000 | 41,519,683 |

| | 2023 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 |
|------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| | OPENING | FORECAST | BUDGET | BUDGET | BUDGET | BUDGET | BUDGET |
| | BALANCE | BALANCE | BALANCE | BALANCE | BALANCE | BALANCE | BALANCE |
| DEVELOPMENT CHARGES | | | | | | | |
| 91100 DC - ADMIN | 525,394 | 307,427 | 1 | 1 | 1 | 1 | 1 |
| 91230 DC - ROADS | 566,090 | 2,402,120 | 34,509 | 901,267 | 3,495,914 | 5,736,401 | 3,855 |
| 91231 DC - WASTE DIVERSION | 32,625 | 57,182 | 79,710 | 103,432 | 127,872 | 153,954 | 181,705 |
| 91251 DC - WW WOODSTOCK | 4,079,977 | 5,513,519 | 3,522,126 | 4,212 | 15 | 3,859 | 956,906 |
| 91252 DC - WW TILLSONBURG | 6,612,487 | 6,275,213 | 6,592,002 | 6,135,181 | 6,881,706 | 7,517,515 | 8,033,323 |
| 91253 DC - WW INGERSOLL | 1 | 17,880 | 383 | 186 | 766 | 364 | 75,655 |
| 91254 DC - WW NORWICH | 3,376,511 | 3,618,705 | 3,959,722 | 4,331,229 | 4,672,365 | 4,642,086 | 4,665,145 |
| 91255 DC - WW TAVISTOCK | 4 | 4 | 1 | 2 | 1 | 363,245 | 787,998 |
| 91256 DC - WW PLATTSVILLE | 1 | 1 | 1 | 5 | 5 | 110,145 | 337,642 |
| 91257 DC - WW THAMESFORD | 232,936 | 147,526 | 154,918 | 160,974 | 159,592 | 164,231 | 169,077 |
| 91258 DC - WW DRUMBO | 2 | 4,224 | 180 | 5 | 5 | 1 | - |
| 91259 DC - WW MT ELGIN | 2 | 2 | 5 | 5 | 2 | 3 | 4 |
| 91261 DC - W WOODSTOCK | 5 | 2,681 | 9,614 | 2,800 | 258 | 2,745 | 1,130 |
| 91262 DC - W TILLSONBURG | 538,587 | 810,708 | 1,160,962 | 434 | 590 | 943 | 5 |
| 91263 DC - W INGERSOLL | 2 | 1 | 122,970 | 226 | 752 | 199 | 13 |
| 91264 DC - W NORWICH | - | 31,656 | 80,817 | 129,697 | 164,572 | 221,003 | 257,943 |
| 91265 DC - W TAVISTOCK | 566,631 | 554,010 | 379,361 | 53 | 16 | 13 | 41 |
| 91266 DC - W PLATTSVILLE | 1 | 3 | 4 | 4 | 3 | 1 | 76,271 |
| 91267 DC - W THAMESFORD | 520,470 | 1,082,274 | 1,231,654 | 1,338,893 | 297,315 | 409,264 | 527,814 |
| 91268 DC - W DRUMBO | 19,979 | 7,568 | 7,910 | 63,930 | 152,587 | 245,580 | 343,246 |
| 91269 DC - W MT ELGIN | 126,849 | 78,465 | 79,918 | 74,290 | 86,451 | 105,163 | 130,589 |
| 91500 DC - EMS | 588,933 | 578,763 | 875,081 | 1,235,256 | 1,605,759 | 1,995,929 | 2,406,609 |
| 91600 DC - LIBRARY | 497,245 | 522,986 | 631,442 | 743,326 | 856,663 | 978,085 | 1,107,825 |
| TOTAL DEVELOPMENT CHARGES | 18,284,732 | 22,012,918 | 18,923,291 | 15,225,408 | 18,503,210 | 22,650,730 | 20,062,797 |
| RESERVE FUNDS | | | | | | | |
| 93270 RF - LANDFILL AND WASTE DIV. | 21,547,759 | 19,777,164 | 19,569,114 | 20,487,302 | 21,540,152 | 15,204,002 | 16,162,352 |
| TOTAL RESERVE FUNDS | 21,547,759 | 19,777,164 | 19,569,114 | 20,487,302 | 21,540,152 | 15,204,002 | 16,162,352 |
| RESERVES | | | | | | | |
| 92101 R - WSIB | 3,467,128 | 3,467,128 | 3,467,128 | 3,467,128 | 3,467,128 | 3,467,128 | 3,467,128 |
| 92102 R - PAY EQUITY | 1,296,264 | 1,296,264 | 1,248,264 | 1,248,264 | 1,248,264 | 1,200,264 | 1,200,264 |
| 92103 R - TRAINING | 280,000 | 280,000 | 230,000 | 180,000 | 130,000 | 80,000 | 30,000 |
| 92120 R - INFORMATION SYSTEMS | 1,188,367 | 1,015,167 | 1,178,021 | 1,127,401 | 1,111,289 | 906,196 | 935,627 |
| 92130 R - CORPORATE GENERAL | 7,937,541 | 4,963,292 | 4,283,723 | 4,428,723 | 4,588,723 | 4,748,723 | 4,893,723 |
| 92131 R - WORKING CAPITAL | 6,100,000 | 6,100,000 | 6,100,000 | 6,100,000 | 6,100,000 | 6,100,000 | 6,100,000 |
| 92133 R - LEGAL | 304,137 | 204,137 | 154,137 | 154,137 | 154,137 | 154,137 | 154,137 |
| 92134 R - INSURANCE | 1,600,061 | 1,735,361 | 1,875,139 | 2,003,045 | 2,115,914 | 2,232,282 | 2,352,258 |
| 92135 R - BROADBAND EXPANSION | 2,642,487 | 2,642,487 | 2,642,487 | 2,642,487 | 2,642,487 | 2,642,487 | 2,642,487 |
| 92170 R - FEDERAL RESTART | 4,032,060 | 2,607,935 | - | - | - | - | - |

| | 2023 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 |
|----------------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| | OPENING | FORECAST | BUDGET | BUDGET | BUDGET | BUDGET | BUDGET |
| | BALANCE | BALANCE | BALANCE | BALANCE | BALANCE | BALANCE | BALANCE |
| 92205 R - COMMUNITY-BUILDING FUND | 3,536,362 | 2,320,037 | 2,157,756 | 760,248 | 264,768 | 1,104,543 | 91,676 |
| 92206 R - OCIF | 5,614,369 | 6,553,685 | 105,898 | 174,395 | 653,650 | 1,774,833 | 1,001,323 |
| 92210 R - CORP GENERAL FACILITIES | 4,460,330 | 1,103,366 | 1,730,085 | 1,770,890 | 1,358,695 | 1,724,235 | 1,465,564 |
| 92215 R - TREES RURAL | 91,803 | 46,053 | 3,053 | 3,053 | 3,053 | 3,053 | 3,053 |
| 92220 R - FLEET | 5,247,670 | 3,916,918 | 4,302,950 | 5,670,965 | 5,889,254 | 6,332,936 | 6,248,158 |
| 92230 R - ROADS | 23,194,867 | 21,237,766 | 17,841,038 | 10,834,400 | 2,250,713 | 2,613,158 | 2,294,962 |
| 92232 R - STORMWATER | - | - | 83,066 | 39,274 | 1,045,836 | 418,182 | 75,721 |
| 92235 R - BRIDGES & STR CULVERTS | 14,691,745 | 14,395,552 | 11,983,698 | 10,709,565 | 12,757,757 | 10,647,501 | 12,310,417 |
| 92240 R - WATER/WASTEWATER CSAP | 2,105,722 | 2,033,520 | 2,033,520 | 1,813,258 | 1,813,258 | 1,813,258 | 1,813,258 |
| 92244 R - SOURCE WATER PROTECTION | 751,019 | 424,308 | 135,387 | - | - | - | - |
| 92280 R - WASTE COLLECTION | 2,328,553 | 1,673,435 | 986,886 | 1,258,119 | 1,538,834 | 1,832,278 | 2,166,291 |
| 92300 R - SOCIAL HOUSING | 3,023,067 | 2,204,917 | 1,597,385 | 417,186 | 21,928 | 732,544 | 1,028,930 |
| 92301 R - CHILD CARE MITIGATION FUND | 683,857 | 635,857 | 635,857 | 635,857 | 635,857 | 635,857 | 635,857 |
| 92302 R - AFFORDABLE HOUSING | 7,144,270 | 1,781,575 | 958,575 | 958,575 | 958,575 | 958,575 | 958,575 |
| 92335 R - WOODINGFORD LODGE CAPITAL | 373,137 | 299,839 | 210,243 | 686,579 | 785,697 | 1,243,105 | 1,351,802 |
| 92340 R - LTC FUTURE CAPITAL | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 |
| 92400 R - PLANNING | 661,113 | 457,543 | 405 | 405 | 405 | 405 | 90,405 |
| 92511 R - PARAMEDIC SERVICES CAPITAL | 1,782,466 | 2,243,966 | 2,304,663 | 1,590,359 | 1,816,941 | 1,808,885 | 2,777,870 |
| 92512 R - PARAMEDIC SERVICE STATIONS | 592,544 | - | - | - | - | - | - |
| 92600 R - LIBRARIES | 1,136,850 | 611,208 | 305,309 | 305,309 | 305,309 | 305,309 | 305,309 |
| 92602 R - OCL NORWICH CAPITAL | 40,466 | 40,466 | 40,466 | 40,466 | 40,466 | 40,466 | 40,466 |
| 92605 R - LIBRARIES - CAPITAL | 553,235 | 687,685 | 537,675 | 676,507 | 811,985 | 830,050 | 970,960 |
| TOTAL RESERVES | 107,861,490 | 87,979,467 | 70,132,814 | 60,696,595 | 55,510,923 | 57,350,390 | 58,406,221 |
| WATER & WASTEWATER RESERVES | | | | | | | |
| 92249 R-WW EMBRO | 851,792 | 1,092,356 | 1,254,809 | 1,434,708 | 1,247,642 | 1,441,922 | 1,653,537 |
| 92250 R - WW INNERKIP | 1,013,991 | 1,152,172 | 1,281,241 | 1,073,439 | 1,221,402 | 1,416,072 | 1,377,071 |
| 92251 R - WW WOODSTOCK | 14,863,224 | 13,319,077 | 12,080,845 | 7,361,733 | 4,316,776 | 2,123,564 | 1,528,595 |
| 92252 R - WW TILLSONBURG | 16,235,011 | 12,755,280 | 11,377,325 | 11,155,736 | 11,972,592 | 12,347,745 | 13,382,858 |
| 92253 R - WW INGERSOLL | 8,197,109 | 9,605,172 | 9,851,307 | 7,971,773 | 8,190,704 | 8,066,803 | 6,987,751 |
| 92254 R - WW NORWICH | 3,444,811 | 3,611,626 | 4,091,919 | 3,791,513 | 2,417,968 | 294,850 | 702,780 |
| 92255 R - WW TAVISTOCK | 4,798,325 | 5,309,203 | 5,659,825 | 3,102,320 | 50,905 | 1,344,332 | 1,736,743 |
| 92256 R - WW PLATTSVILLE | 1,740,555 | 1,887,961 | 2,059,324 | 1,292,481 | 1,029,209 | 481,067 | 697,390 |
| 92257 R - WW THAMESFORD | 3,703,108 | 2,240,159 | 1,579,907 | 67,392 | 29,727 | 71,077 | 234,099 |
| 92258 R - WW DRUMBO | 9,020 | 222 | 62,855 | - | - | - | - |
| 92259 R - WW MT ELGIN | 734,812 | 347,964 | 54,180 | 65,618 | 38,464 | 15,040 | 11,365 |
| 92261 R - W WOODSTOCK | 22,801,549 | 21,388,242 | 17,825,275 | 14,623,783 | 13,476,744 | 9,331,980 | 1,576,484 |
| 92262 R - W TILLSONBURG | 5,917,493 | 5,320,341 | 3,978,084 | 389,511 | 14,414 | 588,205 | 638,317 |
| 92263 R - W INGERSOLL | 6,171,899 | 2,170,849 | 787,176 | 10,757 | 100,161 | 3,239 | 23,382 |
| 92264 R - W TOWNSHIP | 12,303,858 | 9,325,932 | 9,481,316 | 8,383,864 | 6,640,207 | 5,190,557 | 6,068,574 |
| TOTAL WATER & WASTEWATER RESERVES | 102,786,557 | 89,526,556 | 81,425,388 | 60,724,628 | 50,746,915 | 42,716,453 | 36,618,946 |
| TOTAL RESERVES | 250,480,538 | 219,296,105 | 190,050,607 | 157,133,933 | 146,301,200 | 137,921,575 | 131,250,316 |

Tax Supported

| | 2023 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 |
|--------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| | OPENING | FORECAST | BUDGET | BUDGET | BUDGET | BUDGET | BUDGET | BUDGET | BUDGET | BUDGET | BUDGET | BUDGET |
| | BALANCE | BALANCE | BALANCE | BALANCE | BALANCE | BALANCE | BALANCE | BALANCE | BALANCE | BALANCE | BALANCE | BALANCE |
| RESERVES | | | | | | | | | | | | |
| 92120 R - INFORMATION SYSTEMS | 1,188,367 | 1,015,167 | 1,178,021 | 1,127,401 | 1,111,289 | 906,196 | 935,627 | 913,062 | 951,337 | 826,333 | 900,153 | 937,520 |
| 92210 R - CORP GENERAL FACILITIES | 4,460,330 | 1,103,366 | 1,730,085 | 1,770,890 | 1,358,695 | 1,724,235 | 1,465,564 | 2,167,028 | 2,064,989 | 2,577,361 | 3,189,139 | 3,768,957 |
| 92220 R - FLEET | 5,247,670 | 3,916,918 | 4,302,950 | 5,670,965 | 5,889,254 | 6,332,936 | 6,248,158 | 7,484,044 | 7,443,983 | 8,280,986 | 8,416,381 | 8,277,168 |
| 92230 R - ROADS | 23,194,867 | 21,237,766 | 17,841,038 | 10,834,400 | 2,250,713 | 2,613,158 | 2,294,962 | 1,104,368 | 930,655 | 878,954 | 4,296,491 | 11,115,777 |
| 92232 R - STORMWATER | - | - | 83,066 | 39,274 | 1,045,836 | 418,182 | 75,721 | 33,386 | 1,160,610 | 1,812,997 | 3,021,792 | 4,281,262 |
| 92235 R - BRIDGES & STR CULVERTS | 14,691,745 | 14,395,552 | 11,983,698 | 10,709,565 | 12,757,757 | 10,647,501 | 12,310,417 | 14,243,216 | 15,456,536 | 17,479,249 | 16,370,918 | 18,447,364 |
| 92300 R - SOCIAL HOUSING | 3,023,067 | 2,204,917 | 1,597,385 | 417,186 | 21,928 | 732,544 | 1,028,930 | 1,509,982 | 1,496,674 | 2,290,377 | 3,289,647 | 4,997,639 |
| 92335 R - WOODINGFORD LODGE CAPITAL | 373,137 | 299,839 | 210,243 | 686,579 | 785,697 | 1,243,105 | 1,351,802 | 2,223,547 | 3,151,521 | 4,244,459 | 5,253,884 | 6,469,140 |
| 92511 R - PARAMEDIC SERVICES CAPITAL | 1,782,466 | 2,243,966 | 2,304,663 | 1,590,359 | 1,816,941 | 1,808,885 | 2,777,870 | 2,127,660 | 1,636,936 | 2,099,390 | 2,689,547 | 3,196,225 |
| 92512 R - PARAMEDIC SERVICE STATIONS | 592,544 | - | - | - | - | - | - | - | - | - | - | - |
| 92602 R - OCL NORWICH CAPITAL | 40,466 | 40,466 | 40,466 | 40,466 | 40,466 | 40,466 | 40,466 | 40,466 | 40,466 | 40,466 | 40,466 | 40,466 |
| 92605 R - LIBRARIES - CAPITAL | 553,235 | 687,685 | 537,675 | 676,507 | 811,985 | 830,050 | 970,960 | 886,846 | 1,043,642 | 1,039,883 | 987,363 | 1,182,834 |
| TOTAL RESERVES | 55,147,894 | 47,145,642 | 41,809,290 | 33,563,592 | 27,890,561 | 27,297,258 | 29,500,477 | 32,733,605 | 35,377,349 | 41,570,455 | 48,455,781 | 62,714,352 |

Water and Wastewater Rates Supported

| | 2023 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 |
|----------------------------------------------|--------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| | OPENING | FORECAST | BUDGET | BUDGET | BUDGET | BUDGET | BUDGET | BUDGET | BUDGET | BUDGET | BUDGET | BUDGET |
| | BALANCE | BALANCE | BALANCE | BALANCE | BALANCE | BALANCE | BALANCE | BALANCE | BALANCE | BALANCE | BALANCE | BALANCE |
| WATER & WASTEWATER RESERVES | | | | | | | | | | | | |
| 92249 R-WW EMBRO | 851,792 | 1,092,356 | 1,254,809 | 1,434,708 | 1,247,642 | 1,441,922 | 1,653,537 | 1,890,283 | 2,135,438 | 2,388,039 | 2,649,565 | 2,919,198 |
| 92250 R - WW INNERKIP | 1,013,991 | 1,152,172 | 1,281,241 | 1,073,439 | 1,221,402 | 1,416,072 | 1,377,071 | 33,331 | 216,616 | 405,328 | 601,695 | 804,149 |
| 92251 R - WW WOODSTOCK | 14,863,224 | 13,319,077 | 12,080,845 | 7,361,733 | 4,316,776 | 2,123,564 | 1,528,595 | 1,008,145 | 16,551 | 1,650 | 1,709,756 | 33,346 |
| 92252 R - WW TILLSONBURG | 16,235,011 | 12,755,280 | 11,377,325 | 11,155,736 | 11,972,592 | 12,347,745 | 13,382,858 | 14,020,193 | 13,669,327 | 15,029,954 | 15,244,220 | 16,297,839 |
| 92253 R - WW INGERSOLL | 8,197,109 | 9,605,172 | 9,851,307 | 7,971,773 | 8,190,704 | 8,066,803 | 6,987,751 | 7,392,338 | 3,181,815 | 2,801,944 | 946,666 | 2,336,280 |
| 92254 R - WW NORWICH | 3,444,811 | 3,611,626 | 4,091,919 | 3,791,513 | 2,417,968 | 294,850 | 702,780 | 1,307,090 | 1,986,210 | 2,750,794 | 3,541,149 | 4,365,145 |
| 92255 R - WW TAVISTOCK | 4,798,325 | 5,309,203 | 5,659,825 | 3,102,320 | 50,905 | 1,344,332 | 1,736,743 | 3,130,085 | 4,331,411 | 5,884,257 | 7,527,548 | 8,984,154 |
| 92256 R - WW PLATTSVILLE | 1,740,555 | 1,887,961 | 2,059,324 | 1,292,481 | 1,029,209 | 481,067 | 697,390 | 947,206 | 1,188,820 | 1,475,654 | 1,773,143 | 1,676,700 |
| 92257 R - WW THAMESFORD | 3,703,108 | 2,240,159 | 1,579,907 | 67,392 | 29,727 | 71,077 | 234,099 | 653,967 | 980,007 | 1,395,620 | 1,615,692 | 2,084,276 |
| 92258 R - WW DRUMBO | 9,020 | 222 | 62,855 | - | - | - | - | 59,062 | 216,408 | 386,967 | 757,895 | 1,092,289 |
| 92259 R - WW MT ELGIN | 734,812 | 347,964 | 54,180 | 65,618 | 38,464 | 15,040 | 11,365 | 69,150 | 297,423 | 689,577 | 1,097,579 | 1,501,473 |
| 92261 R - W WOODSTOCK | 22,801,549 | 21,388,242 | 17,825,275 | 14,623,783 | 13,476,744 | 9,331,980 | 1,576,484 | 2,584,979 | 460,035 | 2,788,280 | 4,988,179 | 3,090,390 |
| 92262 R - W TILLSONBURG | 5,917,493 | 5,320,341 | 3,978,084 | 389,511 | 14,414 | 588,205 | 638,317 | 915,711 | 680,341 | 938,021 | 2,066,372 | 3,111,092 |
| 92263 R - W INGERSOLL | 6,171,899 | 2,170,849 | 787,176 | 10,757 | 100,161 | 3,239 | 23,382 | 42,676 | 21,279 | 53 | 3,976 | 230,516 |
| 92264 R - W TOWNSHIP | 12,303,858 | 9,325,932 | 9,481,316 | 8,383,864 | 6,640,207 | 5,190,557 | 6,068,574 | 5,725,817 | 4,444,461 | 3,435,850 | 1,504,872 | 474,189 |
| TOTAL WATER & WASTEWATER RESERVES | 102,786,557 | 89,526,556 | 81,425,388 | 60,724,628 | 50,746,915 | 42,716,453 | 36,618,946 | 39,780,033 | 33,826,142 | 40,371,988 | 46,028,307 | 49,001,036 |

Debt Repayment Schedule

| | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 |
|--------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| | TOTAL | TOTAL | TOTAL | TOTAL | TOTAL | TOTAL | TOTAL | TOTAL | TOTAL | TOTAL |
| WASTEWATER | | | | | | | | | | |
| WW WDSK | 495,724 | 975,710 | 913,339 | 776,803 | 760,938 | 738,597 | 729,362 | 720,128 | 1,193,514 | 1,183,460 |
| WW TBURG | 84,672 | 83,737 | 82,827 | 72,476 | 70,394 | 63,334 | 62,428 | 61,516 | 28,070 | 20,821 |
| WW INGERSOLL | 741,675 | 718,366 | 656,034 | 640,623 | 575,287 | 559,464 | 544,052 | 528,641 | 507,665 | 492,012 |
| WW NORWICH | 1,078 | 1,079 | - | - | - | - | - | 371,328 | 371,328 | 371,328 |
| WW TAVISTOCK | 840,377 | 807,942 | 776,465 | 431,491 | 422,541 | 413,384 | 404,330 | 233,296 | 67,215 | 64,712 |
| WW PLATTSVILLE | 284,914 | - | - | - | - | - | - | - | - | - |
| WW THAMESFORD | 64,303 | 62,257 | 356,822 | 354,835 | 352,888 | 350,864 | 348,876 | 346,891 | 344,920 | 342,917 |
| WW DRUMBO | - | 211,545 | 211,545 | 211,545 | 211,545 | 211,545 | 211,545 | 217,116 | 217,438 | 217,779 |
| WW MT. ELGIN | 39,053 | 102,476 | 252,489 | 252,488 | 218,749 | 253,790 | 253,789 | 253,790 | 248,476 | 414,076 |
| WW EMBRO | 2,895 | 2,894 | 2,894 | - | - | - | - | - | - | - |
| WW INNERKIP | 1,257 | 1,257 | 1,258 | - | - | - | 459,107 | 459,107 | 459,107 | 459,107 |
| TOTAL WASTEWATER | 2,555,948 | 2,967,263 | 3,253,673 | 2,740,261 | 2,612,342 | 2,590,978 | 3,013,489 | 3,191,813 | 3,437,733 | 3,566,212 |
| WATER | | | | | | | | | | |
| WATER WOODSTOCK | 633,885 | 876,129 | 867,483 | 858,832 | 850,341 | 1,183,110 | 1,172,252 | 1,163,580 | 1,154,973 | 1,146,221 |
| WATER TILLSONBURG | 11,349 | 11,348 | 11,348 | 248,061 | 433,591 | 523,835 | 523,835 | 523,836 | 521,738 | 520,928 |
| WATER INGERSOLL | 29,716 | 29,717 | 605,831 | 715,948 | 851,627 | 972,362 | 995,958 | 1,247,022 | 1,247,023 | 1,247,022 |
| WATER TOWNSHIPS | 138,831 | 135,274 | 131,893 | 127,402 | 124,160 | 444,516 | 441,135 | 437,753 | 434,474 | 430,991 |
| TOTAL WATER | 813,781 | 1,052,468 | 1,616,555 | 1,950,243 | 2,259,719 | 3,123,823 | 3,133,180 | 3,372,191 | 3,358,208 | 3,345,162 |
| GENERAL GOVERNMENT | | | | | | | | | | |
| ADMIN BUILDING (21 REEVE) | 359,330 | - | - | - | - | - | - | - | - | - |
| COURT HOUSE (415 HUNTER) | 104,191 | 101,729 | - | - | - | - | - | - | - | - |
| TOTAL GENERAL GOVERNMENT | 463,521 | 101,729 | - | - | - | - | - | - | - | - |
| RENEWABLE ENERGY | | | | | | | | | | |
| RENEWABLE ENERGY | 218,308 | 398,137 | 611,989 | 512,948 | 660,818 | 779,184 | 834,243 | 897,666 | 968,849 | 1,034,133 |
| HSG FACILITIES ENERGY | 12,976 | 12,726 | 12,488 | 12,250 | 12,021 | 11,774 | 11,535 | 11,297 | 11,065 | 10,821 |
| WFL WDSK ENERGY | 43,748 | 43,743 | 43,737 | 43,732 | 43,727 | 43,719 | 43,713 | 43,707 | 43,699 | 43,694 |
| WFL ING ENERGY | 19,739 | 19,358 | 18,995 | 18,633 | 18,282 | 17,905 | 17,541 | 17,179 | 16,882 | 16,509 |
| WFL TBURG ENERGY | 19,804 | 19,421 | 19,057 | 18,692 | 18,341 | 17,963 | 17,598 | 17,234 | 16,937 | 16,562 |
| WW WOODSTOCK FAC-T ENERGY | 178,594 | 178,574 | 178,554 | 178,535 | 178,514 | 178,495 | 178,473 | - | - | - |
| SALFORD LF BLDGS ENERGY | 75,777 | 75,762 | 75,748 | 75,733 | 75,716 | 75,701 | - | - | - | - |
| TOTAL RENEWABLE ENERGY | 568,946 | 747,721 | 960,568 | 860,523 | 1,007,419 | 1,124,741 | 1,103,103 | 987,083 | 1,057,432 | 1,121,719 |
| TRANSPORTATION SERVICES | | | | | | | | | | |
| ROADS ADMIN | 181,308 | 33,772 | 33,773 | - | - | 169,391 | 399,171 | 900,951 | 1,086,320 | 1,086,322 |
| TOTAL TRANSPORTATION SERVICES | 181,308 | 33,772 | 33,773 | - | - | 169,391 | 399,171 | 900,951 | 1,086,320 | 1,086,322 |

| | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 |
|--------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| | TOTAL | TOTAL | TOTAL | TOTAL | TOTAL | TOTAL | TOTAL | TOTAL | TOTAL | TOTAL |
| WOODINGFORD LODGE | | | | | | | | | | |
| WFL - WOODSTOCK | 776,033 | 740,857 | 706,018 | 671,177 | - | - | - | - | - | - |
| TOTAL WOODINGFORD LODGE | 776,033 | 740,857 | 706,018 | 671,177 | - | - | - | - | - | - |
| HOUSING | | | | | | | | | | |
| H.S.I. SHELTER | 194,132 | 179,198 | - | - | - | - | - | - | - | - |
| TOTAL HOUSING | 194,132 | 179,198 | - | - | - | - | - | - | - | - |
| OXFORD COUNTY TOTAL | 5,553,669 | 5,823,008 | 6,570,587 | 6,222,204 | 5,879,480 | 7,008,933 | 7,648,943 | 8,452,038 | 8,939,693 | 9,119,415 |
| AREA MUNICIPALITIES | 6,750,247 | 6,052,863 | 5,436,733 | 4,515,801 | 3,729,987 | 3,193,203 | 2,876,431 | 2,513,168 | 2,251,380 | 1,976,861 |
| TOTAL PAYMENTS | 12,303,916 | 11,875,871 | 12,007,320 | 10,738,005 | 9,609,467 | 10,202,136 | 10,525,374 | 10,965,206 | 11,191,073 | 11,096,276 |
| PROJECTED COUNTY DEBT | 40,563,095 | 50,270,476 | 50,152,161 | 51,954,920 | 61,364,329 | 66,654,146 | 75,011,253 | 78,753,087 | 74,524,511 | 75,629,495 |

Ten Year Projected Debt Proceeds Schedule

| | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 |
|----------------------------------------------|---------------------|---------------------|--------------------|--------------------|---------------------|--------------------|---------------------|--------------------|------------------|--------------------|
| | TOTAL | TOTAL | TOTAL | TOTAL | TOTAL | TOTAL | TOTAL | TOTAL | TOTAL | TOTAL |
| COUNTY OF OXFORD (GENERAL LEVY) | | | | | | | | | | |
| FACILITIES | (2,098,089) | (2,495,000) | (807,000) | (1,880,000) | (1,660,000) | (700,000) | (870,000) | (905,000) | (830,000) | (1,000,000) |
| TRANSPORTATION SERVICES | - | - | - | - | (1,325,000) | (2,425,000) | (3,925,000) | (1,450,000) | - | - |
| TOTAL COUNTY OF OXFORD (GENERAL LEVY) | (2,098,089) | (2,495,000) | (807,000) | (1,880,000) | (2,985,000) | (3,125,000) | (4,795,000) | (2,355,000) | (830,000) | (1,000,000) |
| WATER AND WASTEWATER | | | | | | | | | | |
| WASTEWATER GENERAL | - | - | - | - | - | - | (1,300,000) | - | - | - |
| WOODSTOCK WASTEWATER | (5,711,137) | - | - | - | - | - | - | (6,135,000) | - | - |
| NORWICH WASTEWATER | - | - | - | - | - | - | (4,721,000) | - | - | - |
| THAMESFORD WASTEWATER | - | (2,214,300) | - | - | - | - | - | - | - | - |
| DRUMBO WASTEWATER | (2,468,014) | - | - | - | - | - | - | - | - | - |
| MT ELGIN WASTEWATER | (739,932) | (1,750,145) | - | - | (445,500) | - | - | - | - | - |
| INNERKIP WASTEWATER | - | - | - | - | - | (5,837,000) | - | - | - | - |
| WOODSTOCK WATER | (2,930,000) | - | - | - | (2,672,000) | - | - | - | - | - |
| TILLSONBURG WATER | - | - | (1,825,000) | (1,958,000) | (952,400) | - | - | - | - | - |
| INGERSOLL WATER | - | (7,268,000) | (1,400,000) | (1,725,000) | (1,535,000) | (300,000) | (1,892,000) | - | - | - |
| TOWNSHIP WATER | - | - | - | - | (4,117,700) | - | - | - | - | (5,389,350) |
| TOTAL WATER AND WASTEWATER | (11,849,083) | (11,232,445) | (3,225,000) | (3,683,000) | (9,722,600) | (6,137,000) | (7,913,000) | (6,135,000) | - | (5,389,350) |
| TOTAL | (13,947,172) | (13,727,445) | (4,032,000) | (5,563,000) | (12,707,600) | (9,262,000) | (12,708,000) | (8,490,000) | (830,000) | (6,389,350) |

04

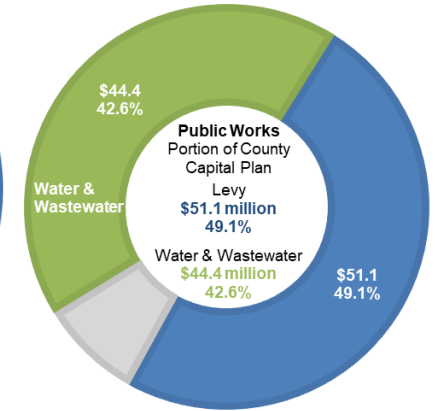
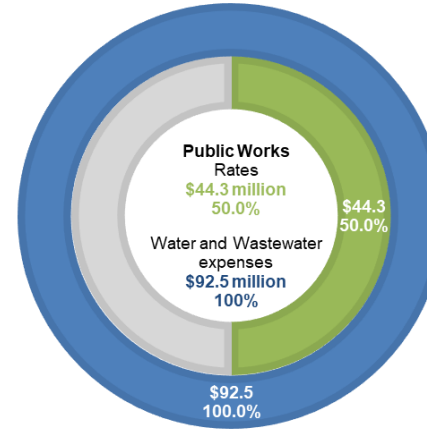
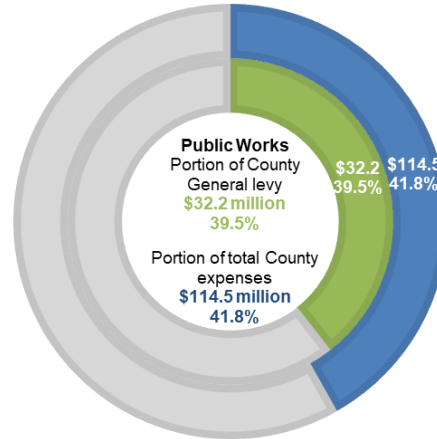
Public Works

2024

BUSINESS
PLAN &
BUDGET

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Provides for the responsible delivery of high quality, efficient and safe public infrastructure and customer focused services that support community, environmental and economic sustainability.



| Division | | Division Description | Services | 2024 FTE Base | 2024 FTE Temp |
|------------------------------------------|-------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|---------------|
| Public Works Director of Public Works | Tax Supported | | | | |
| | Facilities, Fleet and Energy | Oversee safe and effective management of County facilities, fleet/equipment, property, while advancing energy programs and initiatives. Actively manage County owned forest, wetland and woodland tracts using best management practices and Managed Forest Tax Incentive Program standards, while overseeing Woodlands Conservation and Weed Control by-law enforcement. | <ul style="list-style-type: none"> Property, Facility, and Energy Management Fleet and Equipment Management Woodlands Conservation and Weed Control By-law Enforcement | 17.6 | - |
| | Engineering and Construction | Provide capital delivery services of water, wastewater, facilities, roads, bridges infrastructure in order to maintain existing infrastructure assets in good condition, while supporting community growth infrastructure needs. | <ul style="list-style-type: none"> Capital Works Design and Construction Development Review Inspection | 22.1 | - |
| | Transportation Services | Provide support and optimization of the County transportation network through safe and effective operations, maintenance and road safety programs in accordance with legislated and County standards. | <ul style="list-style-type: none"> Transportation System Planning, Operations, Traffic and Corridor Management, Road Safety | 37.1 | - |
| | Waste Management | Responsible for waste and recycling curbside collection and processing services, County landfill and drop-off depot operations, and waste diversion promotion/circular economy initiatives. | <ul style="list-style-type: none"> Curbside Garbage, Large Article and Recycling Collection Waste Diversion and Disposal | 17.4 | 1.0 |
| Total Tax Supported | | | | 94.2 | 1.0 |

| Division | Division Description | Services | 2024 FTE Base | 2024 FTE Temp |
|----------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|---------------|
| Rate Supported | | | | |
| Water & Wastewater Services | Responsible for the management, operations and maintenance of the County's Water & Wastewater systems to ensure safe delivery of municipal drinking water and safeguarding of the natural environment. | <ul style="list-style-type: none"> ▪ Municipal Drinking Water Supply, Treatment, Storage and Distribution ▪ Municipal Wastewater Collection and Treatment | 65.6 | - |
| Total | | | 159.8 | 1.0 |

5 Year Projected Budget

Tax-Supported

| | 2024 | 2025 | 2026 | 2027 | 2027 |
|------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| | BUDGET | PROJECTED | PROJECTED | PROJECTED | PROJECTED |
| | BUDGET | BUDGET | BUDGET | BUDGET | BUDGET |
| OPERATING | | | | | |
| REVENUES | | | | | |
| GENERAL REVENUES | (16,028,262) | (17,323,819) | (15,486,236) | (15,905,117) | (16,228,545) |
| OTHER REVENUES | (769,535) | (127,318) | (95,833) | (82,638) | (72,549) |
| INTERDEPARTMENTAL RECOVERIES | (15,303,905) | (15,928,801) | (15,977,078) | (16,311,587) | (16,473,709) |
| TOTAL REVENUES | (32,101,702) | (33,379,938) | (31,559,147) | (32,299,342) | (32,774,803) |
| EXPENSES | | | | | |
| SALARIES AND BENEFITS | 9,430,425 | 9,981,412 | 10,462,057 | 10,765,272 | 11,144,402 |
| OPERATING EXPENSES | 28,601,920 | 29,211,867 | 27,113,506 | 27,798,925 | 28,244,952 |
| DEBT REPAYMENT | 1,213,775 | 883,222 | 994,341 | 860,523 | 1,007,419 |
| RESERVE TRANSFERS | 17,420,521 | 18,283,899 | 18,632,331 | 18,951,021 | 19,478,822 |
| INTERDEPARTMENTAL CHARGES | 6,665,910 | 6,900,345 | 6,913,606 | 6,951,515 | 7,024,099 |
| TOTAL EXPENSES | 63,332,551 | 65,260,745 | 64,115,841 | 65,327,256 | 66,899,694 |
| NET OPERATING | 31,230,849 | 31,880,807 | 32,556,694 | 33,027,914 | 34,124,891 |
| CAPITAL | | | | | |
| CAPITAL REVENUES | (50,178,659) | (44,432,950) | (37,247,400) | (37,015,500) | (41,583,300) |
| CAPITAL EXPENSES | 51,145,809 | 45,376,950 | 38,262,400 | 38,065,500 | 42,008,300 |
| NET CAPITAL | 967,150 | 944,000 | 1,015,000 | 1,050,000 | 425,000 |
| SUMMARY | | | | | |
| TOTAL REVENUES | (82,280,361) | (77,812,888) | (68,806,547) | (69,314,842) | (74,358,103) |
| TOTAL EXPENSES | 114,478,360 | 110,637,695 | 102,378,241 | 103,392,756 | 108,907,994 |
| TOTAL LEVY | 32,197,999 | 32,824,807 | 33,571,694 | 34,077,914 | 34,549,891 |

Rate-Supported

| | 2024 | 2025 | 2026 | 2027 | 2027 |
|--------------------------------------|---------------------|----------------------|---------------------|---------------------|---------------------|
| | BUDGET | PROJECTED | PROJECTED | PROJECTED | PROJECTED |
| | BUDGET | BUDGET | BUDGET | BUDGET | BUDGET |
| OPERATING | | | | | |
| REVENUES | | | | | |
| GENERAL REVENUES | (46,808,119) | (48,679,590) | (50,629,167) | (52,708,701) | (54,813,196) |
| OTHER REVENUES | (1,254,967) | (1,349,474) | (1,381,302) | (1,217,106) | (1,412,457) |
| TOTAL REVENUES | (48,063,086) | (50,029,064) | (52,010,469) | (53,925,807) | (56,225,653) |
| EXPENSES | | | | | |
| SALARIES AND BENEFITS | 8,106,790 | 8,459,062 | 8,703,613 | 8,940,270 | 9,169,331 |
| OPERATING EXPENSES | 13,370,878 | 13,938,258 | 13,883,434 | 14,123,878 | 14,908,046 |
| DEBT REPAYMENT | 3,369,729 | 4,019,731 | 4,870,228 | 4,690,504 | 4,872,061 |
| RESERVE TRANSFERS | 14,391,757 | 14,396,863 | 15,309,308 | 16,705,718 | 17,695,402 |
| INTERDEPARTMENTAL CHARGES | 8,908,826 | 9,215,150 | 9,243,886 | 9,465,437 | 9,580,813 |
| TOTAL EXPENSES | 48,147,980 | 50,029,064 | 52,010,469 | 53,925,807 | 56,225,653 |
| PROGRAM SURPLUS/DEFICIT | | | | | |
| RESERVE CONTRIBUTION TO (FROM) | (84,894) | - | - | - | - |
| TOTAL PROGRAM SURPLUS/DEFICIT | (84,894) | - | - | - | - |
| NET OPERATING | - | - | - | - | - |
| CAPITAL | | | | | |
| CAPITAL REVENUES | (44,363,788) | (60,289,979) | (34,514,000) | (33,968,100) | (38,506,850) |
| CAPITAL EXPENSES | 44,363,788 | 60,289,979 | 34,514,000 | 33,968,100 | 38,506,850 |
| NET CAPITAL | - | - | - | - | - |
| SUMMARY | | | | | |
| TOTAL REVENUES | (92,426,874) | (110,319,043) | (86,524,469) | (87,893,907) | (94,732,503) |
| TOTAL EXPENSES | 92,511,768 | 110,319,043 | 86,524,469 | 87,893,907 | 94,732,503 |
| TOTAL PROGRAM SURPLUS/DEFICIT | (84,894) | - | - | - | - |
| TOTAL LEVY | - | - | - | - | - |

Budget

| | 2023 | 2023 | LESS: 2023 | 2024 | 2024 | 2024 | \$ OVER | % OVER |
|-------------------------------------------|------------------|------------------|---------------|-----------------|----------------|------------------|-----------------|--------------|
| | FORECAST | BUDGET* | NON-RECURRING | BASE BUDGET | BUDGET IMPACTS | BUDGET | 2023 BUDGET | 2023 BUDGET |
| OPERATING | | | | | | | | |
| REVENUES | | | | | | | | |
| INTERDEPARTMENTAL RECOVERIES | | | | | | | | |
| DEPARTMENTAL RECOVERIES | (617,050) | (611,964) | - | (37,269) | - | (649,233) | (37,269) | 6.1% |
| TOTAL INTERDEPARTMENTAL RECOVERIES | (617,050) | (611,964) | - | (37,269) | - | (649,233) | (37,269) | 6.1% |
| TOTAL REVENUES | (617,050) | (611,964) | - | (37,269) | - | (649,233) | (37,269) | 6.1% |
| EXPENSES | | | | | | | | |
| SALARIES AND BENEFITS | | | | | | | | |
| SALARIES | 259,250 | 259,250 | - | 16,816 | - | 276,066 | 16,816 | 6.5% |
| BENEFITS | 65,614 | 65,614 | - | 5,420 | - | 71,034 | 5,420 | 8.3% |
| TOTAL SALARIES AND BENEFITS | 324,864 | 324,864 | - | 22,236 | - | 347,100 | 22,236 | 6.8% |
| OPERATING EXPENSES | | | | | | | | |
| MATERIALS | 79,886 | 73,800 | - | 10,941 | - | 84,741 | 10,941 | 14.8% |
| CONTRACTED SERVICES | 500 | 1,500 | - | 50 | - | 1,550 | 50 | 3.3% |
| TOTAL OPERATING EXPENSES | 80,386 | 75,300 | - | 10,991 | - | 86,291 | 10,991 | 14.6% |
| INTERDEPARTMENTAL CHARGES | | | | | | | | |
| INTERDEPARTMENTAL CHARGES | 211,800 | 211,800 | - | 4,042 | - | 215,842 | 4,042 | 1.9% |
| TOTAL INTERDEPARTMENTAL CHARGES | 211,800 | 211,800 | - | 4,042 | - | 215,842 | 4,042 | 1.9% |
| TOTAL EXPENSES | 617,050 | 611,964 | - | 37,269 | - | 649,233 | 37,269 | 6.1% |
| NET OPERATING | - | - | - | - | - | - | - | - |
| SUMMARY | | | | | | | | |
| TOTAL REVENUES | (617,050) | (611,964) | - | (37,269) | - | (649,233) | (37,269) | 6.1% |
| TOTAL EXPENSES | 617,050 | 611,964 | - | 37,269 | - | 649,233 | 37,269 | 6.1% |
| TOTAL LEVY | - | - | - | - | - | - | - | - |
| % BUDGET INCREASE (DECREASE) | | | | | | | | |

* May include in-year approved transfer and/or account reclassifications in accordance with Purchasing Policy No. 6.07

Services Overview

Full-Time Equivalents **17.6 FTE**

↑ 1.0
Base

| Service | Service Description | 2022 Service Level | Service Type |
|------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| Property, Facility, and Energy Management | An internal service that manages energy programs and property and facility operations for Oxford County. | 204,927,310 Square meters of property managed 119,840 Square meters of facility buildings maintained 305 Facility buildings operated and maintained 10 Facility service contracts maintained 13,052 Facility work orders completed | Support |
| Fleet and Equipment Management | An internal service that supplies vehicles and equipment to Oxford County to support Public Works service delivery. | 191 Corporate Fleet vehicles and equipment operated and maintained 2,136 Fleet maintenance work orders completed 2,919,952 Total kilometers driven | Support |
| Woodlands Conservation and Weed Control By-Law Enforcement | An external service which maintains and protects County owned forest, wetland and woodland tracts through active management and by-law enforcement. | 774 ha of County forest, wetland and forest tracts maintained through harvesting and invasive species management \$56,000 of Commercial Tree Harvesting revenue | Environment |






- 1.0 FTE Facilities Technician Full-time** - A shared position that will support Human Services (30%) and Woodingford Lodge (20%) to support building maintenance project work and our Housing Providers.
FTE 2024-01

Key Performance Indicators

| | 2020 Actual | 2021 Actual | 2022 Actual | 2023 Forecast | 2024 Budget | Target |
|-------------------------------------------------------------------------------|-------------|-------------|-------------|---------------|-------------|------------|
| % of Corporate fleet using alternative fuels | 19% | 19% | 24% | 32% | 30% | 90% |
| Average Fleet Asset Condition Rating (0 = excellent, 20 = end of life) | 8.8 | 9.5 | 9.5 | 9.2 | 9.0 | 8.5 |
| ekWh of annual renewable energy generated | 965,764 | 1,843,834 | 3,666,769 | 3,705,000 | 3,781,000 | 22,922,000 |
| % energy generated vs energy consumed | 2.0% | 4.1% | 6.4% | 6.4% | 6.5% | 100% |
| % facility work order completion in 5 business days | 62% | 61% | 55% | 63% | 65% | 75% |
| % of planned work orders vs total work orders | 53% | 48% | 40% | 37% | 50% | 75% |
| Cost per square meter – Facilities Operations | \$85.93 | \$86.07 | \$90.93 | \$106.88 | \$111.60 | \$92.50* |
| Cost per square meter – Repair and Maintenance | \$37.30 | \$44.28 | \$49.16 | \$41.60 | \$44.41 | \$51.50* |
| Number of Notices of Intent (harvesting) | 43 | 40 | 42 | 30 | 40 | n/a |
| Annual tree plantings | 4,538 | 18,500 | 17,600 | 15,000 | 2,500 | ↑ |
| Number of general tree and weed inquiries | 84 | 87 | 81 | 80 | 80 | n/a |
| Invasive species control coverage area (acreage) | 41 | 127 | 110 | 120 | 100 | ↑ |
| Number of new wetland cells constructed (in partnership with Ducks Unlimited) | 9 | 10 | 10 | 6 | 2 | ↑ |

*adjusted annually for inflation

Goals and Objectives

| Description | 2024 | 2025 | 2026 | Strategic Plan | Other Plan Alignment |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|------|------|----------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|
| <p>Green Fleet Plan Implementation</p> <p>Ongoing implementation of the 2021-2025 Green Fleet Plan to promote low carbon transportation and reduce greenhouse gas emissions, and initiate the next iteration of the plan.</p> | ● | ● | ● |  <i>Climate change mitigation and adaption</i> | 100% Renewable Energy Plan |
| <p>Implementation of Renewable Energy Action Plan</p> <p>Ongoing implementation of the 2022-2032 Renewable Energy Action Plan (23 projects) including 2024 implementation of Solar PV systems (Thamesford Wastewater Treatment Plant (WWTP), Athlone Booster Station, 135 Carroll housing), Wood Pellet Boiler system (59 George Johnson) and Woodstock WWTP biogas combined heat and power system (regulatory approvals).</p> | ● | ● | ● |  <i>Climate change mitigation and adaption</i> | Community Sustainability Plan |
| <p>Energy Management Plan Implementation</p> <p>Ongoing implementation of the 2019 Energy Management Plan (EMP) to reduce energy consumption and greenhouse gas emissions at County-owned and occupied buildings. Projects planned for 2024 include Woodingford Lodge HVAC optimization, energy assessments, GHG reduction measures design (70 Maria, 178 Earl, 16 George) and development of the 2024-2028 EMP.</p> | ● | ● | ● |  <i>Climate change mitigation and adaption</i> | 100% Renewable Energy Plan |
| <p>Electric Vehicle Charging Station Infrastructure</p> <p>Installation of 27 Electric Vehicle Charging Stations and associated infrastructure to support the ongoing deployment of the County's growing Electric Vehicle fleet.</p> | ● | | ● |  <i>Climate change mitigation and adaption</i> | 100% Renewable Energy Plan |
| <p>Forestry Management Plan Implementation</p> <p>Ongoing implementation of the Forestry Management Plan focusing on tree planting and tall grass prairie establishment (Thames River Wetlands), invasive species and competition management (Hall Tract and Drumbo Tract), and plantation replacement (Hall Tract) for 2024.</p> | ● | ● | ● |  <i>Preserve and enhance our natural environment</i> | Community Sustainability Plan |

Budget - Facilities

| | 2023 | 2023 | LESS: 2023 | 2024 | 2024 | | \$ OVER | % OVER |
|-------------------------------------------|---------------------|---------------------|-----------------|------------------|------------------|---------------------|------------------|----------------|
| | FORECAST | BUDGET* | NON- | BASE | BUDGET | 2024 | 2023 | % OVER |
| | | | RECURRING | BUDGET | IMPACTS | BUDGET | BUDGET | BUDGET |
| OPERATING | | | | | | | | |
| REVENUES | | | | | | | | |
| GENERAL REVENUES | | | | | | | | |
| PROVINCIAL GRANTS | (13,000) | (17,500) | 17,500 | - | - | - | 17,500 | (100.0%) |
| USER FEES AND CHARGES | (75,010) | (45,980) | - | (5,940) | - | (51,920) | (5,940) | 12.9% |
| OTHER REVENUE | (1,986,111) | (1,994,979) | - | (106,748) | - | (2,101,727) | (106,748) | 5.4% |
| TOTAL GENERAL REVENUES | (2,074,121) | (2,058,459) | 17,500 | (112,688) | - | (2,153,647) | (95,188) | 4.6% |
| OTHER REVENUES | | | | | | | | |
| RESERVE TRANSFER | (70,925) | (74,925) | 49,750 | (5,462) | (37,500) | (68,137) | 6,788 | (9.1%) |
| DEVELOPMENT CHARGES | (40,726) | (40,726) | - | 40,726 | - | - | 40,726 | (100.0%) |
| TOTAL OTHER REVENUES | (111,651) | (115,651) | 49,750 | 35,264 | (37,500) | (68,137) | 47,514 | (41.1%) |
| INTERDEPARTMENTAL RECOVERIES | | | | | | | | |
| INTERDEPARTMENTAL RECOVERIES | (8,332,009) | (8,550,799) | 4,200 | (257,535) | (179,502) | (8,983,636) | (432,837) | 5.1% |
| TOTAL INTERDEPARTMENTAL RECOVERIES | (8,332,009) | (8,550,799) | 4,200 | (257,535) | (179,502) | (8,983,636) | (432,837) | 5.1% |
| TOTAL REVENUES | (10,517,781) | (10,724,909) | 71,450 | (334,959) | (217,002) | (11,205,420) | (480,511) | 4.5% |
| EXPENSES | | | | | | | | |
| SALARIES AND BENEFITS | | | | | | | | |
| SALARIES | 1,244,705 | 1,241,923 | - | 49,418 | 86,749 | 1,378,090 | 136,167 | 11.0% |
| BENEFITS | 363,972 | 362,700 | - | 31,993 | 27,596 | 422,289 | 59,589 | 16.4% |
| TOTAL SALARIES AND BENEFITS | 1,608,677 | 1,604,623 | - | 81,411 | 114,345 | 1,800,379 | 195,756 | 12.2% |
| OPERATING EXPENSES | | | | | | | | |
| MATERIALS | 5,235,757 | 5,313,380 | (5,500) | 105,928 | 2,150 | 5,415,958 | 102,578 | 1.9% |
| CONTRACTED SERVICES | 2,019,179 | 2,139,080 | (68,950) | (14,730) | 119,630 | 2,175,030 | 35,950 | 1.7% |
| RENTS AND FINANCIAL EXPENSES | 323,155 | 388,618 | - | (19,922) | 35,000 | 403,696 | 15,078 | 3.9% |
| TOTAL OPERATING EXPENSES | 7,578,091 | 7,841,078 | (74,450) | 71,276 | 156,780 | 7,994,684 | 153,606 | 2.0% |
| DEBT REPAYMENT | | | | | | | | |
| PRINCIPAL REPAYMENT | 1,243,742 | 1,224,328 | - | (314,301) | - | 910,027 | (314,301) | (25.7%) |
| INTEREST REPAYMENT | 137,360 | 113,022 | - | 9,418 | - | 122,440 | 9,418 | 8.3% |
| TOTAL DEBT REPAYMENT | 1,381,102 | 1,337,350 | - | (304,883) | - | 1,032,467 | (304,883) | (22.8%) |
| RESERVE TRANSFERS | | | | | | | | |
| CONTRIBUTIONS TO RESERVES | 86,038 | 78,338 | - | 77,147 | - | 155,485 | 77,147 | 98.5% |
| CONTRIBUTIONS TO CAPITAL RESERVES | 899,413 | 899,413 | - | (89,079) | - | 810,334 | (89,079) | (9.9%) |

| | 2023 | 2023 | LESS: 2023 | 2024 | 2024 | | \$ OVER | % OVER |
|---------------------------------------------|--------------------|--------------------|-----------------|--------------------|-----------------|--------------------|--------------------|----------------|
| | 2023 | 2023 | NON- | BASE | BUDGET | 2024 | 2023 | 2023 |
| | FORECAST | BUDGET* | RECURRING | BUDGET | IMPACTS | BUDGET | BUDGET | BUDGET |
| TOTAL RESERVE TRANSFERS | 985,451 | 977,751 | - | (11,932) | - | 965,819 | (11,932) | (1.2%) |
| INTERDEPARTMENTAL CHARGES | | | | | | | | |
| INTERDEPARTMENTAL CHARGES | 427,971 | 433,823 | - | 130,358 | 5,400 | 569,581 | 135,758 | 31.3% |
| DEPARTMENTAL CHARGES | 74,878 | 74,509 | - | 66,103 | (63,023) | 77,589 | 3,080 | 4.1% |
| TOTAL INTERDEPARTMENTAL CHARGES | 502,849 | 508,332 | - | 196,461 | (57,623) | 647,170 | 138,838 | 27.3% |
| TOTAL EXPENSES | 12,056,170 | 12,269,134 | (74,450) | 32,333 | 213,502 | 12,440,519 | 171,385 | 1.4% |
| PROGRAM SURPLUS/DEFICIT | | | | | | | | |
| RESERVE CONTRIBUTION TO (FROM) | | | | | | | | |
| RESERVE CONTRIBUTION-SURPLUS | 90,080 | - | - | - | - | - | - | - |
| RESERVE CONTRIBUTION-DEFICIT | (35,596) | - | - | - | - | - | - | - |
| TOTAL RESERVE CONTRIBUTION TO (FROM) | 54,484 | - | - | - | - | - | - | - |
| TOTAL PROGRAM SURPLUS/DEFICIT | 54,484 | - | - | - | - | - | - | - |
| NET OPERATING | 1,592,873 | 1,544,225 | (3,000) | (302,626) | (3,500) | 1,235,099 | (309,126) | (20.0%) |
| CAPITAL | | | | | | | | |
| CAPITAL REVENUES | | | | | | | | |
| CAPITAL FEDERAL GRANTS | (485,000) | - | - | - | - | - | - | - |
| CAPITAL PROVINCIAL GRANTS | (1,624) | - | - | (230,970) | - | (230,970) | (230,970) | - |
| CAPITAL RESERVE TRANSFER | (3,749,918) | (4,295,411) | - | 3,354,411 | (85,000) | (1,026,000) | 3,269,411 | (76.1%) |
| CAPITAL PROCEEDS FROM DEBENTURES | (450,000) | (546,000) | - | (1,552,089) | - | (2,098,089) | (1,552,089) | 284.3% |
| TOTAL CAPITAL REVENUES | (4,686,542) | (4,841,411) | - | 1,571,352 | (85,000) | (3,355,059) | 1,486,352 | (30.7%) |
| CAPITAL EXPENSES | 4,686,542 | 4,841,411 | - | (1,541,352) | 110,850 | 3,410,909 | (1,430,502) | (29.5%) |
| NET CAPITAL | - | - | - | 30,000 | 25,850 | 55,850 | 55,850 | - |
| SUMMARY | | | | | | | | |
| TOTAL REVENUES | (15,204,323) | (15,566,320) | 71,450 | 1,236,393 | (302,002) | (14,560,479) | 1,005,841 | (6.5%) |
| TOTAL EXPENSES | 16,742,712 | 17,110,545 | (74,450) | (1,509,019) | 324,352 | 15,851,428 | (1,259,117) | (7.4%) |
| TOTAL PROGRAM SURPLUS/DEFICIT | 54,484 | - | - | - | - | - | - | - |
| TOTAL LEVY | 1,592,873 | 1,544,225 | (3,000) | (272,626) | 22,350 | 1,290,949 | (253,276) | (16.4%) |
| % BUDGET INCREASE (DECREASE) | | | (0.2%) | (17.7%) | 1.4% | (16.4%) | | |

* May include in-year approved transfer and/or account reclassifications in accordance with Purchasing Policy No. 6.07

Budget Impact Details – Facilities

| | REF | OPERATING EXPENSES | CAPITAL EXPENSES | REVENUES | TAXATION | % | INTERDEPT RECOVERY | % |
|------------------------------------------------------------------------------|------------|--------------------|------------------|----------------|---------------|-------------|--------------------|-------------|
| ONE-TIME ITEMS | | | | | | | | |
| FAC-Tree plantings & tract improvements | | 37,500 | - | 37,500 | - | | - | |
| | | 37,500 | - | 37,500 | - | | - | |
| SERVICE LEVEL | | | | | | | | |
| FAC-Facilities Technician FTE | FTE2024-01 | 114,894 | - | - | - | | 114,894 | 1.3% |
| FAC-Temporary Vehicle or Rental Assigned to Facilities | | 5,300 | - | - | - | | 5,300 | 0.1% |
| | | 120,194 | - | - | - | | 120,194 | 1.4% |
| NEW INITIATIVES | | | | | | | | |
| FAC-OCAB Space Optimization Design | NI2024-01 | - | 60,000 | 60,000 | - | | - | |
| FAC-Woodland planter attachment | NI2024-02 | (5,500) | 10,100 | - | 4,600 | 0.3% | - | |
| | | (5,500) | 70,100 | 60,000 | 4,600 | 0.3% | - | |
| INTERDEPARTMENTAL INITIATIVES | | | | | | | | |
| FAC-Office Renovations at 59 George Johnson Blvd Ingersoll | | 1,200 | - | - | - | | 1,200 | 0.0% |
| FAC-Branch Hours Increase FTE (OCL) | | 1,600 | - | - | - | | 1,600 | 0.0% |
| FAC-Ingersoll WWTP: Construction of a Wastewater Treatment Foreperson Office | | 650 | - | - | - | | 650 | 0.0% |
| FAC-Sanitary Inflow and Infiltration Reduction (impact in 2025) | | - | - | - | - | | - | |
| FAC-OCL Tillsonburg Security Services | | 83,880 | - | - | - | | 83,880 | 1.0% |
| FAC-Griffin Way Site Expansion | | 35,000 | - | - | - | | 35,000 | 0.4% |
| - | | - | - | - | - | | - | |
| - | | - | - | - | - | | - | |
| | | 122,330 | - | - | - | | 122,330 | 1.4% |
| INITIATIVE GAPPING | | | | | | | | |
| FAC-Woodland planter attachment | NI2024-02 | 2,000 | - | - | 2,000 | 0.1% | - | |
| | | 2,000 | - | - | 2,000 | 0.1% | - | |
| MINOR CAPITAL | | | | | | | | |
| FAC-Council chambers chairs | | - | 25,000 | 25,000 | - | | - | |
| | | - | 40,750 | 25,000 | 15,750 | 1.0% | - | |
| TOTAL | | 276,524 | 110,850 | 122,500 | 22,350 | 1.4% | 242,524 | 2.8% |

Budget – Fleet

| | 2023 | 2023 | LESS: 2023 | 2024 | 2024 | 2024 | \$ OVER | % OVER |
|---------------------------------------------|--------------------|--------------------|------------------|------------------|-----------------|--------------------|------------------|--------------|
| | FORECAST | BUDGET* | NON-RECURRING | BASE BUDGET | BUDGET IMPACTS | BUDGET | 2023 BUDGET | 2023 BUDGET |
| OPERATING | | | | | | | | |
| REVENUES | | | | | | | | |
| GENERAL REVENUES | | | | | | | | |
| OTHER REVENUE | (120,300) | (256,000) | - | (93,000) | - | (349,000) | (93,000) | 36.3% |
| TOTAL GENERAL REVENUES | (120,300) | (256,000) | - | (93,000) | - | (349,000) | (93,000) | 36.3% |
| INTERDEPARTMENTAL RECOVERIES | | | | | | | | |
| INTERDEPARTMENTAL RECOVERIES | (4,596,607) | (4,899,839) | (227,470) | (281,876) | (61,851) | (5,471,036) | (571,197) | 11.7% |
| TOTAL INTERDEPARTMENTAL RECOVERIES | (4,596,607) | (4,899,839) | (227,470) | (281,876) | (61,851) | (5,471,036) | (571,197) | 11.7% |
| TOTAL REVENUES | (4,716,907) | (5,155,839) | (227,470) | (374,876) | (61,851) | (5,820,036) | (664,197) | 12.9% |
| EXPENSES | | | | | | | | |
| SALARIES AND BENEFITS | | | | | | | | |
| SALARIES | 102,700 | 90,513 | - | 21,169 | - | 111,682 | 21,169 | 23.4% |
| BENEFITS | 33,070 | 27,525 | - | 6,361 | - | 33,886 | 6,361 | 23.1% |
| TOTAL SALARIES AND BENEFITS | 135,770 | 118,038 | - | 27,530 | - | 145,568 | 27,530 | 23.3% |
| OPERATING EXPENSES | | | | | | | | |
| MATERIALS | 1,976,168 | 2,244,789 | 52,470 | (285,386) | 45,171 | 2,057,044 | (187,745) | (8.4%) |
| CONTRACTED SERVICES | 1,000 | - | - | - | - | - | - | - |
| RENTS AND FINANCIAL EXPENSES | 206,968 | 231,500 | (32,400) | 14,892 | 8,180 | 222,172 | (9,328) | (4.0%) |
| TOTAL OPERATING EXPENSES | 2,184,136 | 2,476,289 | 20,070 | (270,494) | 53,351 | 2,279,216 | (197,073) | (8.0%) |
| RESERVE TRANSFERS | | | | | | | | |
| CONTRIBUTIONS TO RESERVES | 105,912 | 105,912 | - | 63,040 | - | 168,952 | 63,040 | 59.5% |
| CONTRIBUTIONS TO CAPITAL RESERVES | 2,445,400 | 2,455,600 | 207,400 | 554,800 | 8,500 | 3,226,300 | 770,700 | 31.4% |
| TOTAL RESERVE TRANSFERS | 2,551,312 | 2,561,512 | 207,400 | 617,840 | 8,500 | 3,395,252 | 833,740 | 32.5% |
| TOTAL EXPENSES | 4,871,218 | 5,155,839 | 227,470 | 374,876 | 61,851 | 5,820,036 | 664,197 | 12.9% |
| PROGRAM SURPLUS/DEFICIT | | | | | | | | |
| RESERVE CONTRIBUTION TO (FROM) | | | | | | | | |
| RESERVE CONTRIBUTION-DEFICIT | (154,311) | - | - | - | - | - | - | - |
| TOTAL RESERVE CONTRIBUTION TO (FROM) | (154,311) | - | - | - | - | - | - | - |
| TOTAL PROGRAM SURPLUS/DEFICIT | (154,311) | - | - | - | - | - | - | - |
| NET OPERATING | - | - | - | - | - | - | - | - |

| | 2023 | 2023 | LESS: 2023 | 2024 | 2024 | 2024 | \$ OVER | % OVER |
|-------------------------------------|-------------|-------------|------------|-------------|----------|-------------|-------------|---------|
| | FORECAST | BUDGET* | NON- | BASE | BUDGET | 2024 | 2023 | 2023 |
| | | | RECURRING | BUDGET | IMPACTS | BUDGET | BUDGET | BUDGET |
| CAPITAL | | | | | | | | |
| CAPITAL REVENUES | | | | | | | | |
| CAPITAL RESERVE TRANSFER | (4,205,298) | (4,219,665) | - | 1,872,765 | (6,500) | (2,353,400) | 1,866,265 | (44.2%) |
| TOTAL CAPITAL REVENUES | (4,205,298) | (4,219,665) | - | 1,872,765 | (6,500) | (2,353,400) | 1,866,265 | (44.2%) |
| CAPITAL EXPENSES | 4,205,298 | 4,219,665 | - | (1,872,765) | 6,500 | 2,353,400 | (1,866,265) | (44.2%) |
| NET CAPITAL | - | - | - | - | - | - | - | - |
| SUMMARY | | | | | | | | |
| TOTAL REVENUES | (8,922,205) | (9,375,504) | (227,470) | 1,497,889 | (68,351) | (8,173,436) | 1,202,068 | (12.8%) |
| TOTAL EXPENSES | 9,076,516 | 9,375,504 | 227,470 | (1,497,889) | 68,351 | 8,173,436 | (1,202,068) | (12.8%) |
| TOTAL PROGRAM SURPLUS/DEFICIT | (154,311) | - | - | - | - | - | - | - |
| TOTAL LEVY | - | - | - | - | - | - | - | - |
| % BUDGET INCREASE (DECREASE) | | | | | | | | |

* May include in-year approved transfer and/or account reclassifications in accordance with Purchasing Policy No. 6.07

Budget Impact Details - Fleet

| | REFERENCE | OPERATING EXPENSES | CAPITAL EXPENSES | REVENUES | INTERDEPT RECOVERY | % |
|------------------------------------------------|-----------|--------------------|------------------|--------------|--------------------|-------------|
| INTERDEPARTMENTAL INITIATIVES | | | | | | |
| FLT-Road Closed Trailers | | 2,400 | - | - | 2,400 | 0.0% |
| FLT-Summer Student Vehicle (FAC) | | 5,400 | - | - | 5,400 | 0.1% |
| FLT-Maintenance vehicle liftgates (WW) | | 4,000 | - | - | 4,000 | 0.1% |
| FLT-Sanitary Inflow and Infiltration Reduction | | 11,130 | - | - | 11,130 | 0.2% |
| FLT-Forklift for George Johnson Blvd Ingersoll | | 3,890 | - | - | 3,890 | 0.1% |
| FLT-Landfill Loader (WM) (impact in 2025) | | - | - | - | - | - |
| FLT-Ox on the Run (2 year trial from 2023) | | 10,031 | - | - | 10,031 | 0.2% |
| FLT-Waste Management unit 741 tires | | 25,000 | - | - | 25,000 | 0.5% |
| | | 61,851 | - | - | 61,851 | 1.3% |
| MINOR CAPITAL | | | | | | |
| FLT-WW Telescopic Handler | | - | 6,500 | 6,500 | - | - |
| | | - | 6,500 | 6,500 | - | - |
| TOTAL | | 61,851 | 6,500 | 6,500 | 61,851 | 1.3% |

Capital Budget

| PROJECT # AND NAME | DESCRIPTION | ASSET ACTIVITY | ASSET RATING | TOTAL | 2024 REQUEST** | 2025 | 2026-2033 |
|-----------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|--------------|-----------|----------------|------|-----------|
| BUILDING | | | | | | | |
| 210010 - Admin Building (21 Reeve St) | Various projects as identified from the Building Condition Assessments | Renewal | Poor | \$116,100 | 116,100 | - | - |
| 210030 - Archives Building (82 Light St) | Various projects as identified from the Building Condition Assessments | Renewal | Poor | \$28,200 | 28,200 | - | - |
| 210070 - 93 Graham | Various projects as identified from the Building Condition Assessments | Replacement | Poor | \$11,000 | 11,000 | - | - |
| 213030 - Woodstock Roads Yard Buildings | Various projects as identified from the Building Condition Assessments | Renewal | Poor | \$17,000 | 17,000 | - | - |
| 213000 - Drumbo Roads Yard Buildings | Various projects as identified from the Building Condition Assessments | Renewal | Poor | \$83,600 | 83,600 | - | - |
| 218700 - Salford Landfill Buildings | Existing scale replacement design | Replacement | Poor | \$50,000 | 50,000 | - | - |
| 218700 - Salford Landfill Buildings | Intercom Replacement | Replacement | Poor | \$8,000 | 8,000 | - | - |
| 218700 - Salford Landfill Buildings | WMEC Sound Proofing | Replacement | Poor | \$5,000 | 5,000 | - | - |
| 218700 - Salford Landfill Buildings | Installation of LED lighting | Expansion | N/A | \$6,000 | 6,000 | - | - |
| 218700 - Salford Landfill Buildings | Replacement of fencing and Gate Assessment | Replacement | Poor | \$35,000 | 35,000 | - | - |
| 239000 - Woodlands Conservation | Various sites Woodland Signage | Replacement | Poor | \$30,000 | 30,000 | - | - |
| 911002 - Courthouse Renovations | Various projects as identified from the Building Condition Assessments | Expansion | N/A | \$55,000 | 55,000 | - | - |
| 911020 - Administration Building Space Optimization | Space Optimization 21 Reeve St - 2024 consultation and planning and 2025 implementation (NI 2024-01) | Non-infrastructure solutions | N/A | \$60,000 | 60,000 | - | - |
| EQUIPMENT | | | | | | | |
| 213030 - Equipment | Fleet Storage Seacan at the Woodstock Yard | Expansion | N/A | \$9,750 | 9,750 | - | - |
| 210000 - Equipment | Replacement of Security Cameras (11) | Replacement | Poor | \$17,000 | 17,000 | - | - |
| 239000 - Equipment | Woodland Planter Attachment (NI 2024-02) | Expansion | N/A | \$10,100 | 10,100 | - | - |
| FURNISHINGS | | | | | | | |
| 210010 - Furnishings | Furnishings at the Oxford County Administration Building | Replacement | Poor | \$64,000 | 64,000 | - | - |
| 213000 - Furnishings | Furnishings at the Wilmot Street Building | Replacement | Poor | \$4,500 | 4,500 | - | - |
| 213010 - Furnishings | Furnishings at the Highland Yard | Replacement | Poor | \$4,500 | 4,500 | - | - |
| GREEN INITIATIVES | | | | | | | |
| 911006 - Green Initiatives Facilities | Various projects as identified in the Energy Management Plan (PW 2019-33) -Green initiatives design, HVAC optimization, lighting and ventilation upgrades, modelling | Non-infrastructure solutions | N/A | \$560,100 | 560,100 | - | - |

| PROJECT # AND NAME | DESCRIPTION | ASSET ACTIVITY | ASSET RATING | TOTAL | 2024 REQUEST** | 2025 | 2026-2033 |
|---------------------------|----------------------------------------------------------------------------------------------------------------------------------|----------------|--------------|-------------|----------------|-----------|-----------|
| 911900 - Renewable Energy | 2024 Renewable Energy Projects - 59 George Johnson Wood Pellet Boiler (Construction) - 135 Carroll Solar PV (Construction) | Expansion | N/A | \$1,120,000 | 1,120,000 | - | - |
| 911900 - Renewable Energy | 2024 Renewable Energy Projects - Woodstock WWTP Biogas Utilization (2024 - Regulatory Items/Design, 2025 - Construction) | Expansion | N/A | \$2,165,000 | 250,000 | 1,915,000 | - |
| VEHICLES | | | | | | | |
| Fleet - Waste Management | 1/2 Ton Pick-up Truck (1) ¹ BEV 2022 Early Procurement (PW 2022-31) | Replacement | Poor | \$85,700 | 85,700 | - | - |
| Fleet - Library | Cargo Van (1) Unleaded/ ³ CNG 2022 Early Procurement (PW 2022-31) | Replacement | Poor | \$82,200 | 82,200 | - | - |
| Fleet - Engineering | Compact Pick-up Truck (2) ² HEV 2022 Early Procurement (PW 2022-31) | Replacement | Poor | \$84,400 | 84,400 | - | - |
| Fleet - Facilities | 1/2 Ton Pick-up Truck (2) ¹ BEV 2022 Early Procurement (PW 2022-31) | Replacement | Poor | \$183,200 | 183,200 | - | - |
| Fleet - Water | 3/4 Ton Pick-up Truck (1) Unleaded 2022 Early Procurement (PW 2022-31) | Replacement | Fair | \$77,500 | 77,500 | - | - |
| Fleet - Water | Compact Pick-up Truck (1) ² HEV 2022 Early Procurement (PW 2022-31) | Replacement | Poor | \$43,000 | 43,000 | - | - |
| Fleet - Water | 1/2 Ton Van (1) Unleaded/ ³ CNG 2022 Early Procurement (PW 2022-31) | Replacement | Poor | \$61,200 | 61,200 | - | - |
| Fleet - Facilities | 1/2 Ton Pick-up Truck (1) ¹ BEV | Replacement | Poor | \$91,600 | 91,600 | - | - |
| Fleet - Transportation | 1 Ton Pick-up Truck Flat Deck - Unleaded (3) | Replacement | Poor | \$225,000 | 225,000 | - | - |
| Fleet - Transportation | Tandem Axle Truck (1) - Diesel | Replacement | Poor | \$427,000 | 427,000 | - | - |
| Fleet - Transportation | Vacuum Sweeper (1) - Diesel | Replacement | Poor | \$268,700 | 268,700 | - | - |
| Fleet - Transportation | Backhoe - Diesel (1) | Replacement | Poor | \$225,000 | 225,000 | - | - |
| Fleet - Transportation | Anti-Ice / Bridge Washing Unit (1) | Replacement | Fair | \$23,000 | 23,000 | - | - |
| Fleet - Wastewater | Pontoon Boat - Unleaded (1) | Replacement | Poor | \$60,000 | 60,000 | - | - |
| Fleet - Wastewater | Trailer (1) | Replacement | Poor | \$9,500 | 9,500 | - | - |
| Fleet - Wastewater | Telescopic Handler Bucket Replacement (Unit 505) | Replacement | Poor | \$6,500 | 6,500 | - | - |
| Fleet - Water | 1/2 Ton Pick-up Truck (1) ¹ BEV | Replacement | Poor | \$91,600 | 91,600 | - | - |
| Fleet - Water | Cargo Van (1) Unleaded/ ³ CNG | Replacement | Poor | \$78,900 | 78,900 | - | - |
| Fleet - Waste Management | Leachate Tanker (1) | Replacement | Fair | \$145,000 | 145,000 | - | - |
| Fleet - Engineering | Compact Pick-up Truck (2) ² HEV | Replacement | Poor | \$84,400 | 84,400 | - | - |

| PROJECT # AND NAME | DESCRIPTION | ASSET ACTIVITY | ASSET RATING | TOTAL | 2024 REQUEST** | 2025 | 2026-2033 |
|------------------------|--------------------------------------------------------------------------------------------------------------------------|----------------|--------------|--------------------|--------------------|--------------------|------------|
| Fleet - Transportation | 2024 Early Procurement for 2025 Delivery - delivery time greater than 12 months Tandem Axle Truck (2) - Diesel | Replacement | Poor | \$854,000 | - | 854,000 | - |
| Fleet - Transportation | 2024 Early Procurement for 2025 Delivery - delivery time greater than 12 months Tractor - Mower Diesel (1) | Replacement | Poor | \$200,000 | - | 200,000 | - |
| Fleet - Wastewater | 2024 Early Procurement for 2025 Delivery - delivery time greater than 12 months Vacuum Truck - Diesel (1) | Replacement | Poor | \$285,000 | - | 285,000 | - |
| | | | | \$8,152,250 | \$4,898,250 | \$3,254,000 | \$0 |

** The 2024 Request represents the additional or new project budget requested and does not include the Carry Forward Budget for prior year's approved budget not spent.

¹BEV – Battery Electric Vehicle, ²HEV – Hybrid Electric Vehicle, ³CNG – Compressed Natural Gas

FTE Change – Facilities Technician

FTE 2024-01

| SUMMARY | |
|----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Type of FTE request | Service Level |
| Classification | Full-time - Permanent |
| Job Title | Facilities Technician |
| FTE | 1.0 |
| Description | The proposed FTE will allow Public Works to deliver additional projects to assist in maintaining the County owned building assets, and support our Housing Partners (equivalent of 0.5 FTE). The new FTE will also provide resourcing to Human Services (equivalent to 0.3 FTE) and Woodingford Lodge (equivalent of 0.2 FTE) and receive associated service cost recoveries from those departments. |

STRATEGIC PLAN



Sustainable infrastructure and development

REQUEST DETAILS

Facilities Division

The Facilities division manages projects, work orders and service contracts for all Oxford County departments working from more than 312 buildings. More than 200 projects are completed annually, over 13,000 work orders are generated throughout the year and 21 service contracts are managed.

Projects are identified through the Building Condition Assessment (BCA) Audits, as well as departmental requests which are submitted by departments in regards to their own projects that deal specifically with changes required to achieve organizational efficiencies. The Facilities division manages the extensive project list by deferring projects beyond our “capability to complete” due to factors such as the number of staff or resources available to manage the projects to completion properly.

As the project list grows, projects are pushed out to later years, affecting work flow and efficiency. The Facilities 2024 project list has currently identified over 400 projects that require attention in order to maintain the buildings/locations in a safe working condition. The estimated value of the 2024 project list is greater than 12 million dollars.

REQUEST DETAILS

Maintenance personnel, within the Facilities division, focus on maintenance work orders, while the Facilities Supervisors are focused on managing the day to day operations and overall execution of projects. This makes it difficult for Supervisors to get out into the field to follow up on work status and review quality. Additionally, new projects that are generated as facility locations age or as divisional needs change and grow, are continuously added to the scope of work. The aging of facility locations, compounded by additional work to meet the County's growing needs, has caused gaps in the ability to service the needs of internal and external clients while maintaining basic infrastructure renewal objectives.

The Facilities division is continuously seeking opportunities to improve service delivery internally and externally throughout the County. Divisional requests for renovations and operational changes are increasing as regulations change, infrastructure ages and programs are added to meet the needs of a diverse population.

The equivalent 0.5 FTE resource dedicated within the Facilities division will reduce the project work deferred to other years, as an additional 100 projects can be completed, this will aid in meeting and maintaining the existing Facilities maintenance requirements.

Human Services

The Province downloaded responsibility for oversight and administration of Social Housing Providers to 47 Service Managers across the Province under the Social Housing Reform Act, 2000. The County of Oxford is one of the 47 Service Managers whose role is currently governed by the Housing Services Act 2011 and associated Regulations. Under the Housing Services Act 2011, Service Managers are required to have 10 Year Housing and Homelessness Plans in place as of January 2014. The County of Oxford has a Shelter Plan that outlines goals and objectives around housing and homelessness for the County.

The majority of Housing Providers are small, typically with 1 full-time or part-time Property Manager with a focus on bookkeeping and tenant management, who look after the property on behalf of the Board of Directors. Smaller providers cannot afford to have their own maintenance staff or employ staff with the level of expertise required for major projects. The current Housing Programs Coordinator, who is on secondment from Facilities, has assisted several Housing Providers in a number of areas pertaining to major capital projects including understanding the BCA information, long-term capital planning and the request for proposal (RFP) process.

As existing mortgages and agreements reach the end of their term and new agreements are negotiated between Housing Providers and the County, having updated BCA and solid capital planning will be a requirement in order to enter into a new agreement. Furthermore, Provincial funding opportunities require updated BCA's to be eligible to access funding programs available to offset the costs of capital repairs. Housing Provider building assets are aging with many reaching the 30-35 year age that require more maintenance and capital projects with major building components needing replacement. The amount of major capital repairs and building component replacement increases with age. The County can support this work, in support of asset sustainability and maintaining current housing stock, with the addition of a dedicated person to assist providers to close the gap of not having facilities expertise or staff on site.

REQUEST DETAILS

It is also the County's responsibility to provide support and guidance to Housing Providers to ensure long-term viability of their deeply affordable housing stock in the role of Service Systems Manager. It is anticipated that work will fluctuate depending on demands from the Housing Providers.

Public Works (Facilities) and Human Services continue to work collaboratively for oversight and management of our County-owned community housing. Under this proposal, Facilities will allocate 30% of the Facilities Technician time to Human Services in order to support adequate levels of housing stock and asset condition, while also affording a designated lead person that can provide consistent flow of information in an efficient and effective manner

Woodingford

With aging Long Term Care infrastructure, the Maintenance group at Woodingford is seeing an increase in the number of work orders generated. In 2022, staff completed 6,370 work orders which represents approximately 123 orders per week, over 17 per day. Current estimates indicate 2023 work orders will be 7,400 which is approximately 142 work orders per week, 20 per week representing an increase of 3 work orders each day. Additionally, this group is responsible for purchasing materials and equipment for all divisions within Woodingford Lodge, which has increased in complexity in recent years, in both procuring, operating and maintaining.

In this challenging and fast-paced environment, staff are focused on completing the work to maintain a safe, healthy environment for residents. This is straining the maintenance resources available, beyond daily operational requirements, and leaving minimal time for project work. Changes to the Long Term Care Act, specifically emergency preparedness and staff orientations are also putting constraints on the Building Foreperson to complete project work. Maintenance staff at Woodingford are seeking provincial accreditation to improve operational safety, quality in the delivery of services, and efficiencies. Accreditation, using over 2000 criteria, measures various aspects of organizational performance intended to ensure that a shared set of provincial standards in quality and care are being met.

These additional challenges have significantly reduced the availability of staff for the implementation and facilitation of project management. This has caused gaps in the service delivery of the capital item replacements that are required to keep facilities operating efficiently and to meet regulatory requirements. Under this proposal, Facilities will allocate 20% of the Facilities Technician time to Long Term Care in order to more fully support with building project design, major and minor capital delivery and work order completion in accordance with regulatory requirements.

In summary, the proposed FTE will reside within Public Works Facilities division with an interdepartmental charge to Human Services of 30% of the FTE and Woodingford Lodge at 20%.

BUDGET REQUIREMENTS

| | One-time | Base | Total Budget |
|-------------------------------------|------------|------------------|------------------|
| Salaries and benefits | - | \$114,344 | \$114,344 |
| Operating expenses | | | |
| Membership Dues & Subscriptions | - | 250 | 250 |
| Telecommunications: Monthly fee | - | 300 | 300 |
| Total operating expenses | - | 550 | 550 |
| Net Interdepartmental Charge | \$- | \$114,894 | \$114,894 |

New Initiative – OCAB Space Optimization

NI 2024-01

SUMMARY

The purpose of this new initiative is to review the spatial layout of the Oxford County Administration Building (OCAB) and optimize accommodation of current and future staff numbers, workplace technology improvements and modernized work arrangements. Through implementation of this initiative, staff will be able to maximize the utilization of the physical office space and set it up in a manner to effectively support a productive work environment now and into the future.

STRATEGIC PLAN



Continuous improvement and results-driven solutions

REQUEST DETAILS

Background

The OCAB facility was opened for staff occupation in 2008 and was initially designed for the anticipated growth of the County organization over a 10-year period. Since the building’s opening, the organization has continued to grow, with more personnel working out of OCAB as their primary work location. Due to the amount of changes that have occurred over the last 15 years and as a result of annual hiring and organizational changes, the building’s physical layout needs to be improved to better suit current needs that have changed as work processes have evolved to be more digital. Further to that, any previous standardization of space allotment and assignment (i.e. office versus cubicle) is no longer existent as departments have had to be flexible in order to accommodate additional staff in existing spaces, in the absence of an overall corporate space strategy. In 2017, the consultant who completed the initial furniture design for the building was again engaged to complete planning for a densification project that redesigned floor plans to optimize workstation quantity. While layouts were explored, this project never ended up moving forward and the ongoing physical spatial constraints are compounded year over year.

The COVID-19 pandemic also triggered changes to what was considered the traditional workplace, emphasizing potential opportunities as well. The evolution of the traditional workplace was fast-tracked through the remote work opportunities that were required during the course of the pandemic. During this time, County staff proved that alternative work arrangements could be successfully leveraged with minimal impact on staff productivity or service delivery. As a result of this success, there is an opportunity to re-examine spatial use within OCAB, taking into account current work practices that have evolved since the pandemic, optimizing the physical workplace to ensure a productive environment and also increasing the building’s capacity for the next 10 years.

REQUEST DETAILS

Comments

In order to maximize facility layout efficiency and available spatial opportunities, County staff would re-engage the design consultant who completed the initial design and densification work, who specializes in office space design and optimization. This consultant works with the existing furniture brand that is in OCAB, which can be leveraged to maximize the number of components that can be reused in any layout changes, thus saving costs.

Engaging an external consultant to assist with strategy development will be an important step to ensure a non-biased approach is taken to develop a space management strategy that focuses solely on the operational needs of the organization, rather than favouring certain staff/division/departmental preferences. A consistent approach to strategy development, implementation and ongoing adherence will be extremely important for establishing a sustainable space management strategy that will be effectively followed for years to come. Not only should this initiative address the current space needs, but it must also allow for future growth and evolution to maximize the effective use of the existing space. Leveraging a third party consultant will also bring added knowledge of industry best practices, ergonomic standards, and other emerging space management concepts that may be relevant to the County's situation. While the County's Facilities team has good foundational knowledge regarding space management, there are many industry practices beyond what the County has implemented in the past that may bring value with this initiative.

A 2024 baseline would first be established to update the building's floor plan drawings and verify space assignment by department. This will be largely based on the space allocation work done as part of the 2024 Business Plan and Budget but will confirm any additional changes. From there, feedback will be gathered from each department to understand their space needs, as well as, how their departments have evolved since the building opened. This phase will also include collecting information on how each department makes use of existing meeting rooms, on-site deliveries and storage needs, thoughts around team collaboration opportunities, annual part-time/summer student requirements, as well as what each department/division sees for growth over the next 10 years. The purpose of this step is to provide an opportunity for staff input, which could be done through broad surveys or smaller focus groups, which would be used to inform the final strategy along with input from the consultant. An opportunity for input on the workspace design configuration will be important; however, not all suggestions or needs may be able to be met as the goals of this exercise are optimization, standardization and ensuring the longevity of the building is realistic.

Once the information and feedback-gathering steps have been completed, the project will look at how to optimally meet the core needs of the organization. At this stage, the following items would be looked at:

- Where departments/divisions are currently located and do they need to be rearranged to consolidate or to improve functionality?
- What areas are designated for storage in the building and are they needed? The County has been transitioning to more digital record keeping, so there will be opportunities to reduce physical paper storage and the associated space needed to support that. Is additional digitization of record keeping required? Are there different items that now need to be stored instead?

REQUEST DETAILS

- What storage needs do individual employees need? Is there an opportunity to reduce personal storage needs as the shift to digitization increases?
- Is there an opportunity to reduce cubicle sizes without impacting staff productivity?
- Are current meeting rooms adequate or are more needed? Would smaller breakout rooms be effective for private conversations, collaboration or working sessions involving larger non-digital documents (i.e. construction/development drawings)? Or are larger meeting spaces needed?
- Re-evaluation of what positions need offices versus cubicles based on organizational structure, as well as, for confidentiality reasons.
- Are there opportunities to include Diversity, Equity and Inclusion (DEI) and accessibility items as part of the refresh (i.e. universal washroom and change room to support County staff now and into the future)?

Like with many workplaces, some Oxford County staff transitioned to working from home to various degrees during the pandemic. As the County organization returned to normal operations, some work-from-home arrangements continued for staff that were able to do so. This provides additional opportunities to look at these arrangements closer and set standards for space allocation for employees who no longer work at OCAB on a full-time basis. Based on the available work space identified, the project consultant will interactively work with Oxford County Senior Management Team (SMT) to maximize the employee use potential of the available space, to which SMT will develop an internal policy guideline outlining how available work space will be allocated to eligible County employees. Building on the pilot program that was implemented on the 2nd and 3rd floors in 2023, the concept of smaller and bookable “hoteling” desks will be explored as a way of offering the needed in-person workspace for employees who work at OCAB less frequently without tying up valuable floor space. Hoteling desks will also offer opportunities for appropriate work spaces for County employees based at other sites who occasionally come into OCAB for meetings and may need a short-term work space.

Another work practice that has become much more common since the pandemic is video conferencing. Whether employees are working from home or working in the office, this is now a popular means of formal communication with internal staff, as well as external parties, since it greatly reduces travel time and is more accommodating for scheduling. As such, there has been a growing need for video conferencing options. To date, most staff have to either video conference from their cubicle, which has limited privacy and disrupts co-workers, or book a meeting room. Booking an entire meeting room for an individual on a video conference call is not an efficient use of the space and impacts meeting room availability. An item that may be explored as part of this project is smaller video conferencing or telephone rooms that could allow for privacy to participate in video conferencing, phone calls or employee conversations without tying up the larger meeting rooms that are better served for other purposes. Again, this has been successfully piloted in 2023 with the hoteling offices and offers a short term bookable space for video conferences as to not disrupt other employees.

This project would also look to investigate and implement solutions to some other items that have been identified through the pandemic as some normal business practices have changed or been altered. A key item that will require further evaluation is the delivery and storage of items on the ground floor of the building. During the pandemic, a large volume of delivery items had been staged in the lobby area and a

REQUEST DETAILS

better storage solution is needed to maintain a professional look, ensure item security and to eliminate visual barriers which can have safety implications.

Following strategy development and design work in 2024, implementation would be planned for 2025-2026 depending on the extent of the implementation scope. Associated implementation costs will be requested as part of the 2025 Business Plan and Budget Process. In order to accommodate this redevelopment while minimizing additional rework costs, all departments/divisions will be required to accommodate all new 2024 Full Time Employees (FTE) within their existing space allotments and configurations. Additional desks/chairs and/or cubicle and office reconfigurations will not be approved. Furthermore, new spaces in 2025 will only be added as floors are reconfigured. Timing of implementation should be available in late Q3 of 2024 to help departments plan the timing to onboard any new FTE's being requested as part of the 2025 budget process.

Finally, the carpet flooring finishes in the building are original to its construction and are starting to show signs of excessive wear and aging. Carpet replacement was identified as part of a Building Condition Assessment which was undertaken in 2021 to identify areas of improvement required to maintain the facility in a good state of repair. Staff have identified that carpet replacement in the open cubicle areas would result in a large disturbance to the occupants and this would be best timed to coincide with any potential reconfiguration work to take advantage of a single disruption. The carpet replacement project and associated costs for the open areas on the second, third, and fourth floors have been included in the 2024 Business Plan and Budget for implementation in 2025 alongside this initiative. In order to improve the ease of future maintenance and replacement, carpet tiles will be installed rather than carpet rolls, which will allow individual tiles to be replaced with minimal disturbance to the broader floor area. Carpets in offices and meetings rooms will be replaced at a later date to reduce the capital investment.

Conclusions

In summary, the consultant would objectively explore concepts to address current work practices and needs, and will work with the County to re-establish space-assignment standards. They would then assist with the development of an updated layout for each floor of OCAB and formalize space requirements through a policy or similar mechanism. Once a plan has been approved, it will be implemented across the building with an effort to minimize staff disruption during the transition. Implementation may include furniture adjustments, cubicle layout changes, permanent wall construction/removal and IT infrastructure changes. A strategic and consistent approach is key for this type of initiative to avoid costly, inconsistent deployment that sets multiple, unaligned standards. While the project will allow input opportunities from OCAB user groups, the core project team will be led by Facilities and require additional representation from IT, Human Resources and Communications as each of these groups will have key roles to play in order to make this initiative successful.

Upon approval of this initiative, all departments and staff currently residing at OCAB will need to conduct self-assessments on storage needs and begin to digitize, archive or completely dispose of unnecessary paper based documentation. Facilities has already identified the need to

REQUEST DETAILS

reduce paper storage, bookshelves, and stand-alone filing cabinets to optimize the floor plates. This activity can be a timely process and does not require an external consultant to identify this opportunity.

It is important to undertake this initiative in 2024 as the current capacity of OCAB has already been reached, with minimal options for growth to support additional employees. In addition, with all employees having dedicated space, regardless of their in-office schedule, the building is at capacity despite only being partially occupied on any given day. As a result, the County would be in a position to seek out additional office space to support growth and part-time needs (i.e. students) at an additional cost while existing space sits underutilized.

BUDGET REQUIREMENTS

| | One-time | Base | Total Budget |
|-------------------------|---------------|------------|---------------|
| Revenues | | | |
| Federal Restart Reserve | \$60,000 | - | \$60,000 |
| Total revenues | 60,000 | - | 60,000 |
| Capital | | | |
| Consultation & Planning | 60,000 | - | 60,000 |
| Total capital | 60,000 | - | 60,000 |
| County Levy | \$- | \$- | \$- |

New Initiative – Woodland Planter Attachment

NI 2024-02

SUMMARY

The purpose of this new initiative is to acquire a portable agricultural implement called The Firminator for the purpose of establishing tall grass prairie (TGP) and native wildflower sites, as well as, increase the efficiency of habitat establishment by providing a more cohesive mix of native vegetation resulting in more productive ecosystems which support deciduous species tree growth. Through the implementation of this initiative, staff will have a higher degree of control over all stages of TGP establishment and will be more effective both in the utilization of seed and of space available on County-owned land.

STRATEGIC PLAN



Preserve and enhance our natural environment

REQUEST DETAILS

Background:

Innovation in tree plantation design in southwestern Ontario over the last few years has started to shift the typical conifer monoculture toward a mix of deciduous tree species with the ultimate goal of establishing an Oak Savannah. Establishing this particular ecosystem type relies in part on the introduction of prairie grasses and a dedicated implement will greatly increase the rate at which staff can transition existing tree plantations into this desirable habitat feature.

Since 2018, a number of large sites in the County have been planted in trees but the lengthy timeline needed for deciduous tree seedlings to reach a free-to-grow stage creates an ecological lag between open meadow and closed-canopy forest. Having an implement, such as The Firminator, on hand that cultivates and seeds between rows of trees can effectively eliminate the aforementioned lag, with the added benefit of creating more ideal habitat features for a variety of wildlife and improving seedling tree establishment by reducing competition from invasive grasses and herbaceous plants. Approximately 6 hectares (15 acres) of native wildflower meadows and TGP have been created on County-owned land to date. The process of establishing these ecosystems is highly dependent on contractor availability, specifically site preparation is currently accomplished through herbicide application as a method of deciduous tree competition control. Due to the narrow window in which herbicide can be effectively used and the difficulty accessing sites with larger equipment, the process of establishment of these ecosystems needs to be improved. Further to that, reducing the use of herbicide across the board is desirable both socio-economically and politically.

REQUEST DETAILS

Comments:

In order to maximize the efficiency and effectiveness of the TGP and native wildflower planting program on County-owned property, County staff would purchase an implement called The Firminator. It is a unique agricultural tool that can be towed behind an ATV or UTV and transported on a conventional trailer. The implement is a combination cultivation disk-seed, drill-cultipacker that can handle a variety of seed sizes and dramatically increases the germination rates over broadcast seeding. At present, the only other option to this implement is to contract out the processes for site preparation as this product or a similar product is not available locally to rent.

Owning this implement will result in immediate cost savings with respect to site preparation (i.e. herbicide application) or seeding as such activities can be brought in-house versus this service being contracted out. Current operational costs associated with herbicide application for site preparation are expected to amount to approximately \$17,500 over the next 5 years. Extra seed used to top-dress existing plantings with a poor germination rate will amount to approximately \$10,000 over a 5-year period based on an average of the previous 3 years. Ultimately, once the TPG and native wildflowers ecosystem becomes more fully established, the above costs associated with contracting out herbicide application specific to competition control as well as the cost of extra seed will be eliminated through the in-house use of The Firminator.

This implement is planned to be stored at the Drumbo Patrol Yard and will require the use of Waste Management division’s UTV and a trailer provided by the Transportation division to be used and moved between site locations. Both divisions have been approached and do not anticipate any challenges in loaning their equipment given appropriate lead-times. The implement is anticipated to be used for approximately 65 to 95 staff hours split evenly between spring and fall. Currently 40-48 staff hours each year are dedicated to seeding and facilitating site preparation. The increase in staff time coincides with a planned expansion of areas being seeded.

BUDGET REQUIREMENTS

| | One-time | Base | Total Budget |
|----------------------------------------------------------------|-----------------|------------------|----------------|
| Operating expenses | | | |
| Invasive species control: herbicide application for site prep. | - | (\$3,500) | (\$3,500) |
| Seed: Tall Grass Prairie/Wildflowers | - | (2,000) | (2,000) |
| Total operating expenses | - | (5,500) | (5,500) |
| Capital | | | |
| Agricultural Implement: The Firminator, product and freight | 10,100 | - | - |
| Total capital | 10,100 | - | 10,100 |
| County Levy | \$10,100 | (\$5,500) | \$4,600 |

BUDGET REQUIREMENTS

| | | | |
|------------------------------------------------------|-----------------|------------------|----------------|
| <i>Initiative Gapping – savings on seed purchase</i> | - | 2,000 | 2,000 |
| 2025 Budget Impact | | | |
| 2024 Budget Impact | \$10,100 | (\$3,500) | \$6,600 |

Services Overview

Full-Time Equivalents 22.1 FTE

↑ 1.0
 Base





| Service | Service Description | 2022 Service Level | Service Type |
|---------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| Capital Works Design and Construction | An internal service that provides engineering design and construction project services to Oxford County and Area Municipalities, as well as to some boundary municipalities. | <p>19 Construction contracts awarded (>\$100K)</p> <p>11 Consulting assignments awarded</p> <p>91% Capital Funds Committed</p> | Support |
| Development Review | An internal/external service that provides engineering review of planning applications submitted by the development community, in liaison with Area Municipalities. | <p>75% Planning applications reviewed prior to comment deadline</p> | Support |

- 1.0 FTE Development Review Engineer Full-time** - To provide additional dedicated professional technical support and streamlined service response to the development community and area municipalities within Oxford County in order to allow timely review of development files and effectively manage ongoing residential and employment lands growth. **FTE 2024-02**

Key Performance Indicators

| | 2020 Actual | 2021 Actual | 2022 Actual | 2023 Forecast | 2024 Budget | Target |
|------------------------------------------------------------------------------------|-------------|-------------|-------------|---------------|-------------|--------|
| % design projects completed per year | 74% | 77% | 67% | 85% | 85% | 100% |
| % construction projects completed per year over \$100,000 | 82% | 75% | 70% | 73% | 80% | 100% |
| # of contract awards requiring Council approval (over \$1,000,000) | 5 | 10 | 5 | 7 | 7 | → |
| Capital budget spent (performance to budget) | 61% | 66% | 71% | 65% | 90% | ↑ |
| Total # of CLI-ECA application reviews (previously the Transfer of Review Program) | 19 | 17 | 5 | 8 | 10 | ↑ |
| Total # of Planning Application file reviews (development review) | 430 | 533 | 478 | 394 | 400 | ↑ |

Goals and Objectives

| Description | 2024 | 2025 | 2026 | Strategic Plan | Other Plan Alignment |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|------|------|--------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|
| <p>Design and Construction Engineering Standards for Linear Infrastructure Work to ensure a minimum standard of quality, consistency, and sustainability for the County's linear infrastructure during design and construction.</p> | ● | | |  Continuous improvement and results-driven solutions | Asset Management Plan |
| <p>Implementing Project Management Documentation Guidelines for Capital Delivery Standardization and implementation of Project Management documentation for Capital projects, guided by <i>Project Management Institute</i> best practices.</p> | ● | ● | ● |  Continuous improvement and results-driven solutions | |
| <p>Service Level Standard (SLS) Development Review Work to streamline internal reviews of development files in order to establish clear procedures and assignment of responsibility in support of the <i>More Homes for Everyone Act</i> and its legislated review timelines.</p> | ● | ● | |  Sustainable infrastructure and development | Community Sustainability Plan |
| <p>Enhancement of Development Review Services Enhance development review with expedited assessments, expanded collaboration and adaptable processes to address changing legislation.</p> | ● | ● | ● |  Sustainable infrastructure and development | |

Budget

| | 2023 | 2023 | LESS: 2023 | 2024 | 2024 | 2024 | \$ OVER | % OVER |
|-------------------------------------------|------------------|------------------|---------------|-----------------|------------------|------------------|------------------|--------------|
| | FORECAST | BUDGET* | NON-RECURRING | BASE BUDGET | BUDGET IMPACTS | BUDGET | 2023 BUDGET | 2023 BUDGET |
| OPERATING | | | | | | | | |
| REVENUES | | | | | | | | |
| GENERAL REVENUES | | | | | | | | |
| USER FEES AND CHARGES | (298,400) | (298,400) | - | (34,875) | (121,729) | (455,004) | (156,604) | 52.5% |
| TOTAL GENERAL REVENUES | (298,400) | (298,400) | - | (34,875) | (121,729) | (455,004) | (156,604) | 52.5% |
| INTERDEPARTMENTAL RECOVERIES | | | | | | | | |
| DEPARTMENTAL RECOVERIES | (200,000) | (200,000) | - | - | - | (200,000) | - | - |
| TOTAL INTERDEPARTMENTAL RECOVERIES | (200,000) | (200,000) | - | - | - | (200,000) | - | - |
| TOTAL REVENUES | (498,400) | (498,400) | - | (34,875) | (121,729) | (655,004) | (156,604) | 31.4% |
| EXPENSES | | | | | | | | |
| SALARIES AND BENEFITS | | | | | | | | |
| SALARIES | 1,762,370 | 1,926,770 | - | 106,797 | 103,928 | 2,137,495 | 210,725 | 10.9% |
| BENEFITS | 531,200 | 538,202 | - | 23,797 | 31,326 | 593,325 | 55,123 | 10.2% |
| CAPITAL PROJECT ALLOCATION | (1,000,000) | (1,000,000) | - | - | - | (1,000,000) | - | - |
| GAPPING ALLOCATION | - | (27,300) | 27,300 | - | (20,000) | (20,000) | 7,300 | (26.7%) |
| TOTAL SALARIES AND BENEFITS | 1,293,570 | 1,437,672 | 27,300 | 130,594 | 115,254 | 1,710,820 | 273,148 | 19.0% |
| OPERATING EXPENSES | | | | | | | | |
| MATERIALS | 90,534 | 85,390 | (760) | 6,270 | 17,150 | 108,050 | 22,660 | 26.5% |
| CONTRACTED SERVICES | 1,200 | - | - | - | - | - | - | - |
| TOTAL OPERATING EXPENSES | 91,734 | 85,390 | (760) | 6,270 | 17,150 | 108,050 | 22,660 | 26.5% |
| INTERDEPARTMENTAL CHARGES | | | | | | | | |
| INTERDEPARTMENTAL CHARGES | 264,989 | 273,634 | - | 6,308 | - | 279,942 | 6,308 | 2.3% |
| DEPARTMENTAL CHARGES | 77,131 | 76,496 | - | 20,889 | - | 97,385 | 20,889 | 27.3% |
| TOTAL INTERDEPARTMENTAL CHARGES | 342,120 | 350,130 | - | 27,197 | - | 377,327 | 27,197 | 7.8% |
| TOTAL EXPENSES | 1,727,424 | 1,873,192 | 26,540 | 164,061 | 132,404 | 2,196,197 | 323,005 | 17.2% |
| NET OPERATING | 1,229,024 | 1,374,792 | 26,540 | 129,186 | 10,675 | 1,541,193 | 166,401 | 12.1% |
| CAPITAL | | | | | | | | |
| CAPITAL REVENUES | | | | | | | | |
| CAPITAL PROVINCIAL GRANTS | - | - | - | - | (45,000) | (45,000) | (45,000) | - |
| CAPITAL RESERVE TRANSFER | (220,000) | (220,805) | - | 220,805 | (100,000) | (100,000) | 120,805 | (54.7%) |

| | 2023 | 2023 | LESS: 2023 | 2024 | 2024 | 2024 | \$ OVER | % OVER |
|-------------------------------------|------------------|------------------|---------------|----------------|----------------|------------------|----------------|--------------|
| | FORECAST | BUDGET* | NON-RECURRING | BASE BUDGET | BUDGET IMPACTS | BUDGET | 2023 BUDGET | 2023 BUDGET |
| CAPITAL CONTRIBUTIONS | - | - | - | - | - | - | - | - |
| TOTAL CAPITAL REVENUES | (220,000) | (220,805) | - | 220,805 | (145,000) | (145,000) | 75,805 | (34.3%) |
| CAPITAL EXPENSES | 243,188 | 244,805 | (24,000) | (220,805) | 147,000 | 147,000 | (97,805) | (40.0%) |
| NET CAPITAL | 23,188 | 24,000 | (24,000) | - | 2,000 | 2,000 | (22,000) | (91.7%) |
| SUMMARY | | | | | | | | |
| TOTAL REVENUES | (718,400) | (719,205) | - | 185,930 | (266,729) | (800,004) | (80,799) | 11.2% |
| TOTAL EXPENSES | 1,970,612 | 2,117,997 | 2,540 | (56,744) | 279,404 | 2,343,197 | 225,200 | 10.6% |
| TOTAL LEVY | 1,252,212 | 1,398,792 | 2,540 | 129,186 | 12,675 | 1,543,193 | 144,401 | 10.3% |
| % BUDGET INCREASE (DECREASE) | | | 0.2% | 9.2% | 0.9% | 10.3% | | |

* May include in-year approved transfer and/or account reclassifications in accordance with Purchasing Policy No. 6.07

Budget Impact Details

| | REFERENCE | OPERATING EXPENSES | CAPITAL EXPENSES | REVENUES | TAXATION | % |
|------------------------------------------------|----------------------------|--------------------|------------------|----------------|-----------------|---------------|
| ONE-TIME ITEMS | | | | | | |
| ENG-Gas detector | | 2,000 | - | - | 2,000 | 0.1% |
| | | 2,000 | - | - | 2,000 | 0.1% |
| SERVICE LEVEL | | | | | | |
| ENG-Development Engineer FTE | FTE2024-02 | 136,554 | 2,000 | 121,729 | 16,825 | 1.2% |
| | | 136,554 | 2,000 | 121,729 | 16,825 | 1.2% |
| NEW INITIATIVES | | | | | | |
| ENG-Builterra Construction Inspection Software | NI2024-03 | 13,850 | - | - | 13,850 | 1.0% |
| | | 13,850 | - | - | 13,850 | 1.0% |
| INITIATIVE GAPPING | | | | | | |
| ENG-Development Engineer FTE | FTE2024-02 | (20,000) | - | - | (20,000) | (1.4%) |
| | | (20,000) | - | - | (20,000) | (1.4%) |
| MINOR CAPITAL | | | | | | |
| ENG-Robotic total station | | - | 45,000 | 45,000 | - | |
| ENG-Infrastructure Design Guidelines Update | | - | 100,000 | 100,000 | - | |
| | | - | 145,000 | 145,000 | - | |
| TOTAL | | 132,404 | 147,000 | 266,729 | 12,675 | 0.9% |

Capital Budget

| PROJECT # AND NAME | DESCRIPTION | ASSET ACTIVITY | ASSET RATING | TOTAL | 2024 REQUEST** | 2025 | 2026-2033 |
|-------------------------------------------|--------------------------------------------------------|------------------------------|--------------|-----------|----------------|------|-----------|
| COMPUTER EQUIPMENT | | | | | | | |
| 290000 - Computer Equipment | Development Review Engineer (FTE 2024-02) | Expansion | N/A | \$2,000 | 2,000 | - | - |
| EQUIPMENT | | | | | | | |
| 290000 - Equipment | Robotic Total Station | Replacement | Fair | \$45,000 | 45,000 | - | - |
| STUDIES | | | | | | | |
| 900031 - Infrastructure Design Guidelines | Updating County Design Standards for all linear assets | Non-infrastructure solutions | N/A | \$100,000 | 100,000 | - | - |
| | | | | \$147,000 | \$147,000 | \$0 | \$0 |

** The 2024 Request represents the additional or new project budget requested and does not include the Carry Forward Budget for prior year's approved budget not spent.

FTE Change – Development Review Engineer

FTE 2024-02

| SUMMARY | |
|---------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Type of FTE request | Service Level |
| Classification | Full-time - Permanent |
| Job Title | Development Review Engineer |
| FTE | 1.0 |
| Description | In response to Report No. CP 2023-250 and CS 2023-29, this position is required to provide additional dedicated professional technical support and streamlined service response to the development community within Oxford County in order to allow timely review of development files and effectively manage ongoing residential and employment lands growth. |

STRATEGIC PLAN



Continuous improvement and results-driven solutions

REQUEST DETAILS

The cost for this Development Review Engineer FTE is substantially offset (~ 90%) by cost recovery derived from the County’s Fees and Charges By-law to ensure development growth continues to pay for itself and costs are not indirectly passed to existing taxpayers.

Background:

In response to rapid growth in Oxford County over recent years, the Engineering Services division of Public Works has gradually established a small Development Review Engineering team dedicated to serving the development community within Oxford County. The most recent addition in 2023 solidified the team with a new Supervisor of Development Engineering to oversee staff (which includes 1 - Development Review Engineer and 1 - Development Review Technician) and ensure that consistent, accurate, accountable, and efficient development review services occur, and Public Works infrastructure (assets to be assumed) comply with County standards and other regulatory authorities.

Over the last few years, the Province has enacted and/or proposed a broad range of changes to various planning/development related legislation, regulations, policies, programs and other implementation measures as part of the implementation of their *Housing Supply Action Plan*. It is expected that more changes will be forthcoming from the Province as part of the next phases of their action plan implementation. To

REQUEST DETAILS

date, Council has received a number of Community Planning (CP) and Corporate Services (CS) staff reports outlining these various changes and their potential impacts at the municipal level, including increased demand on staffing and other resources.

Recent reports include:

- *More Home For Everyone Act*, 2022 (Bill 109), Report No. [CP 2022-180](#);
- *More Homes Built Faster Act* (Bill 23), Reports No. [CP 2022-407](#) and [CP 2022-413](#);
- Municipal Resource Impacts Resulting from Bill 23, Report No. [CS 2022-49](#);
- *Review of A Place to Grow, Growth Plan for the Greater Golden Horseshoe* (APTG) and the *Provincial Policy Statement* (PPS), Reports No. [CP 2023-126](#), [CP 2023-144](#) & [CP 2023-194](#); and
- Community Planning Resource Considerations [CP 2023-250](#).

The need for the Supervisor of Development Engineering was identified and approved in the [2023 Business Plan & Budget](#). Furthermore, report [CS 2022-49](#) indicated that any additional Public Works staffing needed to assist with development review would be further assessed once the Supervisor of Development Engineering was in place.

Considering the existing heavy workload, increasing complexity of development proposals, forecasted growth projections, and impacts from various legislative changes (in attempt to accelerate housing/development) by the Province, the Supervisor of Development Engineering and Public Works Management is of collective opinion that it is appropriate to recruit an additional Development Review Engineer FTE to ensure that an adequate level of service continues moving forward.

Comments:

In alignment with the Province's housing goal to build 1.5 million homes by 2031, the County of Oxford, along with many other Ontario municipalities, will continue to experience significant growth/development for the unforeseeable future. Based on the most recent projections (from [2020 Phase One: Comprehensive Review, Oxford County](#), and updated based on [2021 Census data](#)), population growth and employment growth in Oxford County is forecasted to increase by approximately 38,000 and 16,000 respectively from 2021 to 2046. At time of writing this FTE Change request, it is understood that updated growth projections for residential and non-residential (employees) will be determined through the ongoing 2024 Development Charge Background Study. It's anticipated that the Public Works Development Review team will need to continue to grow as Oxford County grows/as rate of development activity increases.

With this additional FTE, it's believed that the Development Review team will have a more appropriate staffing compliment to:

- Ensure timely and high quality development review services are upheld considering forecasted increases in volumes and technical complexity of development (e.g. more large-scale industrial and high density intensification, etc.). It will be imperative to ensure that an appropriate level of service can consistently be provided (including during peak development times) to avoid the risk of having to refund fees (e.g. requirement to process select development applications within 60 days, as per *Bill 109*).

REQUEST DETAILS

- It's noted that the Development Review Technician assists the team with reviewing applications (e.g. Consent, Zone Change, Minor Variance applications) and inspecting the site servicing of public works infrastructure to be assumed and operated/maintained by the County. As development infrastructure servicing increases (e.g. subdivisions), it's anticipated that the Development Review Technician's time will need to be increasingly devoted to field inspections to ensure that infrastructure is being installed and tested in compliance with County & Ministry of Environment Conservation and Parks (MECP) standards/requirements (incl. satisfying conditions of the County's Consolidated Linear Asset Environmental Compliance Approvals for sanitary and storm infrastructure). Increased inspection levels will result in less time available for the Technician to assist with office tasks, which will lead to increased development review tasks/file management by the Development Engineer(s).
- Enhance development review outreach/collaboration with Area Municipalities and provide additional support for economic development opportunities, amongst other initiatives.
- Increase involvement in secondary plans
 - In consultation with CP staff, various secondary plan studies are expected to be undertaken in the near future (e.g. to consider settlement boundary expansions). Presently, the Supervisor of Development Engineering has been solely involved from a Public Works Development Review standpoint on secondary plans in progress; however, staff's opinion is that this approach is not sustainable considering other responsibilities and initiatives. With approval of this FTE request, it's envisioned that the Development Review Engineers will serve more prominent roles in reviewing these studies under general oversight and support of the Supervisor.
- Implement new development related initiatives including processes/standards/guidelines (e.g. related to reviewing servicing strategies and capacity for Additional Residential Units/intensification, field inspection requirements, infrastructure related policies/standards, etc.).
- Assist Public Works capital delivery teams with implementation of Public Works Master Plans including reviewing designs of critical growth related infrastructure and ensuring integration with development proposals. It is presumed that a portion of these services will be a benefit-to-existing; thus, can be levied accordingly.

BUDGET REQUIREMENTS

| | One-time | Base | Total Budget |
|------------------------------------------------------------------------------------|----------------|------------------|------------------|
| Revenues | | | |
| Development Review Fee Revenue – 2024 Fees and Charges | \$- | \$121,729 | \$121,729 |
| Total revenues | - | 121,729 | 121,729 |
| Salaries and benefits | - | 135,254 | 135,254 |
| Operating expenses | | | |
| Membership Dues and Subscriptions | - | 250 | 250 |
| Advertising | 500 | - | 500 |
| Telecommunications: Cell phone and monthly fee | 300 | 250 | 550 |
| Total operating expenses | 800 | 500 | 1,300 |
| Capital | | | |
| Computer Equipment: Laptop | 2,000 | - | 2,000 |
| Total capital | 2,000 | - | 2,000 |
| County Levy | \$2,800 | \$14,025 | \$16,825 |
| <i>Initiative Gapping – position start March 2024</i> 2025 Budget Impact | - | 20,000 | 20,000 |
| 2024 Budget Impact | \$2,800 | (\$5,975) | (\$3,175) |

New Initiative – Builterra Construction Inspection Software

NI 2024-03

SUMMARY

This new initiative is focused on integrating the Builterra construction inspection software into the County’s project management and reporting processes. Builterra is a cloud-based software solution designed to streamline and enhance construction inspection reporting. This initiative aims to modernize our approach to construction inspections by digitizing data collection, improving collaboration, and ensuring accurate and efficient record-keeping of our Capital construction projects.

STRATEGIC PLAN



Continuous improvement and results-driven solutions

REQUEST DETAILS

Daily inspection reporting and record-keeping are vital components of efficient construction project management. Historically, our organization has relied on mostly manual and paper-based methods for daily inspection reporting and record-keeping. This approach can be time-consuming, error-prone and challenging to maintain consistent records. To address this, as well as improve project efficiency and construction inspection reporting, the proposed initiative is to implement Builterra construction inspection software.

The need for a streamlined daily inspection reporting and record-keeping process is evident. The current manual approach hinders data accessibility, real-time reporting and efficient data analysis. A digital solution is essential to improve inspection efficiency, enhance data accuracy and enable seamless record-keeping. Builterra is a cloud-based software solution designed to streamline construction inspection workflows, digitize data collection and enhance collaboration among project stakeholders. The subject of this new initiative is important as it directly impacts the accuracy and efficiency of daily inspections, ensuring compliance with regulatory requirements, and delivery of high-quality construction projects and construction project reporting needs.

While there are other digital solutions that are comparable to Builterra, Builterra surpasses competitors with its user customization, allowing seamless tailoring of inspection forms, real-time mobile accessibility that enhances on-site data collection, ultimately streamlining and adding efficiency to the construction inspection process like no other, and is the preferred solution for both municipal and private construction inspection.

The implementation of Builterra is essential to meet the organization's needs and direction for streamlined daily inspection reporting and record-keeping. The proposed software will address the following and more:

- **Efficient Reporting:** Builterra's digital data collection capabilities enable inspectors to generate daily inspection reports promptly from both mobile and remote laptop applications, reducing time spent on paperwork and filing of those documents.
- **Save Time and Effort:** Automation reduces the time spent on paperwork, enabling inspectors to focus on other essential tasks and duties assigned.

REQUEST DETAILS

- Real-time Data Sharing: The cloud-based platform ensures instant data sharing and access, allowing project teams to make informed decisions promptly, share project status and off-load project reporting to others when needed.
- Improved Accuracy and Replication: Builterra's digital data entry minimizes the risk of human errors, keeps reporting across all projects and inspectors consistent ensuring reliable and accurate inspection records.
- Centralized Record-Keeping: All inspection records are securely stored in one centralized location, making it easier to access, search, and manage records efficiently. Data can also be uploaded from a centralized location and saved in other locations as needed.
- Compliance and Documentation: A digital system ensures better documentation and regulatory compliance, keeping daily inspection reports, daily picture reports, and other reporting like service sheet connection data consistent, documented, and stored safely.

The implementation timeline for Builterra, if approved, will include further system and user setup, data migration, and as needed, some user training in Q1 of 2024 ahead of construction projects commencing for 2024. A limited pilot test of the Builterra software is currently underway on selected projects, the trial testing was approved to help gain an understanding of the applications features, outputs and overall use. A daily inspection template and daily picture report template was created and are now being utilized in the software pilot test. Throughout the pilot testing we have been evaluating the software's performance in real-world scenarios, making any necessary refinements and gathering positive feedback from the pilot users.

Using Builterra Construction Inspection Software involves costs associated with acquiring annual licenses for each user. The cost and budget requirements is dependent on factors such as the number of users, the features required and any additional services or support packages. The primary cost associated with using Builterra is the per user annual license fees. These fees grant each user access to the software's features and functionalities. The cost of these licenses can vary based on the subscription tier chosen, which determines the level of access, support and features included. The 2024 cost includes licenses for five (5) full time Public Works Technicians running a Pro level tier license, one (1) full time Development Review Technician on a pro level license, including one (1) Administrator level tier license and two (2) Co-op Engineering Students operating on a Standard level tier license. Other costs associated would be for further form customization and implementation requirements. The costs associated with the proposal are detailed in the Budget Requirements table below.

The adoption of Builterra construction inspection software presents an opportunity to transform daily inspection reporting and record-keeping processes for the County. Builterra software will improve project efficiencies for our inspectors, keep data consistent and improve data accuracy. The transition from manual processes to digital automation for inspection reporting will advance our daily inspection processes, record keeping and project reporting abilities having an overall positive impact on programs and projects within the organization.

BUDGET REQUIREMENTS

| | One-time | Base (Annual) | Total Budget |
|--------------------------------------------------------------------------------------------------|----------------|-----------------|-----------------|
| Operating expenses | | | |
| Enterprise/Administrator Level License (Annual Fee) x 1 | | \$1,695 | \$1,695 |
| Pro Level License – Construction Inspector (Annual Fee) x 6 | | 8,370 | 8,370 |
| Standard Level License – Co-op Students (Annual Fee) x 2 | | 1,590 | 1,590 |
| Form Customization & Implementation (2024 One-Time Cost – Service Sheet Form) | 1,500 | | 1,500 |
| CAD/Mapping Feature (Annual Fee – Service Sheet Plan Sketch Features Subscription & Maintenance) | | 695 | 695 |
| Total operating expenses | 1,500 | 12,350 | 13,850 |
| County Levy | \$1,500 | \$12,350 | \$13,850 |

Services Overview

Full-Time Equivalents **37.1 FTE**

↓0.2
 Base





| Service | Service Description | 2022 Service Level | Service Type |
|------------------------------------------------------------------------------------------|-------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|
| Transportation System Planning, Operations, Traffic and Corridor Management, Road Safety | An external service that provides a km of roadway to a road user. | <p>1,331 Lane kilometers of roadway operated and maintained</p> <p>34 Kilometers of new road resurfacing / reconstruction</p> <p>11 New traffic speed feedback signs installed</p> <p>4 New controlled pedestrian crossing implemented</p> <p>54 Snow plow responses to winter events (2022/23 season)</p> | Public Health & Safety |

- **(1.3) FTE Student**
- **(0.9) FTE Winter Truck and Backhoe Operator**
- **2.0 FTE Permanent Truck and Backhoe Operator Full-time** - Convert seasonal summer students and temporary seasonal staff into two year-round permanent positions

Key Performance Indicators

| | 2020 Actual | 2021 Actual | 2022 Actual | 2023 Forecast | 2024 Budget | Target |
|------------------------------------------------------------------------|-------------|-------------|-------------|---------------|-------------|--------|
| % of Roads with a pavement condition index of good or higher (Lane km) | 89% | 89% | 82% | 74% | 72% | 85% |
| Paved (hard top) road maintenance – cost/lane kilometer | \$3,478 | \$4,126 | \$4,526 | \$3,947 | \$4,273 | ↓ |
| Bridges and culverts maintenance – cost/square meter of surface area | \$6.24 | \$12.53 | \$5.26 | \$7.53 | \$7.49 | ↓ |
| Traffic operations and roadside maintenance – cost/lane kilometer | \$2,604 | \$3,028 | \$3,950 | \$3,245 | \$3,231 | ↓ |
| Winter control operations – cost/lane kilometer | \$1,965 | \$1,939 | \$2,187 | \$2,277 | \$2,228 | ↓ |
| Winter control compliance to Minimum Maintenance Standards | 100% | 100% | 100% | 100% | 100% | 100% |

Goals and Objectives

| Description | 2024 | 2025 | 2026 | Strategic Plan | Other Plan Alignment |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|------|------|--------------------------------------------------------------------------------------------------------------------------------|----------------------------|
| <p>Ongoing Implementation of County-wide Traffic Calming/Speed Management Measures County-wide implementation of evidence based speed management, traffic calming and road safety measures.</p> | ● | ● | ● |  Community health, safety and well-being | Transportation Master Plan |
| <p>Transportation Master Plan Implementation Ongoing strategic capital and program implementation of the 2024 Transportation Master Plan to promote sustainable multi-modal transportation infrastructure to move people and goods into and throughout the County, with enhancements to overall transportation network connectivity and mobility choices.</p> | ● | ● | ● |  Connected people and places | |
| <p>Review of Potential Development of County-wide Automated Speed Enforcement (ASE) Program County-wide municipal planning for the potential ASE implementation (photo radar) in school zones and community safety zones.</p> | ● | | |  Community health, safety and well-being | Transportation Master Plan |
| <p>Cycling Master Plan Implementation Ongoing strategic implementation of the 2021 Cycling Master Plan to construct cycling infrastructure within the primary cycling network that will afford greater connectivity between urban/rural settlement areas, neighbouring municipalities, local cycling/trail networks, tourist destinations and employment areas.</p> | ● | ● | ● |  Connected people and places | Transportation Master Plan |

Budget

| | 2023 | 2023 | LESS: 2023 | 2024 | 2024 | 2024 | \$ OVER | % OVER |
|----------------------------------------|-------------------|-------------------|-----------------|-----------------|----------------|-------------------|------------------|---------------|
| | FORECAST | BUDGET* | NON-RECURRING | BASE BUDGET | BUDGET IMPACTS | BUDGET | 2023 BUDGET | 2023 BUDGET |
| OPERATING | | | | | | | | |
| REVENUES | | | | | | | | |
| GENERAL REVENUES | | | | | | | | |
| USER FEES AND CHARGES | (468,619) | (389,250) | - | (93,900) | - | (483,150) | (93,900) | 24.1% |
| TOTAL GENERAL REVENUES | (468,619) | (389,250) | - | (93,900) | - | (483,150) | (93,900) | 24.1% |
| OTHER REVENUES | | | | | | | | |
| RESERVE TRANSFER | (74,500) | (74,500) | 7,500 | 67,000 | - | - | 74,500 | (100.0%) |
| TOTAL OTHER REVENUES | (74,500) | (74,500) | 7,500 | 67,000 | - | - | 74,500 | (100.0%) |
| TOTAL REVENUES | (543,119) | (463,750) | 7,500 | (26,900) | - | (483,150) | (19,400) | 4.2% |
| EXPENSES | | | | | | | | |
| SALARIES AND BENEFITS | | | | | | | | |
| SALARIES | 2,583,840 | 2,597,039 | - | 195,321 | 29,477 | 2,821,837 | 224,798 | 8.7% |
| BENEFITS | 745,797 | 745,797 | - | 61,967 | 36,800 | 844,564 | 98,767 | 13.2% |
| TOTAL SALARIES AND BENEFITS | 3,329,637 | 3,342,836 | - | 257,288 | 66,277 | 3,666,401 | 323,565 | 9.7% |
| OPERATING EXPENSES | | | | | | | | |
| MATERIALS | 3,061,488 | 3,001,325 | (2,500) | 30,939 | (206,400) | 2,823,364 | (177,961) | (5.9%) |
| CONTRACTED SERVICES | 1,621,191 | 1,614,390 | (17,500) | 29,590 | 466,400 | 2,092,880 | 478,490 | 29.6% |
| RENTS AND FINANCIAL EXPENSES | 33,100 | 30,300 | - | 3,750 | - | 34,050 | 3,750 | 12.4% |
| EXTERNAL TRANSFERS | 5,000 | 5,000 | - | 150 | - | 5,150 | 150 | 3.0% |
| TOTAL OPERATING EXPENSES | 4,720,779 | 4,651,015 | (20,000) | 64,429 | 260,000 | 4,955,444 | 304,429 | 6.5% |
| DEBT REPAYMENT | | | | | | | | |
| PRINCIPAL REPAYMENT | 174,983 | 174,983 | - | 967 | - | 175,950 | 967 | 0.6% |
| INTEREST REPAYMENT | 9,898 | 9,898 | - | (4,540) | - | 5,358 | (4,540) | (45.9%) |
| TOTAL DEBT REPAYMENT | 184,881 | 184,881 | - | (3,573) | - | 181,308 | (3,573) | (1.9%) |
| RESERVE TRANSFERS | | | | | | | | |
| CONTRIBUTIONS TO CAPITAL RESERVES | 11,264,000 | 11,264,000 | - | 699,000 | 250,000 | 12,213,000 | 949,000 | 8.4% |
| DEVELOPMENT CHARGES EXEMPTIONS | 600,000 | 240,000 | - | 260,000 | - | 500,000 | 260,000 | 108.3% |
| TOTAL RESERVE TRANSFERS | 11,864,000 | 11,504,000 | - | 959,000 | 250,000 | 12,713,000 | 1,209,000 | 10.5% |
| INTERDEPARTMENTAL CHARGES | | | | | | | | |
| INTERDEPARTMENTAL CHARGES | 3,064,098 | 3,294,370 | - | 212,712 | 2,400 | 3,509,482 | 215,112 | 6.5% |
| DEPARTMENTAL CHARGES | 195,384 | 194,494 | - | (10,009) | - | 184,485 | (10,009) | (5.1%) |
| TOTAL INTERDEPARTMENTAL CHARGES | 3,259,482 | 3,488,864 | - | 202,703 | 2,400 | 3,693,967 | 205,103 | 5.9% |

| | 2023 | 2023 | LESS: 2023 | 2024 | 2024 | | \$ OVER | % OVER |
|-------------------------------------|--------------|--------------|---------------|--------------|----------------|--------------|--------------|-------------|
| | FORECAST | BUDGET* | NON-RECURRING | BASE BUDGET | BUDGET IMPACTS | 2024 BUDGET | 2023 BUDGET | 2023 BUDGET |
| TOTAL EXPENSES | 23,358,779 | 23,171,596 | (20,000) | 1,479,847 | 578,677 | 25,210,120 | 2,038,524 | 8.8% |
| NET OPERATING | 22,815,660 | 22,707,846 | (12,500) | 1,452,947 | 578,677 | 24,726,970 | 2,019,124 | 8.9% |
| CAPITAL | | | | | | | | |
| CAPITAL REVENUES | | | | | | | | |
| USER FEES AND CHARGES | - | - | - | - | - | - | - | - |
| OTHER REVENUE | - | - | - | - | - | - | - | - |
| CAPITAL FEDERAL GRANTS | (5,035,000) | (5,035,000) | - | 1,643,500 | (551,000) | (3,942,500) | 1,092,500 | (21.7%) |
| CAPITAL PROVINCIAL GRANTS | (3,828,500) | (3,633,000) | - | (7,437,000) | (250,000) | (11,320,000) | (7,687,000) | 211.6% |
| CAPITAL RESERVE TRANSFER | (14,345,402) | (14,919,845) | - | (3,426,505) | (709,000) | (19,055,350) | (4,135,505) | 27.7% |
| CAPITAL DEVELOPMENT CHARGES | (1,012,650) | (1,247,575) | - | (3,750,275) | (300,000) | (5,297,850) | (4,050,275) | 324.7% |
| CAPITAL CONTRIBUTIONS | (2,106,775) | (2,476,775) | - | 1,176,775 | (953,500) | (2,253,500) | 223,275 | (9.0%) |
| TOTAL CAPITAL REVENUES | (26,328,327) | (27,312,195) | - | (11,793,505) | (2,763,500) | (41,869,200) | (14,557,005) | 53.3% |
| CAPITAL EXPENSES | 26,330,727 | 27,312,195 | - | 11,803,505 | 3,487,800 | 42,603,500 | 15,291,305 | 56.0% |
| NET CAPITAL | 2,400 | - | - | 10,000 | 724,300 | 734,300 | 734,300 | - |
| SUMMARY | | | | | | | | |
| TOTAL REVENUES | (26,871,446) | (27,775,945) | 7,500 | (11,820,405) | (2,763,500) | (42,352,350) | (14,576,405) | 52.5% |
| TOTAL EXPENSES | 49,689,506 | 50,483,791 | (20,000) | 13,283,352 | 4,066,477 | 67,813,620 | 17,329,829 | 34.3% |
| TOTAL LEVY | 22,818,060 | 22,707,846 | (12,500) | 1,462,947 | 1,302,977 | 25,461,270 | 2,753,424 | 12.1% |
| % BUDGET INCREASE (DECREASE) | | | (0.1%) | 6.4% | 5.7% | 12.1% | | |

* May include in-year approved transfer and/or account reclassifications in accordance with Purchasing Policy No. 6.07

Budget Impact Details

| | REFERENCE | OPERATING EXPENSES | CAPITAL EXPENSES | REVENUES | TAXATION | % |
|------------------------------------------------|-----------|--------------------|------------------|------------------|------------------|---------------|
| ONE-TIME ITEMS | | | | | | |
| RDS-Storm Water Monitoring Plan Development | | 50,000 | - | - | 50,000 | 0.2% |
| RDS-Snow removal equipment rental for Highland | | 10,000 | - | - | 10,000 | 0.0% |
| RDS-Speed Counts | | 50,000 | - | - | 50,000 | 0.2% |
| | | 110,000 | - | - | 110,000 | 0.5% |
| SERVICE LEVEL | | | | | | |
| RDS-Roads re-organization FTE | FTE | 66,277 | - | - | 66,277 | 0.3% |
| RDS-Stover St/OR59 Blvd Restoration | | 20,000 | - | - | 20,000 | 0.1% |
| RDS-Flammable Storage Container | | 2,000 | - | - | 2,000 | 0.0% |
| RDS-Outsourcing Line Painting | | 116,400 | - | - | 116,400 | 0.5% |
| RDS-Transnomis Permit Central software | | 11,600 | - | - | 11,600 | 0.1% |
| RDS-Roads Capital Increase (AMP) | | 250,000 | - | - | 250,000 | 1.1% |
| | | 466,277 | - | - | 466,277 | 2.1% |
| NEW INITIATIVES | | | | | | |
| RDS-Emergency Road Closed Trailers | NI2024-04 | 4,800 | 32,800 | - | 37,600 | 0.2% |
| | | 4,800 | 32,800 | - | 37,600 | 0.2% |
| INITIATIVE GAPPING | | | | | | |
| RDS-Emergency Road Closed Trailers | NI2024-04 | (2,400) | - | - | (2,400) | (0.0%) |
| | | (2,400) | - | - | (2,400) | (0.0%) |
| MINOR CAPITAL | | | | | | |
| RDS-Sign Truck attachments | | - | 15,000 | - | 15,000 | 0.1% |
| | | - | 15,000 | - | 15,000 | 0.1% |
| INFRASTRUCTURE CAPITAL | | | | | | |
| RDS-New Pedestrian Crossings | | - | 265,000 | - | 265,000 | 1.2% |
| RDS-Intersection Upgrades-Punkeydoodles | | - | 1,000,000 | 1,000,000 | - | - |
| RDS-Intersection Illumination-Punkeydoodles | | - | 50,000 | 33,500 | 16,500 | 0.1% |
| RDS-Intersection Upgrades | | - | 220,000 | - | 220,000 | 1.0% |
| RDS-Bike Lanes - CR24 | | - | 500,000 | 500,000 | - | - |
| RDS-OR 4 at OR 15 (Class EA Study) | | - | 300,000 | 300,000 | - | - |
| RDS-New Guiderails | | - | 350,000 | 350,000 | - | - |
| RDS-Traffic Calming | | - | 175,000 | - | 175,000 | 0.8% |
| RDS-Strik Drain Stormwater Management | | - | 580,000 | 580,000 | - | - |
| | | - | 3,440,000 | 2,763,500 | 676,500 | 3.0% |
| TOTAL | | 578,677 | 3,487,800 | 2,763,500 | 1,302,977 | 5.7% |

Capital Budget

| PROJECT # AND NAME | DESCRIPTION | ASSET ACTIVITY | ASSET RATING | TOTAL | 2024 REQUEST** | 2025 | 2026-2033 |
|-----------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|--------------|-------------|----------------|-----------|-----------|
| BRIDGES & CULVERTS | | | | | | | |
| 930200 - Bridge Rehab | Various repairs as identified in the Bridge Needs Study. | Renewal | Fair | \$250,000 | 250,000 | - | - |
| 930200 - Bridge Rehab | Guiderail installations on various structures as identified in Guide Rail Study. | Expansion | N/A | \$500,000 | 500,000 | - | - |
| 930200 - Bridge Rehab | Rehabilitation of Structure: 59755 - CR 59, 0.4km N of 35 (Construction 2024) | Renewal | Fair | \$8,500,000 | 8,500,000 | - | - |
| 930200 - Bridge Rehab | Rehabilitation of Structure: 784064 - OR 33, 0.4 km E of 6 (Construction 2024) | Renewal | Fair | \$2,100,000 | 2,100,000 | - | - |
| 930200 - Bridge Rehab | Rehabilitation of Structure: 843164 - OR 16, 1.9km E of 119 (Construction 2024) | Renewal | Fair | \$665,000 | 665,000 | - | - |
| 930200 - Bridge Rehab | Rehabilitation of Structure: 886609 - OR 8, 2.7km E of 22 (Construction 2024) | Renewal | Fair | \$900,000 | 900,000 | - | - |
| 930200 - Bridge Rehab | Rehabilitation of Structure: 263548 - OR 27, 0.1km E of 10 (Construction 2024) | Renewal | Poor | \$850,000 | 850,000 | - | - |
| 930200 - Bridge Rehab | Design for 2024 Construction & 2024 Inspection | Non- infrastructure solutions | N/A | \$60,000 | 60,000 | - | - |
| 930200 - Bridge Rehab | 2024 Design and 2026 Construction for Various Structures: - 686444 - CR 2 (1.7km E of 22 to Boundary) - 194950 - CR 2 (0.5km S of 2) - 773216 - CR 59 (0.15km S of 18) | Renewal | Fair | \$3,300,000 | 350,000 | - | 2,950,000 |
| 930200 - Bridge Rehab | 2024 Design and 2025 Construction for Various Structures: - 774050 - CR 16 (0.01 km E of 31st Line) - 225536 - CR 14 (3.2km N or CR 21) - 843613 - CR 16 (0.1km E of 31st Line) - 843977 - CR 6 (0.5km W of CR 6) - 374623 - CR 19 - Main St (2.1km W of CR 59) | Renewal | Fair | \$5,220,000 | 320,000 | 4,900,000 | - |
| BUILDING | | | | | | | |
| 911300 - Roads Facilities General | Sand Dome Inspections | Non- infrastructure solutions | N/A | \$11,000 | 11,000 | - | - |
| 911300 - Roads Facilities General | Various Patrol Yards Pad Mount Generator w/transfer Design Update for Installed EVC's | Non- infrastructure solutions | N/A | \$10,000 | 10,000 | - | - |
| EQUIPMENT | | | | | | | |
| 234000 - Equipment | De-icing liquid storage tank, plumbing and pump | Maintenance | Poor | \$27,000 | 27,000 | - | - |

| PROJECT # AND NAME | DESCRIPTION | ASSET ACTIVITY | ASSET RATING | TOTAL | 2024 REQUEST** | 2025 | 2026-2033 |
|----------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|--------------|-------------|----------------|-----------|-----------|
| ROADS | | | | | | | |
| 930002 CR 2 | OR 2 - OR 12 to West Limit Woodstock - Design 2024/2025, Construction 2026 | Replacement | Fair | \$3,200,000 | 150,000 | 50,000 | 3,000,000 |
| 930003 CR 3 | Road reconstruction (2024, 2025) of Oxford Road 3/Main Street as part of Princeton Drainage project. | Replacement | Fair | \$2,700,000 | 1,350,000 | 1,350,000 | - |
| 930004 CR 4 | OR 4 at OR 15 Intersection - Class EA study 2024 Alternatives to be presented to Council once completed, along with project cost estimates, funding options, and implications. | Non-infrastructure solutions | Fair | \$300,000 | 300,000 | - | - |
| 930008 CR 8 | Roundabout at CR 8 and CR 36 - Design 2023, Construction 2024 | Expansion | N/A | \$1,500,000 | 1,500,000 | - | - |
| 930009 CR 9 | CR 9 (Ingersoll Rd) Reconstruction (Tracks to City Limit) and Road Resurfacing to CR 2 - Construction 2024 | Replacement | Poor | \$1,350,000 | 1,350,000 | - | - |
| 930009 CR 9 | OR 9 (Hamilton/King) Ingersoll - Road reconstruction west of OR10 - Design 2024, Construction 2025 | Replacement | Good | \$2,800,000 | 50,000 | 2,750,000 | - |
| 930015 CR 15 | Intersection improvements at Springbank Ave. | Expansion | N/A | \$550,000 | 550,000 | - | - |
| 930016 CR 16 | CR 16 Phase 2 2024 Construction (27th Line to east limit of Kintore) | Replacement | Poor | \$5,800,000 | 5,800,000 | - | - |
| 930035 CR 35 | CR 35 (Devonshire Ave) - Road Reconstruction (CR 59 (Vansittart) to CR 54 (Huron)) Design 2023-24, Construction 2025 | Replacement | Fair | \$4,850,000 | 50,000 | 4,800,000 | - |
| 930059 CR 59 | OR59 (Vansittart) Devonshire to Bridge - Design 2024, Construction 2025 | Replacement | Fair | \$420,000 | 20,000 | 400,000 | - |
| 930070 Guide Rails | County-wide guide rail improvements based on needs study | Expansion | N/A | \$350,000 | 350,000 | - | - |
| 930076 Pedestrian Crossings | Signalized pedestrian crossings at various locations - OR 53/Tillson Ave - Tillsonburg at Annandale PS - Construction 2024 - OR 18/Main St Norwich - Construction 2024 - OR 15/Parkinson Rd - Woodstock at Fyfe Ave - Design 2024 - OR 20/North St at Coulthard - Tillsonburg - Design 2024 | Expansion | N/A | \$265,000 | 265,000 | - | - |
| 930077 Intersection Upgrades | Punkeydoodles Corner - turning lanes, intersection realignment Project is cost shared with Boundary Municipalities | Expansion | N/A | \$1,000,000 | 1,000,000 | - | - |
| 930077 Intersection Upgrades | Intersection upgrades at various County locations: - CR 60/CR 30, CR 59 and Airport Road ICFS - CR 6/16, CR 59/28 Intersection Upgrades (OH flashing light, rumble strips, ESFS) - Construction 2024 - OR 59 and OR 40 O/H Flashing Light - Construction 2024 | Expansion | N/A | \$230,000 | 230,000 | - | - |
| 930078 Intersection Illumination | Illumination of Intersections at Punkeydoodles Corner | Expansion | N/A | \$50,000 | 50,000 | - | - |

| PROJECT # AND NAME | DESCRIPTION | ASSET ACTIVITY | ASSET RATING | TOTAL | 2024 REQUEST** | 2025 | 2026-2033 |
|---------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|--------------|---------------------|---------------------|---------------------|--------------------|
| 930079 Cycling Infrastructure | Bike Lanes (paved shoulders) on OR 24 This project is cost shared with Perth. The County portion is shown as funded by grants. The project would only proceed if grant funding is secured. | Expansion | N/A | \$500,000 | 500,000 | - | - |
| 930080 Retaining Walls | Construction of Mill St Retaining Wall | Replacement | Poor | \$200,000 | 200,000 | - | - |
| 930099 Rehabilitation and Resurfacing | 2023 Resurfacing on various County roads: - CR 20 (Broadway to Town Limit) - CR 2 (401 to OR 22) - CR 24/Perth Road 101 (shared with Perth) - OR37 Base Line (Potters to Wendy) Twp Paving - CR 22 (Bright to OR 29) - Surface Treatment - OR 37 (OR 59 to Swimming Pool Rd) - Surface Treatment Asphalt padding/patching on various surface treated roads. Misc. road repairs at various locations. Geotechnical Investigations | Renewal | Fair | \$6,890,000 | 6,890,000 | - | - |
| 930102 Crack Sealing | Various County roads, joint project with area municipalities | Maintenance | N/A | \$300,000 | 300,000 | - | - |
| 930300 Traffic Signals | Replacement/Repair to existing traffic signals - OR 15 (Parkinson) and Springbank - Woodstock - Construction 2024 - OR35 (Devonshire) Signal Replacement @ OR59 & Wellington St - Design 2024 - General traffic signals/intersection improvements | Replacement | Poor | \$455,000 | 455,000 | - | - |
| 930301 Traffic Calming Measures | Ongoing Traffic Calming/Speed Management Review and Implementation | Expansion | N/A | \$175,000 | 175,000 | - | - |
| STORMWATER | | | | | | | |
| 930115 Drain Improvements | Municipal drain improvements - (as completed by Area Municipalities) | Renewal | N/A | \$660,000 | 660,000 | - | - |
| 930116 Princeton Drain | County's contribution as benefiting property to Princeton Drainage project | Expansion | N/A | \$1,650,000 | 750,000 | 900,000 | - |
| 930197 STRIK Drain | Stormwater Management Solution for Strik Drain | Expansion | N/A | \$580,000 | 580,000 | - | - |
| 930198 Urban Storm Sewer | Storm sewer component for road projects in urban areas | Replacement | Fair | \$200,000 | 200,000 | - | - |
| 930199 Rural Storm Sewer | Storm sewer component for road projects in rural areas | Replacement | Poor | \$3,350,000 | 3,350,000 | - | - |
| STUDIES | | | | | | | |
| 930201 Bridge Needs Study | Bridge Needs Study and Enhanced OSIMs | Non-infrastructure solutions | N/A | \$150,000 | 150,000 | - | - |
| VEHICLES | | | | | | | |
| 230000 - Transportation New Vehicles | Road Closure Trailers (4) (NI 2024-04) | Expansion | N/A | \$32,800 | 32,800 | - | - |
| 230000 - Transportation | Sign Truck Attachments | Expansion | N/A | \$15,000 | 15,000 | - | - |
| | | | | \$62,915,800 | \$41,815,800 | \$15,150,000 | \$5,950,000 |

** The 2024 Request represents the additional or new project budget requested and does not include the Carry Forward Budget for prior year's approved budget not spent.

New Initiative – Emergency Road Closed Trailers

NI 2024-04

SUMMARY

This new initiative is for the purchase of four (4) Emergency Road Closed Trailers (refer to Attachment 1 for trailer image) that are equipped with regulatory signage, flags and flashing red lights required to close a road in accordance with the Ontario Highway Traffic Act (HTA) and Ontario Traffic Manual (OTM) guidelines. The trailers are easily towable, highly visible and rapidly deployable for closing roads in emergency situations when response times are critical.

STRATEGIC PLAN



Community health, safety and well-being

REQUEST DETAILS

Background

Police Services have authority under Section 134 of the HTA to close any road in the event of an emergency such as motor vehicle collisions, structure fires, fallen trees and debris, utility emergencies, road, bridge or culvert collapse/washout, extreme weather conditions and public demonstrations. Oxford County Transportation staff are often requested by Police to support emergency road closures by setting up traffic barricades at the road closure limits. Quick response times for implementing road closures are critical to maintaining the safety of Oxford County staff, emergency services and public utility personnel, motorists and pedestrians.

When contacted after hours by Police to set up road closure barricades, staff report to their respective patrol yard to collect the required items. These items include portable signs, wooden barricades, traffic barrels/cones, flashing red lights and sand bags. Gathering and loading/unloading these items in and out of County pick-up trucks is time consuming and labour intensive, as many of the items are heavy and awkward to lift as a result of their size. Depending on the nature and location of the emergency road closure, multiple staff are required to complete the setup and take down of the traffic barricades.

Once on scene, staff set out the traffic barricades at the road closure limits as directed by Police. The portable signs and barricades are set up and secured with sand bags to minimize impact from wind and adverse weather conditions. Staff then return at a later time to remove the barricades once Police have advised that the road can be reopened.

Emergencies occur at any time and staff often respond to Police road closure requests during normal business hours as part of their regular shift, while emergencies that occur after-hours require staff call-ins as overtime. The number of after hour call-in events for emergency road closures (2019 – 2023) is summarized in the table below.

REQUEST DETAILS

| Year | # of After Hours Call-in Events for Emergency Road Closures |
|------|-------------------------------------------------------------|
| 2019 | 32 |
| 2020 | 63 |
| 2021 | 32 |
| 2022 | 37 |
| 2023 | 20 ¹ |

¹ Number of after hours emergency road closures in 2023 as of August 20th.

Comments

The use of trailer mounted traffic barricades will provide operational efficiencies and quicker response times when staff are requested by Police to establish emergency road closure limits. The trailers are self-contained units equipped with the necessary equipment (signage, flags, traffic cones and flashing lights) in accordance with HTA regulatory requirements and OTM guidelines. The trailers can be towed in tandem by a ½ ton pick-up truck and are easily set up and taken down by one person. The trailer mounted traffic barricades are also more secure than portable signage and barricades and at less risk of impact from adverse weather conditions.

During the winter road maintenance period when staff are operating snow plows, they are not always readily available to respond to Police requests to establish emergency road closures. The use of the trailer mounted traffic barricades will allow Patrol Foremen to easily establish traffic barricades when staff is unavailable and reduce the disruption to winter maintenance and road patrolling duties.

The benefits of utilizing emergency road closed trailers versus the current process are listed below:

- Increased safety of staff, emergency services and public utility personnel, motorists and pedestrians;
- Quicker and more efficient response times;
- Reduced staff exposure to traffic risks as a result of reduced set up and take down times;
- Less disruption of winter maintenance activities and road patrolling during winter storm events;
- Employment of highly visible, rapidly deployable, secure, and regulatory compliant road closure equipment; and
- Reduction of road operator overtime.

REQUEST DETAILS

The procurement of four (4) emergency road closed trailers will be shared amongst the four (4) Patrol Yards. Typical emergency road closures require two (2) traffic barricades to establish road closure limits but in some circumstances multiple road closures are required depending on the nature and extent of the emergency. In these rarer circumstances staff will be required to utilize portable traffic barricade equipment as they have done in the past.

Conclusions

Utilization of four (4) emergency road closed trailers will provide operational efficiencies, improve emergency response times, and reduce risk of staff injuries and potential lost time. Improved emergency response times will also mitigate safety risks to emergency services and public utility personnel, motorists, residents and pedestrians.

BUDGET REQUIREMENTS

| | One-time | Base | Total Budget |
|--------------------------------------------------------|-----------------|----------------|-----------------|
| Operating expenses | | | |
| Repairs and Maintenance | - | \$1,600 | \$1,600 |
| Capital Charge | - | 3,200 | 3,200 |
| Total operating expenses | - | 4,800 | 4,800 |
| Capital | | | |
| Trailers (4) | 32,800 | - | 32,800 |
| Total capital | 32,800 | - | 32,800 |
| County Levy | \$32,800 | \$4,800 | \$37,600 |
| <i>Initiative Gapping</i> 2025 Budget Impact | - | (2,400) | (2,400) |
| 2024 Budget Impact | \$32,800 | \$2,400 | \$35,200 |

ATTACHMENT



ATTACHMENT



Services Overview

Full-Time Equivalents **17.4 FTE**

↑1.4
 Base
+1.0
 Temporary

| Service | Service Description | 2022 Service Level | Service Type |
|----------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| Curbside Garbage, Large Article and Recycling Collection | An external service that provides curbside garbage, large article and recycling collection to residents and businesses in Oxford County. | 19,460 Tonnes of waste and large article collected (includes Woodstock Enviro Depot) 8,050 Tonnes of recycling material collected | Environment |
| Waste Diversion and Disposal | An external service that diverts and disposes of waste for Oxford County. | 80,222 Tonnes of waste processed (disposed plus diverted) 36,280 Tonnes of waste diverted from landfill 17,509 Tonnes of finished compost marketed and diverted from landfill | Environment |





- **1.0 FTE Landfill Equipment Operator Full-time** - To provide adequate staffing resources for expanding site operations and regulatory compliance at the Oxford County Waste Management Facility (OCWMF). **FTE 2024-05**
- **0.4 FTE Scale Operator Part-time** - Additional support for scale operation at the OCWMF to ensure consistent service coverage for scheduled/unscheduled staff leave and reduce overtime. **FTE 2024-04**
- **1.0 FTE Contract Waste Management Technician Full-time** - To support development of blue box transition plan, organic waste diversion program and terms of reference for 2026-2031 curbside collection contract. **FTE 2024-03**

Key Performance Indicators

| | 2020 Actual | 2021 Actual | 2022 Actual | 2023 Forecast | 2024 Budget | Target |
|----------------------------------------------------------------------------|-------------|-------------|-------------|---------------|-------------|--------|
| Kg of curbside waste and large article collected / household | 394 | 400 | 393 | 380 | 380 | ↓ |
| Kg of curbside recycling collected / household | 166 | 175 | 163 | 155 | 155 | ↑ |
| % Landfill waste diversion at the OCWMF | 41% | 43% | 45% | 46% | 46% | 90% |
| Total residential (curbside) waste diversion rate ¹ | 58% | 57% | 55% | 54% | 54% | 70% |
| Average operating cost per tonne waste collection, disposal, and diversion | \$94 | \$110 | \$131 | \$137 | \$143 | ↓ |

¹ Includes Curbside Blue Box Program, Leaf and Yard waste, E-waste, Construction & Demo waste, Scrap Metal, Household Hazardous Waste

Goals and Objectives

| Description | 2024 | 2025 | 2026 | Strategic Plan | Other Plan Alignment |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|------|------|---------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|
| <p>Transition of Municipal Blue Box Program to Full Producer Responsibility (FPR) Ongoing consultation, liaison, and reporting with municipal partners, stakeholders, and Provincial regulating authorities as part of Province-wide Blue Box transition to FPR from 2023 to 2025 and the County's December 31, 2025 transition date.</p> | ● | ● | |  <i>Collaborate with our partners and communities</i> | Zero Waste Plan |
| <p>Agricultural Plastic Diversion Program Ongoing implementation of pilot project for the collection (drop-off depot) and recycling of plastic agricultural bale/silage/wrap and plastic feed bags at the OCWMF.</p> | ● | | |  <i>Preserve and enhance our natural environment</i> | Zero Waste Plan |
| <p>Procurement of Curbside Collection Contract Preparation and release of terms of reference for the County's curbside waste collection contract for implementation in 2026 for garbage, large article and potentially non-eligible recyclables and County organics (green-bin).</p> | ● | | |  <i>Continuous improvement and results-driven solutions</i> | Zero Waste Plan |
| <p>Expansion of Landfill Gas Collection and Flaring System Design and installation of additional landfill gas extraction wells and horizontal collection piping to control landfill gas emissions and reduce associated climate change impacts.</p> | ● | ● | ● |  <i>Preserve and enhance our natural environment</i> | Community Sustainability Plan |

Budget

| | 2023 | 2023 | LESS: 2023 | 2024 | 2024 | 2024 | \$ OVER | % OVER |
|----------------------------------------|---------------------|---------------------|-----------------|------------------|----------------|---------------------|------------------|-----------------|
| | FORECAST | BUDGET* | NON-RECURRING | BASE BUDGET | BUDGET IMPACTS | BUDGET | 2023 BUDGET | 2023 BUDGET |
| OPERATING | | | | | | | | |
| REVENUES | | | | | | | | |
| GENERAL REVENUES | | | | | | | | |
| PROVINCIAL GRANTS | (8,908) | (8,908) | - | 8,908 | - | - | 8,908 | (100.0%) |
| USER FEES AND CHARGES | (11,904,087) | (12,752,952) | - | 165,491 | - | (12,587,461) | 165,491 | (1.3%) |
| TOTAL GENERAL REVENUES | (11,912,995) | (12,761,860) | - | 174,399 | - | (12,587,461) | 174,399 | (1.4%) |
| OTHER REVENUES | | | | | | | | |
| RESERVE TRANSFER | (518,344) | (528,344) | 40,000 | (198,205) | - | (686,549) | (158,205) | 29.9% |
| DEVELOPMENT CHARGES | (14,849) | (14,849) | - | - | - | (14,849) | - | - |
| TOTAL OTHER REVENUES | (533,193) | (543,193) | 40,000 | (198,205) | - | (701,398) | (158,205) | 29.1% |
| TOTAL REVENUES | (12,446,188) | (13,305,053) | 40,000 | (23,806) | - | (13,288,859) | 16,194 | (0.1%) |
| EXPENSES | | | | | | | | |
| SALARIES AND BENEFITS | | | | | | | | |
| SALARIES | 1,062,240 | 1,121,549 | - | 95,364 | 134,349 | 1,351,262 | 229,713 | 20.5% |
| BENEFITS | 304,120 | 340,761 | - | 45,358 | 44,159 | 430,278 | 89,517 | 26.3% |
| GAPPING ALLOCATION | - | - | - | - | (21,383) | (21,383) | (21,383) | - |
| TOTAL SALARIES AND BENEFITS | 1,366,360 | 1,462,310 | - | 140,722 | 157,125 | 1,760,157 | 297,847 | 20.4% |
| OPERATING EXPENSES | | | | | | | | |
| MATERIALS | 2,239,723 | 2,373,344 | (52,000) | (22,903) | 7,100 | 2,305,541 | (67,803) | (2.9%) |
| CONTRACTED SERVICES | 10,813,968 | 11,007,556 | - | (160,562) | - | 10,846,994 | (160,562) | (1.5%) |
| RENTS AND FINANCIAL EXPENSES | 24,900 | 23,000 | - | 2,700 | - | 25,700 | 2,700 | 11.7% |
| TOTAL OPERATING EXPENSES | 13,078,591 | 13,403,900 | (52,000) | (180,765) | 7,100 | 13,178,235 | (225,665) | (1.7%) |
| RESERVE TRANSFERS | | | | | | | | |
| CONTRIBUTIONS TO CAPITAL RESERVES | - | - | - | 13,450 | 325,000 | 338,450 | 338,450 | - |
| DEVELOPMENT CHARGES EXEMPTIONS | 12,000 | 3,500 | - | 4,500 | - | 8,000 | 4,500 | 128.6% |
| TOTAL RESERVE TRANSFERS | 12,000 | 3,500 | - | 17,950 | 325,000 | 346,450 | 342,950 | 9,798.6% |
| INTERDEPARTMENTAL CHARGES | | | | | | | | |
| INTERDEPARTMENTAL CHARGES | 1,440,672 | 1,457,600 | 91,910 | 39,479 | 25,000 | 1,613,989 | 156,389 | 10.7% |
| DEPARTMENTAL CHARGES | 111,984 | 111,094 | - | 6,521 | - | 117,615 | 6,521 | 5.9% |
| TOTAL INTERDEPARTMENTAL CHARGES | 1,552,656 | 1,568,694 | 91,910 | 46,000 | 25,000 | 1,731,604 | 162,910 | 10.4% |
| TOTAL EXPENSES | 16,009,607 | 16,438,404 | 39,910 | 23,907 | 514,225 | 17,016,446 | 578,042 | 3.5% |

| | 2023 | 2023 | LESS: 2023 | 2024 | 2024 | | \$ OVER | % OVER |
|---------------------------------------------|--------------|--------------|------------|-----------|-----------|--------------|-----------|----------|
| | FORECAST | BUDGET* | NON- | BASE | BUDGET | 2024 | 2023 | 2023 |
| | | | RECURRING | BUDGET | IMPACTS | BUDGET | BUDGET | BUDGET |
| PROGRAM SURPLUS/DEFICIT | | | | | | | | |
| RESERVE CONTRIBUTION TO (FROM) | | | | | | | | |
| RESERVE CONTRIBUTION-DEFICIT | (321,774) | - | - | - | - | - | - | - |
| TOTAL RESERVE CONTRIBUTION TO (FROM) | (321,774) | - | - | - | - | - | - | - |
| TOTAL PROGRAM SURPLUS/DEFICIT | (321,774) | - | - | - | - | - | - | - |
| NET OPERATING | 3,241,645 | 3,133,351 | 79,910 | 101 | 514,225 | 3,727,587 | 594,236 | 19.0% |
| CAPITAL | | | | | | | | |
| CAPITAL REVENUES | | | | | | | | |
| CAPITAL RESERVE TRANSFER | (2,023,000) | (1,946,565) | 50,500 | (409,935) | (150,000) | (2,456,000) | (509,435) | 26.2% |
| TOTAL CAPITAL REVENUES | (2,023,000) | (1,946,565) | 50,500 | (409,935) | (150,000) | (2,456,000) | (509,435) | 26.2% |
| CAPITAL EXPENSES | 2,028,949 | 1,954,165 | (56,500) | 408,335 | 325,000 | 2,631,000 | 676,835 | 34.6% |
| NET CAPITAL | 5,949 | 7,600 | (6,000) | (1,600) | 175,000 | 175,000 | 167,400 | 2,202.6% |
| SUMMARY | | | | | | | | |
| TOTAL REVENUES | (14,469,188) | (15,251,618) | 90,500 | (433,741) | (150,000) | (15,744,859) | (493,241) | 3.2% |
| TOTAL EXPENSES | 18,038,556 | 18,392,569 | (16,590) | 432,242 | 839,225 | 19,647,446 | 1,254,877 | 6.8% |
| TOTAL PROGRAM SURPLUS/DEFICIT | (321,774) | - | - | - | - | - | - | - |
| TOTAL LEVY | 3,247,594 | 3,140,951 | 73,910 | (1,499) | 689,225 | 3,902,587 | 761,636 | 24.2% |
| % BUDGET INCREASE (DECREASE) | | | 2.4% | (0.0%) | 21.9% | 24.2% | | |

* May include in-year approved transfer and/or account reclassifications in accordance with Purchasing Policy No. 6.07

Budget Impact Details

| | REFERENCE | OPERATING EXPENSES | CAPITAL EXPENSES | REVENUES | TAXATION | % |
|-----------------------------------------------|------------|--------------------|------------------|------------------|-----------------|---------------|
| ONE-TIME ITEMS | | | | | | |
| WM-Waste Management Technician FTE | FTE2024-03 | 79,688 | - | - | 79,688 | 2.5% |
| WM-Replacement of expired equipment | | 5,000 | - | - | 5,000 | 0.2% |
| WM-Waste Management unit 741 tires | | 25,000 | - | - | 25,000 | 0.8% |
| | | 109,688 | - | - | 109,688 | 3.5% |
| SERVICE LEVEL | | | | | | |
| WM-Scalehouse Operator FTE | FTE2024-04 | 11,238 | - | - | 11,238 | 0.4% |
| WM-Landfill Equipment Operator | FTE2024-05 | 88,183 | - | - | 88,183 | 2.8% |
| | | 99,421 | - | - | 99,421 | 3.2% |
| NEW INITIATIVES | | | | | | |
| WM-Waste Management Heavy Equipment Loader | NI2024-05 | 402,090 | 650,000 | 650,000 | 402,090 | 12.8% |
| | | 402,090 | 650,000 | 650,000 | 402,090 | 12.8% |
| INITIATIVE GAPPING | | | | | | |
| WM-Landfill Equipment Operator | FTE2024-05 | (20,446) | - | - | (20,446) | (0.7%) |
| WM-Scalehouse Operator FTE | FTE2024-04 | (937) | - | - | (937) | (0.0%) |
| WM-Waste Management Heavy Equipment Loader | NI2024-05 | (77,090) | (650,000) | (650,000) | (77,090) | (2.5%) |
| | | (98,473) | (650,000) | (650,000) | (98,473) | (3.1%) |
| MINOR CAPITAL | | | | | | |
| WM-Bulk oil and antifreeze collection | | 1,500 | 9,000 | - | 10,500 | 0.3% |
| WM-Shut off valves for stormwater ponds | | - | 150,000 | - | 150,000 | 4.8% |
| WM-Tburg Transfer Station Equipment | | - | 16,000 | - | 16,000 | 0.5% |
| | | 1,500 | 175,000 | - | 176,500 | 5.6% |
| INFRASTRUCTURE CAPITAL | | | | | | |
| WM-South Operating Geotechnical Investigation | | - | 150,000 | 150,000 | - | |
| | | - | 150,000 | 150,000 | - | |
| TOTAL | | 514,226 | 325,000 | 150,000 | 689,226 | 21.9% |

Capital Budget

| PROJECT # AND NAME | DESCRIPTION | ASSET ACTIVITY | ASSET RATING | TOTAL | 2024 REQUEST** | 2025 | 2026-2033 |
|----------------------------------------|---------------------------------------------------------------------------------------------------|------------------------------|--------------|--------------------|--------------------|------------------|------------|
| BUILDING | | | | | | | |
| 900032 - Salford Landfill Piping | Installation of permanent and temporary landfill gas collection piping | Expansion | N/A | \$250,000 | 250,000 | - | - |
| 900030 - Salford Landfill Cover | Waste Management Facility - Fill Cover Material - excavate, haul and stockpile from onsite source | Expansion | N/A | \$200,000 | 200,000 | - | - |
| 280000 - Stormwater Pond | Dredging of stormwater ponds A and B | Maintenance | N/A | \$250,000 | 250,000 | - | - |
| 283000 - Building | Gate and entrance relocation and modification | Replacement | Poor | \$8,000 | 8,000 | - | - |
| EQUIPMENT | | | | | | | |
| 280000 - Equipment | Shut off valves for stormwater ponds | Expansion | N/A | \$150,000 | 150,000 | - | - |
| 280000 - Equipment | Replace 4 roll off bins | Replacement | Poor | \$80,000 | 80,000 | - | - |
| 280000 - Equipment | 4500 L double walled used oil tank | Expansion | N/A | \$7,000 | 7,000 | - | - |
| 280000 - Equipment | 200 Gallon antifreeze double walled plastic tank | Expansion | N/A | \$2,000 | 2,000 | - | - |
| 283000 - Equipment | Security Cameras (NI 2023-04) - additional cost requirement | Expansion | N/A | \$8,000 | 8,000 | - | - |
| 283000 - Equipment | 40' Sea Container | Expansion | N/A | \$8,000 | 8,000 | - | - |
| STUDIES | | | | | | | |
| 918700 - Landfill South Operating Area | Landfill South Cell Expansion Preliminary Design Reports | Non-infrastructure solutions | N/A | \$150,000 | 150,000 | - | - |
| VEHICLES | | | | | | | |
| 280000 - Waste Management | Large Compactor (1) - Early procurement and upgrade from small compactor (NI 2023-02) | Replacement | Poor | \$1,518,000 | 1,518,000 | - | - |
| 280000 - Waste Management Loader | Front End Loader - Diesel (1) 2025 delivery date anticipated (NI 2024-05) | Expansion | N/A | \$650,000 | - | 650,000 | - |
| | | | | \$3,281,000 | \$2,631,000 | \$650,000 | \$0 |

** The 2024 Request represents the additional or new project budget requested and does not include the Carry Forward Budget for prior year's approved budget not spent.

Special Report – Budget by Waste Management Activity

| | 2023 | 2023 | 2024 | VARIANCE | VARIANCE |
|-----------------------------------|------------------|------------------|----------------|-----------------|----------------|
| | FORECAST | BUDGET* | BUDGET | \$ | % |
| LANDFILL | | | | | |
| PROVINCIAL GRANTS | -8,908 | -8,908 | - | 8,908 | (100.0%) |
| USER FEES AND CHARGES | -4,667,800 | -4,662,800 | -4,825,700 | -162,900 | 3.5 |
| RESERVE TRANSFER | -185,000 | -195,000 | - | 195,000 | (100.0) |
| SALARIES | 830,410 | 846,407 | 1,019,167 | 172,760 | 20.4 |
| BENEFITS | 235,540 | 259,600 | 337,865 | 78,265 | 30.1 |
| GAPPING ALLOCATION | - | - | -21,383 | -21,383 | - |
| MATERIALS | 391,474 | 517,201 | 343,471 | -173,730 | (33.6) |
| CONTRACTED SERVICES | 1,283,095 | 1,118,510 | 1,349,120 | 230,610 | 20.6 |
| RENTS AND FINANCIAL EXPENSES | 22,400 | 19,300 | 23,100 | 3,800 | 19.7 |
| CONTRIBUTIONS TO CAPITAL RESERVES | - | - | 338,450 | 338,450 | - |
| INTERDEPARTMENTAL CHARGES | 1,300,662 | 1,317,112 | 1,460,973 | 143,861 | 10.9 |
| DEPARTMENTAL CHARGES | 53,992 | 53,547 | 48,692 | -4,855 | (9.1) |
| TOTAL | -744,135 | -735,031 | 73,755 | 808,786 | (110.0) |
| RECYCLING ADMINISTRATION | | | | | |
| USER FEES AND CHARGES | -19,240 | -19,980 | -20,350 | -370 | 1.9% |
| SALARIES | 43,090 | 76,877 | 101,449 | 24,572 | 32.0 |
| BENEFITS | 12,910 | 22,532 | 26,433 | 3,901 | 17.3 |
| MATERIALS | 54,580 | 50,183 | 56,785 | 6,602 | 13.2 |
| CONTRACTED SERVICES | 63,305 | 62,794 | 64,675 | 1,881 | 3.0 |
| INTERDEPARTMENTAL CHARGES | 44,380 | 44,539 | 51,777 | 7,238 | 16.3 |
| DEPARTMENTAL CHARGES | 18,512 | 18,359 | 19,477 | 1,118 | 6.1 |
| TOTAL | 217,537 | 255,304 | 300,246 | 44,942 | 17.6 |
| RECYCLING COLLECTION | | | | | |
| USER FEES AND CHARGES | -1,692,312 | -1,557,099 | -1,692,312 | -135,213 | 8.7% |
| DEVELOPMENT CHARGES | -14,849 | -14,849 | -14,849 | - | - |
| CONTRACTED SERVICES | 2,567,412 | 2,883,912 | 2,607,300 | -276,612 | (9.6) |
| DEVELOPMENT CHARGES EXEMPTIONS | 12,000 | 3,500 | 8,000 | 4,500 | 128.6 |
| TOTAL | 872,251 | 1,315,464 | 908,139 | -407,325 | (31.0) |
| RECYCLING PROCESSING | | | | | |
| USER FEES AND CHARGES | -1,099,500 | -1,972,500 | -1,159,500 | 813,000 | (41.2%) |
| MATERIALS | 28,688 | 29,688 | 28,000 | -1,688 | (5.7) |
| CONTRACTED SERVICES | 2,101,730 | 2,089,030 | 1,887,644 | -201,386 | (9.6) |
| TOTAL | 1,030,918 | 146,218 | 756,144 | 609,926 | 417.1 |

| | 2023 | 2023 | 2024 | VARIANCE | VARIANCE |
|--------------------------------------------------------|----------------|------------------|------------------|-----------------|---------------|
| | FORECAST | BUDGET* | BUDGET | \$ | % |
| COUNTY WASTE MANAGEMENT ADMINISTRATION | | | | | |
| SALARIES | 141,270 | 139,266 | 165,320 | 26,054 | 18.7% |
| BENEFITS | 38,030 | 36,955 | 41,776 | 4,821 | 13.0 |
| MATERIALS | 68,508 | 68,490 | 67,355 | -1,135 | (1.7) |
| CONTRACTED SERVICES | 83,305 | 82,794 | 75,350 | -7,444 | (9.0) |
| INTERDEPARTMENTAL CHARGES | 95,630 | 95,949 | 101,239 | 5,290 | 5.5 |
| DEPARTMENTAL CHARGES | 39,480 | 39,188 | 49,446 | 10,258 | 26.2 |
| TOTAL | 466,223 | 462,642 | 500,486 | 37,844 | 8.2 |
| COUNTY WASTE MANAGEMENT ADMIN ALLOCATION | -466,223 | -462,642 | -500,486 | -37,844 | 8.2 |
| TOTAL UNALLOCATED COUNTY WASTE MANAGEMENT ADMIN | - | 0 | 0 | - | - |
| SPECIAL WASTE DEPOTS & EVENTS | | | | | |
| USER FEES AND CHARGES | -380,880 | -350,565 | -394,959 | -44,394 | 12.7% |
| SALARIES | 47,470 | 58,999 | 65,326 | 6,327 | 10.7 |
| BENEFITS | 17,640 | 21,674 | 24,204 | 2,530 | 11.7 |
| MATERIALS | 5,500 | 85,100 | 89,750 | 4,650 | 5.5 |
| CONTRACTED SERVICES | 1,111,906 | 1,137,744 | 1,181,640 | 43,896 | 3.9 |
| TOTAL | 801,636 | 952,952 | 965,961 | 13,009 | 1.4 |
| COUNTY WASTE MANAGEMENT ADMIN ALLOCATION (25%) | 116,556 | 115,661 | 125,122 | 9,461 | 8.2 |
| TOTAL SPECIAL WASTE DEPOTS & EVENTS | 918,192 | 1,068,613 | 1,091,083 | 22,470 | 2.1 |
| COMPOST OPERATIONS | | | | | |
| USER FEES AND CHARGES | -334,655 | -321,845 | -747,940 | -426,095 | 132.4% |
| MATERIALS | 21,338 | 23,700 | 14,900 | -8,800 | (37.1) |
| CONTRACTED SERVICES | 883,736 | 1,007,692 | 940,550 | -67,142 | (6.7) |
| TOTAL | 570,419 | 709,547 | 207,510 | -502,037 | (70.8) |
| COUNTY WASTE MANAGEMENT ADMIN ALLOCATION (25%) | 116,556 | 115,661 | 125,122 | 9,461 | 8.2 |
| TOTAL COMPOST OPERATIONS | 686,975 | 825,208 | 332,632 | -492,576 | (59.7) |
| LARGE ARTICLE | | | | | |
| MATERIALS | 83,951 | 84,089 | 86,750 | 2,661 | 3.2% |
| CONTRACTED SERVICES | 152,645 | 150,355 | 153,815 | 3,460 | 2.3 |
| TOTAL | 236,596 | 234,444 | 240,565 | 6,121 | 2.6 |
| COUNTY WASTE MANAGEMENT ADMIN ALLOCATION (5%) | 23,311 | 23,132 | 25,024 | 1,892 | 8.2 |
| TOTAL LARGE ARTICLE | 259,907 | 257,576 | 265,589 | 8,013 | 3.1 |
| WASTE COLLECTION | | | | | |
| USER FEES AND CHARGES | -3,709,700 | -3,868,163 | -3,746,700 | 121,463 | (3.1%) |

| | 2023 | 2023 | 2024 | VARIANCE | VARIANCE |
|-------------------------------------------------|------------------|------------------|------------------|-----------------|----------------|
| | FORECAST | BUDGET* | BUDGET | \$ | % |
| MATERIALS | 1,585,684 | 1,514,893 | 1,618,530 | 103,637 | 6.8 |
| CONTRACTED SERVICES | 2,566,834 | 2,474,725 | 2,586,900 | 112,175 | 4.5 |
| RENTS AND FINANCIAL EXPENSES | 2,500 | 3,700 | 2,600 | -1,100 | (29.7) |
| TOTAL | 445,318 | 125,155 | 461,330 | 336,175 | 268.6 |
| WASTE COLLECTION RESEVE (BAG TAG) | | | | | |
| RESERVE TRANSFER | -333,344 | -333,344 | -686,549 | -353,205 | 106.0% |
| RESERVE CONTRIBUTION-DEFICIT | -321,774 | - | - | - | - |
| TOTAL | -655,118 | -333,344 | -686,549 | -353,205 | 106.0 |
| SUBTOTAL WASTE COLLECTION | -209,800 | -208,189 | -225,219 | -17,030 | 8.2 |
| COUNTY WASTE MANAGEMENT ADMIN ALLOCATION (45%) | 209,800 | 208,189 | 225,219 | 17,030 | 8.2 |
| TOTAL WASTE COLLECTION DEFICIT (SURPLUS) | 0 | (0) | (0) | (0) | 0 |
| CAPITAL | | | | | |
| CAPITAL RESERVE TRANSFER | -2,023,000 | -1,946,565 | -2,456,000 | -509,435 | 26.2% |
| MAJOR INFRASTRUCTURE | 1,849,000 | 1,777,565 | 1,000,000 | -777,565 | (43.7) |
| VEHICLES | - | - | 1,518,000 | 1,518,000 | - |
| BUILDING | 8,000 | 8,000 | 8,000 | - | - |
| FURNISHINGS AND EQUIPMENT | 171,949 | 168,600 | 105,000 | -63,600 | (37.7) |
| TOTAL | 5,949 | 7,600 | 175,000 | 167,400 | 2,202.6 |
| TOTAL LANDFILL & WASTE MANAGEMENT | 3,247,594 | 3,140,951 | 3,902,587 | 761,636 | 24.2 |

FTE Change – Waste Management Technician

FTE 2024-03

SUMMARY (PRE-APPROVED – REPORT NO PW 2023-42)

| | |
|----------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Type of FTE request | One time |
| Classification | Full-time - Temporary |
| Job Title | Waste Management Technician |
| FTE | 1.0 |
| Description | Proposed one-year contract for a Waste Management Technician to support program development including but not limited to Blue Box Transition Plan, Organics Resource Recovery, and Curbside Collection Services (2025 – 2030). |

STRATEGIC PLAN



Continuous improvement and results-driven solutions

REQUEST DETAILS

The Waste Management (WM) staff complement currently includes one WM Technician position that provides support for contract procurement and performance management, customer service, regulatory compliance, reporting, and facility operations associated with the following annual WM programs:

- Curbside garbage, recycling and large article collection
- Recycling processing
- Waste diversion (yard waste/backyard composting, film plastic, construction and demolition waste, scrap metal, e-waste, household hazardous waste, etc)
- Promotion and Education (WM Calendar, Wasteline Application)
- Annual reporting
- Bag Tag Vendors
- Asset management

Staff is proposing an additional WM Technician for a one-year term to provide support for program development beyond annual WM programs noted above and associated with upcoming changes to the municipal blue box program, provincial policy objectives and diversion targets for food and organic waste, and potential impacts to curbside collection services as briefly summarized below.

REQUEST DETAILS

Blue Box Transition Plan

As per the recommendations contained in Report No. PW 2023-30, staff has been directed by County Council to implement a Blue Box transition plan and investigate options for collection services of non-eligible sources related to the province-wide transition of the municipal blue box program to full Extended Producer Responsibility (EPR), prior to the County's scheduled transition date of December 31, 2025.

Food and Organic Waste Diversion

Provincial policy objectives identify food and organic waste diversion targets by 2025 for municipalities based on population thresholds. As part of this, in Q4 2023 staff will be presenting the preferred alternative for a County-wide organics collection and resource recovery technology to support provincial objectives and the County's Zero Waste Plan.

Curbside Collection Contract

The County's current curbside collection contract for garbage, recycling, and large articles expires on April 30, 2025, with two optional one-year extensions. A new curbside collection contract will be required for implementation on January 1 2026 to align with the elimination of municipal responsibility for residential blue box collection. In order to meet this implementation date and to provide adequate lead-time for collection vehicle procurement, the new curbside collection contract will need to be awarded by County Council in Q3 2024.

The terms of reference for a new curbside collection contract will also need to incorporate potential recycling collection from non-eligible sources and an organics green bin program, subject to County Council's approval of the pending Blue Box transition plan and Organics Resource Recovery Technologies (ORRT) as noted above.

Additional staff resources will be required to support the development of the Blue Box Transition plan and ORRT in 2024 in order to prepare comprehensive terms of reference for curbside collection services given the significant changes associated with the Blue Box program and provincial policy objectives for organic waste diversion.

BUDGET REQUIREMENTS

| | One-time | Base | Total Budget |
|------------------------------------------------|-----------------|----------|-----------------|
| Salaries and benefits | \$79,088 | - | \$79,088 |
| Operating expenses | | | |
| Telecommunications: Cell phone and monthly fee | 600 | - | 600 |
| Total operating expenses | 600 | - | 600 |
| County Levy | \$79,688 | - | \$79,688 |

FTE Change – Scale Operator

FTE 2024-04

| SUMMARY | |
|----------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Type of FTE request | Service Level |
| Classification | Part-time - Permanent |
| Job Title | Scale Operator |
| FTE | 0.4 FTE |
| Description | The addition of one part-time Scale Operator is required to maintain the service enhancement created by the installation of a second weigh scale. Two dedicated scale operators are now required to process inbound and outbound vehicles at the Oxford County Waste Management Facility (OCWMF) at any one time over a six-day work week. The position will also afford a reduction in Operator overtime hours and provide consistent backfill coverage for scheduled and unscheduled staff leave. |

STRATEGIC PLAN



Continuous improvement and results-driven solutions

REQUEST DETAILS

The Waste Management Division is seeking an additional part-time Scale Operator to ensure adequate staffing resources for expanded scale operations and to reduce excessive hours for current staff when operational coverage is required during scheduled and unscheduled staff leave. The OCWMF is open to the public six days per week (Mon-Sat) and during Statutory holidays to receive waste from residential curbside collection service providers. In 2022, a second weigh scale was constructed as a service level enhancement to process inbound and outbound vehicles more efficiently, reducing customer wait times as well as providing equipment redundancy to ensure business continuity.

Currently, the OCWMF employs three Scale Operators, two full-time (2.0 FTE) and one part time (0.2 FTE), covering weigh scale operations over a six-day work week. One of the existing full-time Scale Operator typically works five days per week of which one day per week is performing administrative duties (invoicing, transaction auditing and reconciliation, data management) while the other full-time Scale Operator is solely dedicated to Scale House service coverage. One part-time staff typically provides dedicated Day 6 (Saturday) coverage.

REQUEST DETAILS

With the expanded two-scale operation, staff is required at times to work in excess of 40 hours per week when other staff are off on vacation or personal leave and are not always available beyond their regular working hours. This results in scheduling limitations, excessive overtime, and potentially underutilized vacation leave, which has a negative impact on work-life balance and overall employee well-being. Additionally, Scale Operators are required to work overtime on Statutory holidays to receive waste from the County's curbside collection service providers.

To align the expanded scale operations and administrative support with required staffing levels, the addition of a part-time Scale Operator (0.4 FTE) is required. The proposed FTE request will allow for a revised weekly Scale Operator schedule as shown in Table 1, resulting in reduced overtime and adequate backfill coverage for scheduled and unscheduled staff leave.

Table 1: Current vs Proposed Scale House Coverage

| Position | Current FTE | FTE Request | 2024 FTE | 2024 Weekly Schedule |
|--------------------------|-------------|-------------|------------|-----------------------------------------------------------------------------------|
| FT Scale Operator | 1.0 | | 1.0 | Scale 4 days/week (34 hours) Office 1 day/week (8 hours) |
| FT Scale Operator | 1.0 | | 1.0 | Scale 5 days/week (42.5 hours) |
| PT Scale Operator | 0.2 | | 0.2 | Scale 1 day/week (8.5 hours) |
| <i>PT Scale Operator</i> | <i>0</i> | <i>0.4</i> | <i>0.4</i> | <i>Scale 2 days/week (17 hours), plus staff backfill coverage as required</i> |
| FTE Total | 2.2 | 0.4 | 2.6 | |
| # of Operators | 3 | 1 | 4 | |

BUDGET REQUIREMENTS

BUDGET REQUIREMENTS

| | One-time | Base | Total Budget |
|---------------------------------------------------------------------------------------|------------|-----------------|-----------------|
| Salaries and benefits | | | |
| Salaries and benefits | \$- | \$13,725 | \$13,725 |
| Overtime: reduction | - | (2,487) | (2,487) |
| Total salaries and benefits | - | 11,238 | 11,238 |
| County Levy | \$- | \$11,238 | \$11,238 |
| <i>Initiative Gapping – position start February 2024</i> 2025 Budget Impact | - | (937) | (937) |
| 2024 Budget Impact | \$- | \$10,301 | \$10,301 |

FTE Change – Landfill Equipment Operator

FTE 2024-05

| SUMMARY | |
|----------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Type of FTE request | New Initiative |
| Classification | Full-time - Permanent |
| Job Title | Landfill Equipment Operator |
| FTE | 1.0 |
| Description | The addition of one full-time Landfill Equipment Operator is required to provide adequate staffing resources to maintain operations at the Oxford County Waste Management Facility (OCWMF) over a six-day workweek. |

STRATEGIC PLAN



Continuous improvement and results-driven solutions

REQUEST DETAILS

The Waste Management Division is seeking an additional Landfill Equipment Operator to provide adequate operational coverage for day-to-day Landfill and Waste Management facility operations. The OCWMF is open to the public six days per week (Mon-Sat) and during Statutory holidays to receive waste from residential curbside collection service providers.

Currently, the OCWMF employs five Landfill Equipment Operators, two Landfill Labourers, and one Household Hazardous Waste (HHW) Operator to maintain daily site operations. The Landfill Equipment Operators are primarily responsible for landfilling of waste received at the active tipping face as well as handling/processing of waste received for various diversion programs (yard waste, construction & demolition (C&D) waste, blue box material, etc.) and daily offsite haulage/disposal of landfill leachate. In addition to handling received waste, the Landfill Equipment Operators are also responsible for the onsite construction and maintenance activities as well as providing coverage for Landfill Labourers and HHW Operator.

Since 2007, the OCWMF operations have expanded to include a brush, leaf, and yard waste composting facility, C&D waste depot, HHW depot, and small vehicle transfer station along with other waste diversion drop-off programs (scrap metal, e-waste, film plastic, Styrofoam, etc.). The site also continues to expand each year from landfilling operations requiring increased operation and maintenance efforts. As the site expands and filled areas undergo ground settlement, the expanded surface area requires ongoing restoration to maintain the integrity of final and intermediate cover in order to mitigate adverse environmental impact from potential leachate discharges and methane air emissions. Continuous expansion of the overall working area also requires construction and maintenance of extended access roads and increased travel time throughout the site.

REQUEST DETAILS

The working area at the OCWMF has increased significantly as result of expanded waste diversion facilities and total landfilled area, without any increase in Operations staff complement since 2011. Regular duties require staff to maintain daily landfill operations in an environment where continuous site expansion has exceeded the capacity of existing operational staff resources. Adding an additional Landfill Equipment Operator will enhance the environmental compliance of the site and allow staff to take a more proactive approach to repair and maintenance duties.

Daily OCWMF operations Monday to Friday ideally requires eight staff to perform primary duties as summarized below:

- Five Equipment Operators (1-Compactor, 2-Front-end Loaders, 1-Bulldozer, 1-Leachate Truck)
- Two Labourers (1-Small Vehicle Transfer Station, 1-Floater)
- One HHW Depot Operator

On Saturdays, OCWMF operations can be performed with reduced staffing requirements (1-Equipment Operator, 2-Labourers) since the volume of customers and material received is much less. However, three of the eight staff are subsequently off one day during the following week in lieu of overtime hours accrued on the previous Saturday, which results in reduced staff availability three out of five weekdays. Staffing deficiencies are compounded in order to accommodate scheduled and unscheduled staff leave throughout the year. This results in staff resourcing and scheduling challenges and associated delays in processing waste for diversion (e.g. Compost) and completing necessary onsite repair and maintenance activities.

An additional Landfill Equipment Operator is required to ensure adequate operational capacity to appropriately maintain daily operations over a six-day weekly work schedule and maintain the facility in a state of good repair.

BUDGET REQUIREMENTS

| | One-time | Base | Total Budget |
|------------------------------------------------------------------------------------|----------|----------|--------------|
| Salaries and benefits | \$- | \$81,783 | \$81,783 |
| County Levy | \$- | \$81,783 | \$81,783 |
| <i>Initiative Gapping – position start April 2024</i> 2025 Budget Impact | - | (20,446) | (20,446) |
| 2024 Budget Impact | \$- | \$61,337 | \$61,337 |

New Initiative – Waste Management Heavy Equipment Loader

NI 2024-05

SUMMARY

The purchase of a front-end loader to be added to the Waste Management Facility’s equipment fleet. The new loader would be equivalent to the existing front-end loader (Unit 741) in order to meet expanding operational needs and to provide equipment redundancy when Unit 741 is offline for repair and maintenance.

STRATEGIC PLAN



Continuous improvement and results-driven solutions

REQUEST DETAILS

The existing front-end loader (Unit 741) is utilized at the Oxford County Waste Management Facility (OCWMF) for various operational tasks at the Compost Processing Facility, Blue Box Transfer Station and Landfilling Area. This unit is a large-capacity front-end loader required for windrowing of brush, leaf, and yard waste material and top-loading of large trailers for export of finished compost and other materials to end markets and processing facilities respectively. This unit is also used for construction and maintenance of landfill access roads and repair of landfill final cover when leachate breakouts occur. Unit 741 is in its tenth year of operation and will be due for replacement by 2027 or earlier pending ongoing asset condition.

The OCWMF is also equipped with two smaller front-end loaders (Units 732 and 733) for use at the Construction and Demolition Material Depot and other specific tasks such as roadway sweeping, snow removal, running the magnet along access roads to collect sharp metal objects, transporting equipment and supplies to work areas, and performing other construction related tasks. These two smaller loaders do not have the same capabilities and capacity as the larger front-end loader (Unit 741) to load trailers, move large quantities of compost material, and efficiently complete earthworks for road construction and final cover repair.

Incoming diverted waste quantities have continued to increase year over year due to economic growth resulting in the continuous expansion of the facility’s working area. The demand for Unit 741 has exceeded the availability of a single unit without any allowance for equipment downtime for repairs and preventative maintenance. This means that Unit 741 is not always available for required tasks and therefore can result in an inability to complete work efficiently and in a timely manner, which could potentially lead to Environmental Compliance Approval (ECA) non-compliance.

As well, with upcoming changes to the municipal blue box program and the transition to Producer responsibility in 2026, the front-end loader may also help to support ongoing use of the current blue box transfer station should the County consider alternate (non-Producer) recycling program options for ineligible sources.

REQUEST DETAILS

Staff is recommending the acquisition of a new heavy equipment loader, equivalent to the size and performance of Unit 741, that will afford equipment redundancy to complete operational tasks expeditiously and allow for downtime for equipment preventative maintenance and repair. This second loader will also allow staff to move forward with enhanced site maintenance activities and ensure ongoing regulatory compliance.

BUDGET REQUIREMENTS

| | One-time | Base | Total Budget |
|--------------------------------------------------------------------|----------------|------------------|------------------|
| Revenues | | | |
| Contribution from Landfill Reserve | \$650,000 | \$- | \$650,000 |
| Total revenues | 650,000 | - | 650,000 |
| Operating expenses | | | |
| Fuel Costs | - | 30,900 | 30,900 |
| Repair and Maintenance Costs | - | 1,000 | 1,000 |
| Insurance Cost | - | 1,790 | 1,790 |
| Annual Capital Replacement Charge | - | 43,400 | 43,400 |
| Contribution to Landfill and Waste Diversion Reserve Fund | - | 325,000* | 325,000 |
| Total operating expenses | - | 402,090 | 402,090 |
| Capital | | | |
| Front End Loader | 650,000 | - | 650,000 |
| Total capital | 650,000 | - | \$650,000 |
| County Levy | \$- | \$402,090 | \$402,090 |
| <i>Initiative Gapping – delivery of loader anticipated in 2025</i> | - | 77,090 | 77,090 |
| 2025 Budget Impact | | | |
| 2024 Budget Impact | \$- | \$325,000 | \$325,000 |

* Contribution to Landfill and Waste Diversion Reserve Fund in 2024 and 2025 to fund purchase of the new front end loader. Contributions in 2026 and future years to support lifecycle requirements identified through the Asset Management Plan, future expansion costs and other uses of funding as identified in Reserves Policy 6.20.

Services Overview

Full-Time Equivalents **65.6 FTE**

↑2.0
Base

| Service | Service Description | 2022 Service Level | Service Type |
|----------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| Municipal Drinking Water Supply, Treatment, Storage and Distribution | An external service that supplies safe municipal drinking water from source to tap for water customers. | 17 Municipal Drinking Water Systems operated and maintained 10,873 Mega-litres of drinking water supplied 4,400 Regulatory drinking water quality tests performed to ensure compliance with rigorous provincial health standards | Environment |
| Municipal Wastewater Collection and Treatment | An external service that collects and treats wastewater from customers, including disposal management of wastewater biosolids. | 11 Municipal Wastewater Systems operated and maintained 13,648 Mega-litres of wastewater treated 4,844 Tests of treated wastewater effluent performed to ensure regulatory compliance | Environment |






▪ **2.0 FTE Water Distribution and Wastewater Collection Operators Full-time** - New initiative indicated will require two (2) new full-time water/wastewater operators to coordinate annual inspections for the sanitary trunk sewers and any repairs identified through those inspections. As a result, this initiative is anticipated to improve the state of repair and condition in which these identified sanitary trunks are maintained. **NI 2024-06**


Key Performance Indicators

| | 2020 Actual | 2021 Actual | 2022 Actual | 2023 Forecast | 2024 Budget | Target |
|------------------------------------------------------------------------------------------------------------------|-------------|-------------|-------------|---------------|-------------|--------|
| Number of watermain breaks | 32 | 29 | 33 | 29 | 31 | 0 |
| Number of wastewater overflows/spills | 1 | 4 | 3 | 5 | 3 | 0 |
| Number of boil water advisories issued | 1 | 2 | 1 | 3 | 2 | 0 |
| Integrated water supply, treatment and distribution operating costs per megalitre of municipal drinking water | \$1,128 | \$1,242 | \$1,228 | \$1,361 | \$1,499 | ↓ |
| Integrated wastewater collection, treatment and disposal cost per megalitre of municipal wastewater ¹ | \$1,148 | \$893 | \$1,079 | \$1,155 | \$1,275 | ↓ |

¹ 2020 includes removal and disposal of Tavistock biosolids (operational cleanout of the lagoons)

Goals and Objectives

| Description | 2024 | 2025 | 2026 | Strategic Plan | Other Plan Alignment |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|------|------|----------------------------------------------------------------------------------------------------------------------------------------------|------------------------|
| <p>Water and Wastewater Master Plan Implementation</p> <p>Ongoing strategic capital and program implementation of the 2024 Water and Wastewater Master Plan to service existing serviced settlement and future growth areas.</p> | ● | ● | ● |  Sustainable infrastructure and development | |
| <p>Sanitary Sewer Infiltration and Inflow Reduction Program</p> <p>Multi-year implementation project to inspect sanitary sewer condition, identify asset repair/replacement needs and reduce rain-derived (storm water) inflow and/or groundwater infiltration into the wastewater collection system.</p> | ● | ● | ● |  Preserve and enhance our natural environment | Wastewater Master Plan |
| <p>Wastewater System Modeling Development</p> <p>Development of a wastewater hydraulic model to more fully assess potential capacity limitation(s) throughout the wastewater collection systems and identify any associated capital / operational improvements to ensure wastewater capacity is efficiently and optimally afforded within existing and future service areas.</p> | ● | ● | ● |  Sustainable infrastructure and development | Wastewater Master Plan |
| <p>Implementation of Water Capacity Buy Back Program</p> <p>Cost offset (rebate) program to encourage and reward industrial, commercial, institutional and multi-residential organizations to undertake various technological upgrades to reduce water consumption. This program allows the County to 'buy back' water system capacity which can be reallocated to service growth.</p> | ● | ● | ● |  - Preserve and enhance our natural environment | Water Master Plan |
| <p>County-Wide Implementation of Backflow Prevention Program</p> <p>Multi-year implementation of user-pay Backflow Prevention Program for installation, inspection, maintenance and testing of backflow prevention devices at applicable industrial, commercial, institutional, multi-residential properties which are connected to the County's municipal drinking water system.</p> | ● | ● | ● |  Continuous improvement and results-driven solutions | Water Master Plan |

| Description | 2024 | 2025 | 2026 | Strategic Plan | Other Plan Alignment |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|------|------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|
| <p>SCADA Masterplan Implementation Multi-year enhancement project to upgrade, replace and standardize aging and obsolete hardware and software systems; allow for interconnection of remote sites; improve cyber-security; and improve data collection, storage and reporting for water and wastewater systems.</p> | ● | ● | ● | <div style="text-align: center;">  </div> <p><i>Continuous improvement and results-driven solutions</i></p> | <p>SCADA Master Plan</p> |

Water - Budget

| | 2023 | 2023 | LESS: 2023 | 2024 | 2024 | 2024 | \$ OVER | % OVER |
|------------------------------------|---------------------|---------------------|------------------|--------------------|------------------|---------------------|--------------------|--------------|
| | FORECAST | BUDGET* | NON-RECURRING | BASE BUDGET | BUDGET IMPACTS | BUDGET | 2023 BUDGET | 2023 BUDGET |
| OPERATING | | | | | | | | |
| REVENUES | | | | | | | | |
| GENERAL REVENUES | | | | | | | | |
| WATER AND WASTEWATER RATES | (20,163,150) | (20,293,970) | - | (2,101,733) | - | (22,395,703) | (2,101,733) | 10.4% |
| USER FEES AND CHARGES | (457,388) | (536,010) | - | 20,559 | (42,700) | (558,151) | (22,141) | 4.1% |
| TOTAL GENERAL REVENUES | (20,620,538) | (20,829,980) | - | (2,081,174) | (42,700) | (22,953,854) | (2,123,874) | 10.2% |
| OTHER REVENUES | | | | | | | | |
| RESERVE TRANSFER | (326,711) | (326,911) | 25,000 | 37,990 | (25,000) | (288,921) | 37,990 | (11.6%) |
| DEVELOPMENT CHARGES | (140,927) | (115,523) | - | (377,229) | - | (492,752) | (377,229) | 326.5% |
| TOTAL OTHER REVENUES | (467,638) | (442,434) | 25,000 | (339,239) | (25,000) | (781,673) | (339,239) | 76.7% |
| TOTAL REVENUES | (21,088,176) | (21,272,414) | 25,000 | (2,420,413) | (67,700) | (23,735,527) | (2,463,113) | 11.6% |
| EXPENSES | | | | | | | | |
| SALARIES AND BENEFITS | | | | | | | | |
| SALARIES | 2,739,317 | 2,906,514 | - | 41,426 | - | 2,947,940 | 41,426 | 1.4% |
| BENEFITS | 1,212,776 | 1,193,739 | - | 28,601 | - | 1,222,340 | 28,601 | 2.4% |
| GAPPING ALLOCATION | - | (100,711) | 100,711 | - | - | - | 100,711 | (100.0%) |
| TOTAL SALARIES AND BENEFITS | 3,952,093 | 3,999,542 | 100,711 | 70,027 | - | 4,170,280 | 170,738 | 4.3% |
| OPERATING EXPENSES | | | | | | | | |
| MATERIALS | 1,831,272 | 1,647,535 | (30,825) | 217,330 | 260,350 | 2,094,390 | 446,855 | 27.1% |
| CONTRACTED SERVICES | 4,649,657 | 4,671,055 | (102,000) | 371,028 | 291,253 | 5,231,336 | 560,281 | 12.0% |
| RENTS AND FINANCIAL EXPENSES | 1,000 | 1,000 | - | - | - | 1,000 | - | - |
| TOTAL OPERATING EXPENSES | 6,481,929 | 6,319,590 | (132,825) | 588,358 | 551,603 | 7,326,726 | 1,007,136 | 15.9% |
| DEBT REPAYMENT | | | | | | | | |
| PRINCIPAL REPAYMENT | 326,092 | 297,964 | - | 114,894 | - | 412,858 | 114,894 | 38.6% |
| INTEREST REPAYMENT | 173,876 | 175,791 | - | 225,132 | - | 400,923 | 225,132 | 128.1% |
| TOTAL DEBT REPAYMENT | 499,968 | 473,755 | - | 340,026 | - | 813,781 | 340,026 | 71.8% |
| RESERVE TRANSFERS | | | | | | | | |
| CONTRIBUTIONS TO RESERVES | - | - | - | - | - | - | - | - |
| CONTRIBUTIONS TO CAPITAL RESERVES | 6,719,975 | 6,719,975 | (16,097) | 1,135,266 | (486,836) | 7,352,308 | 632,333 | 9.4% |
| DEVELOPMENT CHARGES EXEMPTIONS | 570,000 | 115,000 | - | 5,000 | - | 120,000 | 5,000 | 4.3% |
| TOTAL RESERVE TRANSFERS | 7,289,975 | 6,834,975 | (16,097) | 1,140,266 | (486,836) | 7,472,308 | 637,333 | 9.3% |
| INTERDEPARTMENTAL CHARGES | | | | | | | | |

| | 2023 | 2023 | LESS: 2023 | 2024 | 2024 | | \$ OVER | % OVER |
|---------------------------------------------|---------------------|---------------------|------------------|---------------------|------------------|---------------------|---------------------|-----------------|
| | 2023 | 2023 | NON- | BASE | BUDGET | 2024 | 2023 | 2023 |
| | FORECAST | BUDGET* | RECURRING | BUDGET | IMPACTS | BUDGET | BUDGET | BUDGET |
| INTERDEPARTMENTAL CHARGES | 3,135,877 | 3,241,310 | 23,212 | 258,190 | 2,934 | 3,525,646 | 284,336 | 8.8% |
| DEPARTMENTAL CHARGES | 404,386 | 403,243 | (1) | 23,545 | (1) | 426,786 | 23,543 | 5.8% |
| TOTAL INTERDEPARTMENTAL CHARGES | 3,540,263 | 3,644,553 | 23,211 | 281,735 | 2,933 | 3,952,432 | 307,879 | 8.4% |
| TOTAL EXPENSES | 21,764,228 | 21,272,415 | (25,000) | 2,420,412 | 67,700 | 23,735,527 | 2,463,112 | 11.6% |
| PROGRAM SURPLUS/DEFICIT | | | | | | | | |
| RESERVE CONTRIBUTION TO (FROM) | | | | | | | | |
| RESERVE CONTRIBUTION-SURPLUS | 68,785 | - | - | - | - | - | - | - |
| RESERVE CONTRIBUTION-DEFICIT | (744,837) | - | - | - | - | - | - | - |
| TOTAL RESERVE CONTRIBUTION TO (FROM) | (676,052) | - | - | - | - | - | - | - |
| TOTAL PROGRAM SURPLUS/DEFICIT | (676,052) | - | - | - | - | - | - | - |
| NET OPERATING | - | 1 | - | (1) | - | - | (1) | (100.0%) |
| CAPITAL | | | | | | | | |
| CAPITAL REVENUES | | | | | | | | |
| CAPITAL PROVINCIAL GRANTS | (50,000) | - | - | - | - | - | - | - |
| CAPITAL RESERVE TRANSFER | (16,918,765) | (19,193,504) | 136,000 | 4,940,374 | (282,750) | (14,399,880) | 4,793,624 | (25.0%) |
| CAPITAL PROCEEDS FROM DEBENTURES | (4,142,000) | (8,142,000) | - | 5,212,000 | - | (2,930,000) | 5,212,000 | (64.0%) |
| CAPITAL DEVELOPMENT CHARGES | (938,237) | (854,232) | - | 81,636 | - | (772,596) | 81,636 | (9.6%) |
| CAPITAL CONTRIBUTIONS | (112,423) | (32,500) | - | 32,500 | - | - | 32,500 | (100.0%) |
| TOTAL CAPITAL REVENUES | (22,161,425) | (28,222,236) | 136,000 | 10,266,510 | (282,750) | (18,102,476) | 10,119,760 | (35.9%) |
| CAPITAL EXPENSES | 22,161,425 | 28,222,236 | (136,000) | (10,266,510) | 282,750 | 18,102,476 | (10,119,760) | (35.9%) |
| NET CAPITAL | - | - | - | - | - | - | - | - |
| SUMMARY | | | | | | | | |
| TOTAL REVENUES | (43,249,601) | (49,494,650) | 161,000 | 7,846,097 | (350,450) | (41,838,003) | 7,656,647 | (15.5%) |
| TOTAL EXPENSES | 43,925,653 | 49,494,651 | (161,000) | (7,846,098) | 350,450 | 41,838,003 | (7,656,648) | (15.5%) |
| TOTAL PROGRAM SURPLUS/DEFICIT | (676,052) | - | - | - | - | - | - | - |
| TOTAL LEVY | - | 1 | - | (1) | - | - | (1) | (100.0%) |
| % BUDGET INCREASE (DECREASE) | | | - | (100.0%) | - | (100.0%) | | |

* May include in-year approved transfer and/or account reclassifications in accordance with Purchasing Policy No. 6.07

Water - Budget Impact Details

| | REF | OPERATING EXPENSES | CAPITAL EXPENSES | REVENUES | RATES | % |
|------------------------------------------------------------|-----------|--------------------|------------------|----------------|----------------|-------------|
| ONE-TIME ITEMS | | | | | | |
| WAT-Phase 1 ESA high priority production wells | | 25,000 | - | 25,000 | - | |
| SERVICE LEVEL | | | | | | |
| WAT-Water/Wastewater Service Agreements Wdsk & TBurg | | 266,253 | - | - | 266,253 | 1.3% |
| WAT-Buy Back Capacity Program | | 250,000 | - | - | 250,000 | 1.2% |
| NEW INITIATIVES | | | | | | |
| WAT-Sanitary Inflow and Infiltration Reduction | NI2024-06 | 8,350 | - | - | 8,350 | 0.0% |
| WAT-Office Renovations at 59 George Johnson Blvd Ingersoll | NI2024-07 | 600 | 95,000 | 95,000 | 600 | 0.0% |
| WAT-Forklift for George Johnson Blvd Ingersoll | NI2024-08 | 4,668 | 58,750 | 58,750 | 4,668 | 0.0% |
| CARRYOVER/IN-YEAR APPROVAL | | | | | | |
| WAT-Backflow Prevention Program | PW2023-29 | 2,700 | - | 42,700 | (40,000) | (0.2%) |
| INITIATIVE GAPPING | | | | | | |
| WAT-Forklift for George Johnson Blvd Ingersoll | NI2024-08 | (2,334) | - | - | (2,334) | (0.0%) |
| WAT-Sanitary Inflow and Infiltration Reduction | NI2024-06 | (700) | - | - | (700) | (0.0%) |
| INFRASTRUCTURE CAPITAL | | | | | | |
| WAT-TBurg North End Watermain Looping | | - | 68,000 | 68,000 | - | |
| WAT-George Johnson Pipe Racking | | - | 25,000 | 25,000 | - | |
| WAT-George Johnson Printer | | - | 13,000 | 13,000 | - | |
| WAT-Watermain on Hamilton/King St. | | - | 23,000 | 23,000 | - | |
| TOTAL | | 554,537 | 282,750 | 350,450 | 486,837 | 2.4% |

Wastewater - Budget

| | 2023 | 2023 | LESS: 2023 | 2024 | 2024 | 2024 | \$ OVER | % OVER |
|------------------------------------|---------------------|---------------------|------------------|--------------------|------------------|---------------------|--------------------|---------------|
| | FORECAST | BUDGET* | NON- | BASE | BUDGET | 2024 | 2023 | 2023 |
| | | | RECURRING | BUDGET | IMPACTS | BUDGET | BUDGET | BUDGET |
| OPERATING | | | | | | | | |
| REVENUES | | | | | | | | |
| GENERAL REVENUES | | | | | | | | |
| WATER AND WASTEWATER RATES | (20,584,310) | (20,256,380) | - | (1,687,076) | - | (21,943,456) | (1,687,076) | 8.3% |
| USER FEES AND CHARGES | (1,899,544) | (1,819,661) | - | (91,148) | - | (1,910,809) | (91,148) | 5.0% |
| TOTAL GENERAL REVENUES | (22,483,854) | (22,076,041) | - | (1,778,224) | - | (23,854,265) | (1,778,224) | 8.1% |
| OTHER REVENUES | | | | | | | | |
| DEVELOPMENT CHARGES | (488,305) | (488,305) | - | 15,011 | - | (473,294) | 15,011 | (3.1%) |
| TOTAL OTHER REVENUES | (488,305) | (488,305) | - | 15,011 | - | (473,294) | 15,011 | (3.1%) |
| TOTAL REVENUES | (22,972,159) | (22,564,346) | - | (1,763,213) | - | (24,327,559) | (1,763,213) | 7.8% |
| EXPENSES | | | | | | | | |
| SALARIES AND BENEFITS | | | | | | | | |
| SALARIES | 2,281,845 | 2,411,037 | - | 271,167 | 162,863 | 2,845,067 | 434,030 | 18.0% |
| BENEFITS | 976,532 | 1,061,224 | - | 72,242 | 52,884 | 1,186,350 | 125,126 | 11.8% |
| GAPPING ALLOCATION | - | (178,418) | 178,418 | (40,970) | (53,937) | (94,907) | 83,511 | (46.8%) |
| TOTAL SALARIES AND BENEFITS | 3,258,377 | 3,293,843 | 178,418 | 302,439 | 161,810 | 3,936,510 | 642,667 | 19.5% |
| OPERATING EXPENSES | | | | | | | | |
| MATERIALS | 2,166,342 | 2,011,638 | 1,312 | 251,525 | 13,960 | 2,278,435 | 266,797 | 13.3% |
| CONTRACTED SERVICES | 3,463,180 | 3,520,355 | (192,600) | 200,495 | 235,367 | 3,763,617 | 243,262 | 6.9% |
| RENTS AND FINANCIAL EXPENSES | 2,100 | 2,100 | - | - | - | 2,100 | - | - |
| TOTAL OPERATING EXPENSES | 5,631,622 | 5,534,093 | (191,288) | 452,020 | 249,327 | 6,044,152 | 510,059 | 9.2% |
| DEBT REPAYMENT | | | | | | | | |
| PRINCIPAL REPAYMENT | 2,081,469 | 2,078,163 | - | (14,370) | - | 2,063,793 | (14,370) | (0.7%) |
| INTEREST REPAYMENT | 565,775 | 562,636 | - | (70,481) | - | 492,155 | (70,481) | (12.5%) |
| TOTAL DEBT REPAYMENT | 2,647,244 | 2,640,799 | - | (84,851) | - | 2,555,948 | (84,851) | (3.2%) |
| RESERVE TRANSFERS | | | | | | | | |
| CONTRIBUTIONS TO RESERVES | - | - | - | - | - | - | - | - |
| CONTRIBUTIONS TO CAPITAL RESERVES | 6,486,946 | 6,486,946 | (99,478) | 747,436 | (427,455) | 6,707,449 | 220,503 | 3.4% |
| DEVELOPMENT CHARGES EXEMPTIONS | 225,000 | 212,000 | - | - | - | 212,000 | - | - |
| TOTAL RESERVE TRANSFERS | 6,711,946 | 6,698,946 | (99,478) | 747,436 | (427,455) | 6,919,449 | 220,503 | 3.3% |
| INTERDEPARTMENTAL CHARGES | | | | | | | | |
| INTERDEPARTMENTAL CHARGES | 4,017,598 | 4,141,090 | 112,348 | 335,234 | 17,936 | 4,606,608 | 465,518 | 11.2% |

| | 2023 | 2023 | LESS: 2023 | 2024 | 2024 | | \$ OVER | % OVER |
|---------------------------------------------|---------------------|---------------------|------------------|------------------|--------------------|---------------------|--------------------|--------------|
| | FORECAST | BUDGET* | NON- | BASE | BUDGET | 2024 | 2023 | 2023 |
| | | | RECURRING | BUDGET | IMPACTS | BUDGET | BUDGET | BUDGET |
| DEPARTMENTAL CHARGES | 332,088 | 330,944 | - | 18,841 | 1 | 349,786 | 18,842 | 5.7% |
| TOTAL INTERDEPARTMENTAL CHARGES | 4,349,686 | 4,472,034 | 112,348 | 354,075 | 17,937 | 4,956,394 | 484,360 | 10.8% |
| TOTAL EXPENSES | 22,598,875 | 22,639,715 | - | 1,771,119 | 1,619 | 24,412,453 | 1,772,738 | 7.8% |
| PROGRAM SURPLUS/DEFICIT | | | | | | | | |
| RESERVE CONTRIBUTION TO (FROM) | | | | | | | | |
| RESERVE CONTRIBUTION-SURPLUS | 528,505 | - | - | - | - | - | - | - |
| RESERVE CONTRIBUTION-DEFICIT | (155,221) | (75,369) | - | (7,906) | (1,619) | (84,894) | (9,525) | 12.6% |
| TOTAL RESERVE CONTRIBUTION TO (FROM) | 373,284 | (75,369) | - | (7,906) | (1,619) | (84,894) | (9,525) | 12.6% |
| TOTAL PROGRAM SURPLUS/DEFICIT | 373,284 | (75,369) | - | (7,906) | (1,619) | (84,894) | (9,525) | 12.6% |
| NET OPERATING | - | - | - | - | - | - | - | - |
| CAPITAL | | | | | | | | |
| CAPITAL REVENUES | | | | | | | | |
| USER FEES AND CHARGES | - | - | - | - | - | - | - | - |
| CAPITAL RESERVE TRANSFER | (14,701,822) | (18,160,452) | 138,000 | 6,537,246 | (1,137,500) | (12,622,706) | 5,537,746 | (30.5%) |
| CAPITAL PROCEEDS FROM DEBENTURES | - | - | - | (8,919,083) | - | (8,919,083) | (8,919,083) | - |
| CAPITAL DEVELOPMENT CHARGES | (1,937,643) | (3,140,946) | - | 2,441,423 | (3,882,500) | (4,582,023) | (1,441,077) | 45.9% |
| CAPITAL CONTRIBUTIONS | (253,468) | (170,000) | - | 32,500 | - | (137,500) | 32,500 | (19.1%) |
| TOTAL CAPITAL REVENUES | (16,892,933) | (21,471,398) | 138,000 | 92,086 | (5,020,000) | (26,261,312) | (4,789,914) | 22.3% |
| CAPITAL EXPENSES | 16,892,933 | 21,471,398 | (138,000) | (92,086) | 5,020,000 | 26,261,312 | 4,789,914 | 22.3% |
| NET CAPITAL | - | - | - | - | - | - | - | - |
| SUMMARY | | | | | | | | |
| TOTAL REVENUES | (39,865,092) | (44,035,744) | 138,000 | (1,671,127) | (5,020,000) | (50,588,871) | (6,553,127) | 14.9% |
| TOTAL EXPENSES | 39,491,808 | 44,111,113 | (138,000) | 1,679,033 | 5,021,619 | 50,673,765 | 6,562,652 | 14.9% |
| TOTAL PROGRAM SURPLUS/DEFICIT | 373,284 | (75,369) | - | (7,906) | (1,619) | (84,894) | (9,525) | 12.6% |
| TOTAL LEVY | - | - | - | - | - | - | - | - |
| % BUDGET INCREASE (DECREASE) | | | | | | | | |

* May include in-year approved transfer and/or account reclassifications in accordance with Purchasing Policy No. 6.07

Wastewater - Budget Impact Details

| | REF | OPERATING EXPENSES | CAPITAL EXPENSES | REVENUES | RATES | % |
|-----------------------------------------------------------------------------|-----------|--------------------|------------------|------------------|----------------|-------------|
| ONE-TIME ITEMS | | | | | | |
| WW-Norwich sanitary spot repair | | 25,000 | - | - | 25,000 | 0.1% |
| WW-Ingersoll manhole infiltration and interior coating repair | | 35,000 | - | - | 35,000 | 0.2% |
| WW-TBurg WWTP fibre install | | 5,350 | - | - | 5,350 | 0.0% |
| WW-Hydraulic Model | | 65,000 | - | - | 65,000 | 0.3% |
| SERVICE LEVEL | | | | | | |
| WW-Water/Wastewater Service Agreements Wdsk & TBurg | | 110,367 | - | - | 110,367 | 0.5% |
| WW-I&I Repair at Thamesford WWTP | | 20,000 | - | - | 20,000 | 0.1% |
| WW-Biowin software training | | 960 | - | - | 960 | 0.0% |
| NEW INITIATIVES | | | | | | |
| WW-Sanitary Inflow and Infiltration Reduction | NI2024-06 | 234,551 | 91,600 | 91,600 | 234,551 | 1.2% |
| WW-Office Renovations at 59 George Johnson Blvd Ingersoll | NI2024-07 | 600 | - | - | 600 | 0.0% |
| WW-Forklift for George Johnson Blvd Ingersoll | NI2024-08 | 3,112 | - | - | 3,112 | 0.0% |
| WW-Ingersoll WWTP: Construction of a Wastewater Treatment Foreperson Office | NI2024-09 | 650 | 50,000 | 50,000 | 650 | 0.0% |
| INITIATIVE GAPPING | | | | | | |
| WW-Sanitary Inflow and Infiltration Reduction | NI2024-06 | (53,961) | (91,600) | (91,600) | (53,961) | (0.3%) |
| WW-Forklift for George Johnson Blvd Ingersoll | NI2024-08 | (1,556) | - | - | (1,556) | (0.0%) |
| WW-Water/Wastewater Service Agreements Wdsk & TBurg | | (20,000) | - | - | (20,000) | (0.1%) |
| MINOR CAPITAL | | | | | | |
| WW-Maintenance Vehicle Liftgates | | 4,000 | 18,000 | 18,000 | 4,000 | 0.0% |
| INFRASTRUCTURE CAPITAL | | | | | | |
| WW-Lansdowne SPS | | - | 4,150,000 | 4,150,000 | - | |
| WW-Trunk I&I Reduction | | - | 157,000 | 157,000 | - | |
| WW-59 & Fairway Flow Monitoring | | - | 20,000 | 20,000 | - | |
| WW-Victoria Woods Sanitary Oversizing | | - | 50,000 | 50,000 | - | |
| WW-SW Industrial Park Gravity Sanitary Sewer | | - | 575,000 | 575,000 | - | |
| TOTAL | | 429,073 | 5,020,000 | 5,020,000 | 429,073 | 2.1% |

Capital Budget

| PROJECT # AND NAME | DESCRIPTION | ASSET ACTIVITY | ASSET RATING | TOTAL | 2024 REQUEST** | 2025 | 2026-2033 |
|-------------------------------------------------------|------------------------------------------------------------------------|----------------|--------------|-----------|----------------|------|-----------|
| BUILDING | | | | | | | |
| 260300 - Ingersoll Water | Pipe Racking for new storage facility | Expansion | N/A | \$25,000 | 25,000 | - | - |
| 911279 – Woodstock Wastewater Facilities Collection | Various projects as identified from the Building Condition Assessments | Replacement | Poor | \$2,200 | 2,200 | - | - |
| 911280 – Woodstock Wastewater Facilities Treatment | Various projects as identified from the Building Condition Assessments | Replacement | Poor | \$198,000 | 198,000 | - | - |
| 911281 – Tillsonburg Wastewater Facilities Treatment | Various projects as identified from the Building Condition Assessments | Replacement | Poor | \$61,000 | 61,000 | - | - |
| 911284 – Tavistock Wastewater Facilities Treatment | Various projects as identified from the Building Condition Assessments | Replacement | Poor | \$15,000 | 15,000 | - | - |
| 911282 – Ingersoll Wastewater Facilities Treatment | Various projects as identified from the Building Condition Assessments | Replacement | Poor | \$198,900 | 198,900 | - | - |
| 911282 – Ingersoll Wastewater Facilities Treatment | Ingersoll WWTP Office space construction (NI 2024-09) | Expansion | N/A | \$50,000 | 50,000 | - | - |
| 911285 – Plattsville Wastewater Facilities Treatment | Various projects as identified from the Building Condition Assessments | Renewal | Poor | \$6,000 | 6,000 | - | - |
| 911292 – Tillsonburg Wastewater Facilities Collection | Various projects as identified from the Building Condition Assessments | Renewal | Poor | \$26,000 | 26,000 | - | - |
| 911261 – Woodstock Water Facilities Treatment | Various projects as identified from the Building Condition Assessments | Renewal | Poor | \$28,600 | 28,600 | - | - |
| 911265 – Woodstock Water Facilities Distribution | Various projects as identified from the Building Condition Assessments | Renewal | Poor | \$30,500 | 30,500 | - | - |
| 911262 – Tillsonburg Water Facilities Treatment | Various projects as identified from the Building Condition Assessments | Renewal | Poor | \$30,300 | 30,300 | - | - |
| 911272 – Ingersoll Water Facilities Treatment | Various projects as identified from the Building Condition Assessments | Replacement | Poor | \$21,500 | 21,500 | - | - |
| 911267 – Ingersoll Water Facilities Distribution | Training Room, IT, Lunch Room, and Washroom Renovation (NI 2024-07) | Replacement | Poor | \$75,000 | 75,000 | - | - |
| 911264 – Township Water Facilities Treatment | Various projects as identified from the Building Condition Assessments | Replacement | Poor | \$23,500 | 23,500 | - | - |
| 911294 - Norwich Wastewater Facilities Collection | Various projects as identified from the Building Condition Assessments | Replacement | Poor | \$14,300 | 14,300 | - | - |
| COMPUTER EQUIPMENT | | | | | | | |
| 260300 - Computer Equipment | Printer for George Johnson Boulevard | Replacement | Poor | \$13,000 | 13,000 | - | - |
| EQUIPMENT | | | | | | | |

| PROJECT # AND NAME | DESCRIPTION | ASSET ACTIVITY | ASSET RATING | TOTAL | 2024 REQUEST** | 2025 | 2026-2033 |
|---------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|--------------|--------------|----------------|-----------|------------|
| 250100 - Equipment | Replacement of general operating equipment used for delivery of the wastewater service in Woodstock | Replacement | Poor | \$225,000 | 225,000 | - | - |
| 250200 - Equipment | Replacement of general operating equipment used for delivery of the wastewater service in Tillsonburg | Replacement | Poor | \$162,000 | 162,000 | - | - |
| 250300 - Equipment | Replacement of general operating equipment used for delivery of the wastewater service in Ingersoll | Replacement | Poor | \$38,000 | 38,000 | - | - |
| 250500 - Equipment | Replacement of general operating equipment used for delivery of the wastewater service in Tavistock | Replacement | Poor | \$27,000 | 52,000 | - | - |
| 250600 - Equipment | Replacement of general operating equipment used for delivery of the wastewater service in Plattsville | Replacement | Poor | \$8,000 | 8,000 | - | - |
| 250700 - Equipment | Replacement of general operating equipment used for delivery of the wastewater service in Thamesford | Replacement | Poor | \$2,000 | 2,000 | - | - |
| 250900 - Equipment | Replacement of general operating equipment used for delivery of the wastewater service in Mt Elgin | Replacement | Poor | \$16,000 | 16,000 | - | - |
| 260100 - Equipment | Replacement of general operating equipment used for delivery of the water service in Woodstock | Replacement | Poor | \$358,000 | 358,000 | - | - |
| 260200 - Equipment | Replacement of general operating equipment used for delivery of the water service in Tillsonburg | Replacement | Poor | \$160,000 | 160,000 | - | - |
| 260300 - Equipment | Replacement of general operating equipment used for delivery of the water service in Ingersoll | Replacement | Poor | \$65,000 | 65,000 | - | - |
| 260400 - Equipment | Replacement of general operating equipment used for delivery of the water service in the Township systems | Replacement | Poor | \$295,000 | 295,000 | - | - |
| FURNISHINGS | | | | | | | |
| 911267 - Furnishings | Furnishings for Training Room (NI 2024-07) | Expansion | N/A | \$20,000 | 20,000 | - | - |
| GREEN INITIATIVES | | | | | | | |
| 911007 - Green Initiatives Water | Various projects as identified in the Updated Energy Management Plan (PW 2019-33) -Brownsville, Rokeby and Bell Mill Lighting Upgrades | Replacement | Fair | \$2,300 | 2,300 | - | - |
| 911008 - Green Initiatives Wastewater | Various projects as identified in the Updated Energy Management Plan (PW 2019-33) -Mckeand St Sub metering Project, Fennel Lighting upgrades | Non-infrastructure solutions | N/A | \$17,100 | 17,100 | - | - |
| STUDIES | | | | | | | |
| 900016 - SCADA Master Plan | Various projects as identified in the Water and Wastewater SCADA Master Plan (Report No. PW 2019-43) – All water and wastewater systems upgraded with hardware and software to the County's new SCADA standards | Expansion | N/A | \$17,927,000 | 530,000 | 2,283,000 | 15,114,000 |
| VEHICLES | | | | | | | |
| 250000 - Wastewater New Vehicles | Flushing/Cleaning Truck (1) - Conversion/replacement of two water units 685/621 Diesel (NI 2023-06) | Replacement | Fair | \$714,000 | 714,000 | - | - |

| PROJECT # AND NAME | DESCRIPTION | ASSET ACTIVITY | ASSET RATING | TOTAL | 2024 REQUEST** | 2025 | 2026-2033 |
|---------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|--------------|-------------|----------------|-----------|-----------|
| 250000 - Wastewater New Vehicle Modifications | Power Hydraulic Tailgate added to Unit 533 and 534 | Expansion | N/A | \$18,000 | 18,000 | - | - |
| 260000 - Water New Vehicles | Forklift - Electric (1) (NI 2024-08) | Expansion | N/A | \$58,750 | 58,750 | - | - |
| 250000 - Wastewater New Vehicle | 1/2 Ton Pick-up Truck (1) BEV (PW (CS) 2023-39) - 2025 delivery date anticipated - (NI 2024-06) | Expansion | N/A | \$91,600 | - | 91,600 | - |
| WASTEWATER | | | | | | | |
| 950158 Woodstock City Projects | Replacement of aging sewers in conjunction with City road reconstruction projects (Brant, Beale, Walter, Powsel, Cambridge, Elizabeth, Leinster, & Rathbourne) Design and construct repair to syphons | Replacement | Poor | \$2,238,000 | 2,238,000 | - | - |
| 950163 Wdstk - Lansdowne Pumping Station | New sewage pumping station to service development - construction 2024-2025 | Expansion | N/A | \$9,230,000 | 3,750,000 | 5,480,000 | - |
| 950164 Wdsk - Lansdowne Sewer Ext | Lansdowne Sewer Ext. 300 meters of 300 mm (C) | Expansion | N/A | \$400,000 | 400,000 | - | - |
| 950170 Wdsk - Trunk I&I Reduction | Sanitary Trunk Sewer Infiltration and Inflow Reduction | Expansion | N/A | \$79,000 | 79,000 | - | - |
| 950173 Wdstk - San Repl (59&Fairway) | Flow Monitoring of sanitary with design in 2025 and construction in 2026 | Replacement | Poor | \$285,000 | 20,000 | 9,000 | 256,000 |
| 950174 - Woodstock Linear Replacement on County Roads | Sewer replacement on CR 9 (Ingersoll Road) - Tracks to City Limit 2024 Design, 2026 Construction for Sewer Replacement on CR 2 Dundas (CR 12 Mill to Overpass) 2024 Design, 2025 Construction for Sewer Replacement on CR 35 Devonshire Ave (CR 59 to CR 54) | Replacement | Critical | \$270,000 | 270,000 | - | - |
| 950200 - Tillsonburg Wastewater Treatment Plant Upgrade | Multi-year upgrade of the Tillsonburg Wastewater Treatment Plant | Expansion | N/A | \$600,000 | 600,000 | - | - |
| 950223 Tillsonburg Gravity Inlet Trunk | Sanitary Gravity Trunk line replacement | Replacement | Poor | \$7,000 | 7,000 | - | - |
| 950226 - Tillsonburg Town Projects | Replacement of aging sewers in conjunction with Town road reconstruction projects (Charlotte and Clarence, Townline and Goshen) | Replacement | Poor | \$630,000 | 630,000 | - | - |
| 950229 Tillsonburg County Road Projects | North St W Road Resurfacing | Replacement | Poor | \$17,000 | 17,000 | - | - |
| 950249 Tillsonburg Sanitary Oversizing | Victoria Woods Oversizing | Expansion | N/A | \$50,000 | 50,000 | - | - |
| 950250 Tillsonburg Trunk I&I Reduction | Sanitary Trunk Sewer Infiltration and Inflow Reduction | Expansion | N/A | \$78,000 | 78,000 | - | - |
| 950330 Ingersoll Town Projects | Replacement of aging sewers in conjunction with Town road reconstruction projects Raglan & Eng/Geotech) | Replacement | Critical | \$468,000 | 468,000 | - | - |
| 950332 Ingersoll Relining | Relining/Re-alignment of Charles St W sewer at railway crossing (475k moved to 2024 from 2023) Chisolm Dr Easement CIPP (Chisolm Dr North to Whiting St) | Renewal | Critical | \$275,000 | 275,000 | - | - |
| 950336 Ingersoll SW Industrial Park | 2024 design and 2025 construction for King St, Cachet Lands, and Mid block Wallace Line portions | Expansion | N/A | \$5,231,000 | 575,000 | 4,656,000 | - |
| 950450 Norwich Sanitary Replacements | Sanitary sewer replacements on Township roadways | Replacement | Poor | \$40,000 | 40,000 | - | - |

| PROJECT # AND NAME | DESCRIPTION | ASSET ACTIVITY | ASSET RATING | TOTAL | 2024 REQUEST** | 2025 | 2026-2033 |
|--------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|--------------|-------------|----------------|-----------|-----------|
| 950504 Tavistock WWTP Expansion | Class EA Study for the Tavistock WWTP Expansion Alternatives to be presented to Council once completed, along with project cost estimates, funding options, and implications. | Expansion | N/A | \$100,000 | 100,000 | - | - |
| 950513 Tavistock William SPS Rehab | William St Sewage Pumping Station Class EA Study, Design 2024, Construction 2025 | Expansion | N/A | \$7,249,000 | 725,000 | 3,262,000 | 3,262,000 |
| 950550 Tavistock Sanitary Replacements | Sanitary sewer replacements on Township roadways | Replacement | Poor | \$50,000 | 50,000 | - | - |
| 950718 Thamesford WWTP Pretreatment / Screening | Wastewater Treatment Plant Upgrades for treatment process enhancements. Construction and roof removal 2024-25 | Expansion | N/A | \$4,800,000 | 800,000 | 4,000,000 | - |
| 950810 Drumbo WWTP Expansion | Multi-year expansion of the Drumbo Wastewater Treatment Plant | Expansion | N/A | \$650,000 | 650,000 | - | - |
| 950906 Mt Elgin Sanitary Sewer Upgrades | Expansion of access holes | Expansion | N/A | \$20,000 | 20,000 | - | - |
| WATER | | | | | | | |
| 960105 Woodstock UV Upgrade | New UV Reactors - Upgrade to Gen 2, Install | Renewal | Excellent | \$80,000 | 80,000 | - | - |
| 960141 Woodstock City Projects | Replacement of aging watermains in conjunction with City road reconstruction projects (Brant, Beale, Walter, Powsel, Cambridge, Elizabeth, Leinster, & Rathbourne) | Replacement | Poor | \$2,623,000 | 2,623,000 | - | - |
| 960149 Woodstock Oversizing | Cost sharing with Developers for oversized infrastructure | Expansion | N/A | \$243,000 | 243,000 | - | - |
| 960153 Woodstock County Road Projects | Watermain replacement on CR 9 (Ingersoll Road) - Tracks to City Limit 2024 Design, 2026 Construction for Watermain Replacement on CR 2 Dundas (CR 12 Mill to Overpass) 2024 Design, 2025 Construction for Watermain Replacement on CR 35 Devonshire Ave (CR 59 to CR 54) | Replacement | Critical | \$2,190,000 | 90,000 | 1,500,000 | 600,000 |
| 960154 Woodstock Bowerhill BPS | Booster Pumping Station at Bowerhill Rd. 2024 Construction | Expansion | N/A | \$4,500,000 | 4,500,000 | - | - |
| 960200 Tillsonburg Well 7A | Class EA Study for water quality improvements - Well 7A Design 2024, Construction 2025 | Expansion | N/A | \$2,010,000 | 210,000 | 1,300,000 | 500,000 |
| 960201 Tillsonburg Well 3 Upgrade | Water treatment enhancements, Design 2023, Construction 2024 | Expansion | N/A | \$3,015,000 | 600,000 | 415,000 | 2,000,000 |
| 960208 Tillsonburg UV Upgrade | Technology Upgrade - UV reactors (Gen 2) | Renewal | Poor | \$60,000 | 60,000 | - | - |
| 960220 Tillsonburg North St Pumphouse | Backup Power for North St Pumphouse | Renewal | Poor | \$465,000 | 465,000 | - | - |
| 960235 Tillsonburg Town Projects | Construction for 2024 replacements (Charlotte and Clarence & Townline and Goshen) | Renewal | Poor | \$1,418,000 | 1,418,000 | - | - |
| 960245 Tillsonburg Watermain Looping | North End Watermain Looping - design 2024, construction 2025 | Expansion | N/A | \$2,019,000 | 68,000 | 1,951,000 | - |
| 960247 Tillsonburg County Road Projects | North St W Road Resurfacing | Renewal | Poor | \$15,000 | 15,000 | - | - |
| 960302 Ingersoll Thames St S Watermain Extension | Thames Street South Trunk Watermain Extension from CNR to Holcroft - 2024 design, 2025 construction | Renewal | Poor | \$382,000 | 13,000 | 369,000 | - |

| PROJECT # AND NAME | DESCRIPTION | ASSET ACTIVITY | ASSET RATING | TOTAL | 2024 REQUEST** | 2025 | 2026-2033 |
|-----------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|------------------------------|--------------|--------------|----------------|--------------|--------------|
| 960303 Ingersoll South Thames Watermain | Watermain on Hamilton/King St. from boundary to existing water distribution system (Oakwood) 2024 Design, 2025 Construction | Expansion | N/A | \$690,000 | 23,000 | 667,000 | - |
| 960310 Ingersoll Well 11 Upgrade | Water treatment upgrades to increase system firm capacity - 2024 design, 2025 construction | Renewal | Poor | \$1,803,000 | 300,000 | 1,503,000 | - |
| 960316 Ingersoll Halls Creek Watermain | Halls Creek Watermain Replacement | Renewal | Poor | \$120,000 | 120,000 | - | - |
| 960325 Ingersoll Town Projects | Replacement of aging watermains in conjunction with Town road reconstruction projects (Pemberton, & Raglan) | Replacement | Poor | \$758,000 | 758,000 | - | - |
| 960335 Ingersoll Cast Iron Pipe Replacement | Construction for cast iron pipe replacements at railway crossings (Pemberton St - 2024) | Replacement | Poor | \$1,225,000 | 1,225,000 | - | - |
| 960338 Ingersoll Wallace Line Industrial Park | Wallace Line Trunk Watermain from Robinson Road to Thomas St. - 2024 design, 2025 construction | Expansion | N/A | \$2,515,000 | 200,000 | 2,315,000 | - |
| 960341 Ingersoll Tower Paint & Repair | Completion of the Ingersoll Tower paint and repairs | Renewal | Poor | \$10,000 | 10,000 | - | - |
| 960400 Township Distribution Replacement | Watermain replacements | Replacement | Poor | \$10,000 | 10,000 | - | - |
| 960413 Thamesford UV Upgrade | Technology Upgrade - UV reactors (Gen 2) | Renewal | Good | \$60,000 | 60,000 | - | - |
| 960422 Township Water Quality Improvements | Class EA Study for water quality improvements - Well 6 Brownsville | Expansion | N/A | \$150,000 | 150,000 | - | - |
| 960437 Tavistock Well 4 | New well supply in Tavistock | Expansion | N/A | \$6,432,000 | 320,000 | 1,256,000 | 4,856,000 |
| 960462 Tavistock Tower Paint & Repair | Tavistock Tower contact time study | Non-infrastructure solutions | N/A | \$30,000 | 30,000 | - | - |
| | | | | \$86,613,550 | \$28,992,950 | \$31,057,600 | \$26,588,000 |

** The 2024 Request represents the additional or new project budget requested and does not include the Carry Forward Budget for prior year's approved budget not spent.

Water – Detailed System Reports

General

| | 2023 | 2023 | LESS: 2023 | 2024 | 2024 | | \$ OVER | % OVER |
|----------------------------------------|------------------|------------------|------------------|--------------------|---------------|------------------|--------------------|----------------|
| | FORECAST | BUDGET* | NON- | BASE | BUDGET | 2024 | 2023 | 2023 |
| | | | RECURRING | BUDGET | IMPACTS | BUDGET | BUDGET | BUDGET |
| OPERATING | | | | | | | | |
| REVENUES | | | | | | | | |
| GENERAL REVENUES | | | | | | | | |
| USER FEES AND CHARGES | (22,510) | (66,560) | - | (310) | - | (66,870) | (310) | 0.5% |
| TOTAL GENERAL REVENUES | (22,510) | (66,560) | - | (310) | - | (66,870) | (310) | 0.5% |
| TOTAL REVENUES | (22,510) | (66,560) | - | (310) | - | (66,870) | (310) | 0.5% |
| EXPENSES | | | | | | | | |
| SALARIES AND BENEFITS | | | | | | | | |
| SALARIES | 904,633 | 932,049 | - | 130,031 | - | 1,062,080 | 130,031 | 14.0% |
| BENEFITS | 539,764 | 619,903 | - | 11,885 | - | 631,788 | 11,885 | 1.9% |
| GAPPING ALLOCATION | - | (43,157) | 43,157 | (2,156) | - | (2,156) | 41,001 | (95.0%) |
| TOTAL SALARIES AND BENEFITS | 1,444,397 | 1,508,795 | 43,157 | 139,760 | - | 1,691,712 | 182,917 | 12.1% |
| OPERATING EXPENSES | | | | | | | | |
| MATERIALS | 211,113 | 199,633 | 1,312 | 13,135 | 8,610 | 222,690 | 23,057 | 11.5% |
| CONTRACTED SERVICES | 51,350 | 42,850 | - | 11,650 | 25,000 | 79,500 | 36,650 | 85.5% |
| TOTAL OPERATING EXPENSES | 262,463 | 242,483 | 1,312 | 24,785 | 33,610 | 302,190 | 59,707 | 24.6% |
| INTERDEPARTMENTAL CHARGES | | | | | | | | |
| INTERDEPARTMENTAL CHARGES | 1,026,657 | 1,065,240 | 112,348 | 223,319 | 6,156 | 1,407,063 | 341,823 | 32.1% |
| DEPARTMENTAL CHARGES | (2,711,007) | (2,749,958) | (156,817) | (387,554) | (39,766) | (3,334,095) | (584,137) | 21.2% |
| TOTAL INTERDEPARTMENTAL CHARGES | (1,684,350) | (1,684,718) | (44,469) | (164,235) | (33,610) | (1,927,032) | (242,314) | 14.4% |
| TOTAL EXPENSES | 22,510 | 66,560 | - | 310 | - | 66,870 | 310 | 0.5% |
| NET OPERATING | - | - | - | - | - | - | - | - |
| CAPITAL | | | | | | | | |
| CAPITAL REVENUES | | | | | | | | |
| CAPITAL RESERVE TRANSFER | (2,320,796) | (2,602,319) | 138,000 | 831,722 | (18,000) | (1,650,597) | 951,722 | (36.6%) |
| CAPITAL DEVELOPMENT CHARGES | (316,336) | (538,024) | - | 522,292 | - | (15,732) | 522,292 | (97.1%) |
| TOTAL CAPITAL REVENUES | (2,637,132) | (3,140,343) | 138,000 | 1,354,014 | (18,000) | (1,666,329) | 1,474,014 | (46.9%) |
| CAPITAL EXPENSES | 2,637,132 | 3,140,343 | (138,000) | (1,354,014) | 18,000 | 1,666,329 | (1,474,014) | (46.9%) |

| | 2023 | 2023 | LESS: 2023 | 2024 | 2024 | 2024 | \$ OVER | % OVER |
|------------------------------|-------------|-------------|------------|-------------|----------|-------------|-------------|---------|
| | FORECAST | BUDGET* | NON- | BASE | BUDGET | BUDGET | 2023 | 2023 |
| | | | RECURRING | BUDGET | IMPACTS | BUDGET | BUDGET | BUDGET |
| NET CAPITAL | - | - | - | - | - | - | - | - |
| SUMMARY | | | | | | | | |
| TOTAL REVENUES | (2,659,642) | (3,206,903) | 138,000 | 1,353,704 | (18,000) | (1,733,199) | 1,473,704 | (46.0%) |
| TOTAL EXPENSES | 2,659,642 | 3,206,903 | (138,000) | (1,353,704) | 18,000 | 1,733,199 | (1,473,704) | (46.0%) |
| TOTAL LEVY | - | - | - | - | - | - | - | - |
| % BUDGET INCREASE (DECREASE) | | | - | - | - | - | | |

Water – Woodstock

| | 2023 | 2023 | LESS: 2023 | 2024 | 2024 | | \$ OVER | % OVER |
|----------------------------------------|--------------------|--------------------|-----------------|--------------------|------------------|--------------------|--------------------|---------------|
| | FORECAST | BUDGET* | NON- | BASE | BUDGET | 2024 | 2023 | 2023 |
| | | | RECURRING | BUDGET | IMPACTS | BUDGET | BUDGET | BUDGET |
| OPERATING | | | | | | | | |
| REVENUES | | | | | | | | |
| GENERAL REVENUES | | | | | | | | |
| WATER AND WASTEWATER RATES | (8,379,890) | (8,457,310) | - | (994,657) | - | (9,451,967) | (994,657) | 11.8% |
| USER FEES AND CHARGES | (85,696) | (103,912) | - | 23,593 | - | (80,319) | 23,593 | (22.7%) |
| TOTAL GENERAL REVENUES | (8,465,586) | (8,561,222) | - | (971,064) | - | (9,532,286) | (971,064) | 11.3% |
| OTHER REVENUES | | | | | | | | |
| DEVELOPMENT CHARGES | - | - | - | (355,030) | - | (355,030) | (355,030) | - |
| TOTAL OTHER REVENUES | - | - | - | (355,030) | - | (355,030) | (355,030) | - |
| TOTAL REVENUES | (8,465,586) | (8,561,222) | - | (1,326,094) | - | (9,887,316) | (1,326,094) | 15.5% |
| EXPENSES | | | | | | | | |
| SALARIES AND BENEFITS | | | | | | | | |
| SALARIES | 169,772 | 317,223 | - | 17,666 | - | 334,889 | 17,666 | 5.6% |
| BENEFITS | 93,438 | 93,438 | - | 8,752 | - | 102,190 | 8,752 | 9.4% |
| GAPPING ALLOCATION | - | (39,160) | 39,160 | - | - | - | 39,160 | (100.0%) |
| TOTAL SALARIES AND BENEFITS | 263,210 | 371,501 | 39,160 | 26,418 | - | 437,079 | 65,578 | 17.7% |
| OPERATING EXPENSES | | | | | | | | |
| MATERIALS | 253,142 | 243,770 | - | 18,300 | 100,000 | 362,070 | 118,300 | 48.5% |
| CONTRACTED SERVICES | 2,244,550 | 2,240,550 | (13,000) | 152,645 | 256,460 | 2,636,655 | 396,105 | 17.7% |
| TOTAL OPERATING EXPENSES | 2,497,692 | 2,484,320 | (13,000) | 170,945 | 356,460 | 2,998,725 | 514,405 | 20.7% |
| DEBT REPAYMENT | | | | | | | | |
| PRINCIPAL REPAYMENT | 183,001 | 183,001 | - | 117,345 | - | 300,346 | 117,345 | 64.1% |
| INTEREST REPAYMENT | 101,093 | 101,093 | - | 232,446 | - | 333,539 | 232,446 | 229.9% |
| TOTAL DEBT REPAYMENT | 284,094 | 284,094 | - | 349,791 | - | 633,885 | 349,791 | 123.1% |
| RESERVE TRANSFERS | | | | | | | | |
| CONTRIBUTIONS TO CAPITAL RESERVES | 3,071,388 | 3,071,388 | (20,739) | 572,724 | (342,708) | 3,280,665 | 209,277 | 6.8% |
| DEVELOPMENT CHARGES EXEMPTIONS | 100,000 | 100,000 | - | - | - | 100,000 | - | - |
| TOTAL RESERVE TRANSFERS | 3,171,388 | 3,171,388 | (20,739) | 572,724 | (342,708) | 3,380,665 | 209,277 | 6.6% |
| INTERDEPARTMENTAL CHARGES | | | | | | | | |
| INTERDEPARTMENTAL CHARGES | 726,574 | 739,499 | - | 10,897 | - | 750,396 | 10,897 | 1.5% |
| DEPARTMENTAL CHARGES | 1,634,073 | 1,510,420 | (5,421) | 195,319 | (13,752) | 1,686,566 | 176,146 | 11.7% |
| TOTAL INTERDEPARTMENTAL CHARGES | 2,360,647 | 2,249,919 | (5,421) | 206,216 | (13,752) | 2,436,962 | 187,043 | 8.3% |
| TOTAL EXPENSES | 8,577,031 | 8,561,222 | - | 1,326,094 | - | 9,887,316 | 1,326,094 | 15.5% |

| | 2023 | 2023 | LESS: 2023 | 2024 | 2024 | | \$ OVER | % OVER |
|---------------------------------------------|--------------|--------------|------------|-------------|---------|--------------|-------------|---------|
| | 2023 | 2023 | NON- | BASE | BUDGET | 2024 | 2023 | 2023 |
| | FORECAST | BUDGET* | RECURRING | BUDGET | IMPACTS | BUDGET | BUDGET | BUDGET |
| PROGRAM SURPLUS/DEFICIT | | | | | | | | |
| RESERVE CONTRIBUTION TO (FROM) | | | | | | | | |
| RESERVE CONTRIBUTION-DEFICIT | (111,445) | - | - | - | - | - | - | - |
| TOTAL RESERVE CONTRIBUTION TO (FROM) | (111,445) | - | - | - | - | - | - | - |
| TOTAL PROGRAM SURPLUS/DEFICIT | (111,445) | - | - | - | - | - | - | - |
| NET OPERATING | - | - | - | - | - | - | - | - |
| CAPITAL | | | | | | | | |
| CAPITAL REVENUES | | | | | | | | |
| CAPITAL PROVINCIAL GRANTS | (50,000) | - | - | - | - | - | - | - |
| CAPITAL RESERVE TRANSFER | (5,266,369) | (5,413,980) | - | (2,296,120) | - | (7,710,100) | (2,296,120) | 42.4% |
| CAPITAL PROCEEDS FROM DEBENTURES | (4,142,000) | (8,142,000) | - | 5,212,000 | - | (2,930,000) | 5,212,000 | (64.0%) |
| CAPITAL DEVELOPMENT CHARGES | (803,178) | (715,000) | - | 182,404 | - | (532,596) | 182,404 | (25.5%) |
| CAPITAL CONTRIBUTIONS | (18,200) | - | - | - | - | - | - | - |
| TOTAL CAPITAL REVENUES | (10,279,747) | (14,270,980) | - | 3,098,284 | - | (11,172,696) | 3,098,284 | (21.7%) |
| CAPITAL EXPENSES | 10,279,747 | 14,270,980 | - | (3,098,284) | - | 11,172,696 | (3,098,284) | (21.7%) |
| NET CAPITAL | - | - | - | - | - | - | - | - |
| SUMMARY | | | | | | | | |
| TOTAL REVENUES | (18,745,333) | (22,832,202) | - | 1,772,190 | - | (21,060,012) | 1,772,190 | (7.8%) |
| TOTAL EXPENSES | 18,856,778 | 22,832,202 | - | (1,772,190) | - | 21,060,012 | (1,772,190) | (7.8%) |
| TOTAL PROGRAM SURPLUS/DEFICIT | (111,445) | - | - | - | - | - | - | - |
| TOTAL LEVY | - | - | - | - | - | - | - | - |
| % BUDGET INCREASE (DECREASE) | | | - | - | - | - | | |

Water – Tillsonburg

| | 2023 | 2023 | LESS: 2023 | 2024 | 2024 | \$ OVER | % OVER |
|----------------------------------------|--------------------|--------------------|-----------------|------------------|-----------------|--------------------|------------------------|
| | FORECAST | BUDGET* | NON- | BASE | BUDGET | 2024 | 2023 |
| | | | RECURRING | BUDGET | IMPACTS | BUDGET | BUDGET |
| OPERATING | | | | | | | |
| REVENUES | | | | | | | |
| GENERAL REVENUES | | | | | | | |
| WATER AND WASTEWATER RATES | (4,282,110) | (4,187,940) | - | (466,954) | - | (4,654,894) | (466,954) 11.1% |
| USER FEES AND CHARGES | (21,606) | (23,973) | - | 9,778 | - | (14,195) | 9,778 (40.8%) |
| TOTAL GENERAL REVENUES | (4,303,716) | (4,211,913) | - | (457,176) | - | (4,669,089) | (457,176) 10.9% |
| TOTAL REVENUES | (4,303,716) | (4,211,913) | - | (457,176) | - | (4,669,089) | (457,176) 10.9% |
| EXPENSES | | | | | | | |
| SALARIES AND BENEFITS | | | | | | | |
| SALARIES | 123,605 | 161,960 | - | 6,701 | - | 168,661 | 6,701 4.1% |
| BENEFITS | 48,045 | 48,045 | - | 4,275 | - | 52,320 | 4,275 8.9% |
| GAPPING ALLOCATION | - | (21,072) | 21,072 | - | - | - | 21,072 (100.0%) |
| TOTAL SALARIES AND BENEFITS | 171,650 | 188,933 | 21,072 | 10,976 | - | 220,981 | 32,048 17.0% |
| OPERATING EXPENSES | | | | | | | |
| MATERIALS | 125,357 | 117,760 | - | 12,060 | 50,000 | 179,820 | 62,060 52.7% |
| CONTRACTED SERVICES | 1,341,475 | 1,345,475 | (10,000) | 212,443 | 9,793 | 1,557,711 | 212,236 15.8% |
| TOTAL OPERATING EXPENSES | 1,466,832 | 1,463,235 | (10,000) | 224,503 | 59,793 | 1,737,531 | 274,296 18.7% |
| DEBT REPAYMENT | | | | | | | |
| PRINCIPAL REPAYMENT | 9,613 | 9,115 | - | 811 | - | 9,926 | 811 8.9% |
| INTEREST REPAYMENT | 1,736 | 1,426 | - | (3) | - | 1,423 | (3) (0.2%) |
| TOTAL DEBT REPAYMENT | 11,349 | 10,541 | - | 808 | - | 11,349 | 808 7.7% |
| RESERVE TRANSFERS | | | | | | | |
| CONTRIBUTIONS TO RESERVES | - | - | - | - | - | - | - |
| CONTRIBUTIONS TO CAPITAL RESERVES | 1,540,929 | 1,540,929 | (8,683) | 173,958 | (53,258) | 1,652,946 | 112,017 7.3% |
| DEVELOPMENT CHARGES EXEMPTIONS | 10,000 | 10,000 | - | - | - | 10,000 | - |
| TOTAL RESERVE TRANSFERS | 1,550,929 | 1,550,929 | (8,683) | 173,958 | (53,258) | 1,662,946 | 112,017 7.2% |
| INTERDEPARTMENTAL CHARGES | | | | | | | |
| INTERDEPARTMENTAL CHARGES | 314,044 | 332,641 | - | (4,247) | - | 328,394 | (4,247) (1.3%) |
| DEPARTMENTAL CHARGES | 720,127 | 665,634 | (2,389) | 51,178 | (6,535) | 707,888 | 42,254 6.3% |
| TOTAL INTERDEPARTMENTAL CHARGES | 1,034,171 | 998,275 | (2,389) | 46,931 | (6,535) | 1,036,282 | 38,007 3.8% |
| TOTAL EXPENSES | 4,234,931 | 4,211,913 | - | 457,176 | - | 4,669,089 | 457,176 10.9% |
| PROGRAM SURPLUS/DEFICIT | | | | | | | |

| | 2023 | 2023 | LESS: 2023 | 2024 | 2024 | | \$ OVER | % OVER |
|---------------------------------------------|-------------|-------------|------------|-----------|----------|-------------|-----------|----------|
| | FORECAST | BUDGET* | NON- | BASE | BUDGET | 2024 | 2023 | 2023 |
| | | | RECURRING | BUDGET | IMPACTS | BUDGET | BUDGET | BUDGET |
| RESERVE CONTRIBUTION TO (FROM) | | | | | | | | |
| RESERVE CONTRIBUTION-SURPLUS | 68,785 | - | - | - | - | - | - | - |
| TOTAL RESERVE CONTRIBUTION TO (FROM) | 68,785 | - | - | - | - | - | - | - |
| TOTAL PROGRAM SURPLUS/DEFICIT | 68,785 | - | - | - | - | - | - | - |
| NET OPERATING | - | - | - | - | - | - | - | - |
| CAPITAL | | | | | | | | |
| CAPITAL REVENUES | | | | | | | | |
| CAPITAL RESERVE TRANSFER | (2,447,849) | (2,661,288) | - | (452,442) | (68,000) | (3,181,730) | (520,442) | 19.6% |
| CAPITAL CONTRIBUTIONS | (94,223) | (32,500) | - | 32,500 | - | - | 32,500 | (100.0%) |
| TOTAL CAPITAL REVENUES | (2,542,072) | (2,693,788) | - | (419,942) | (68,000) | (3,181,730) | (487,942) | 18.1% |
| CAPITAL EXPENSES | 2,542,072 | 2,693,788 | - | 419,942 | 68,000 | 3,181,730 | 487,942 | 18.1% |
| NET CAPITAL | - | - | - | - | - | - | - | - |
| SUMMARY | | | | | | | | |
| TOTAL REVENUES | (6,845,788) | (6,905,701) | - | (877,118) | (68,000) | (7,850,819) | (945,118) | 13.7% |
| TOTAL EXPENSES | 6,777,003 | 6,905,701 | - | 877,118 | 68,000 | 7,850,819 | 945,118 | 13.7% |
| TOTAL PROGRAM SURPLUS/DEFICIT | 68,785 | - | - | - | - | - | - | - |
| TOTAL LEVY | - | - | - | - | - | - | - | - |
| % BUDGET INCREASE (DECREASE) | | | - | - | - | - | | |

Water - Ingersoll

| | 2023 | 2023 | LESS: 2023 | 2024 | 2024 | \$ OVER | % OVER |
|----------------------------------------|--------------------|--------------------|-----------------|------------------|-----------------|--------------------|-------------------------|
| | FORECAST | BUDGET* | NON- | BASE | BUDGET | 2024 | 2023 |
| | | | RECURRING | BUDGET | IMPACTS | BUDGET | BUDGET |
| OPERATING | | | | | | | |
| REVENUES | | | | | | | |
| GENERAL REVENUES | | | | | | | |
| WATER AND WASTEWATER RATES | (2,955,090) | (3,158,420) | - | (341,365) | - | (3,499,785) | (341,365) 10.8% |
| USER FEES AND CHARGES | (75,524) | (75,224) | - | 2,565 | - | (72,659) | 2,565 (3.4%) |
| TOTAL GENERAL REVENUES | (3,030,614) | (3,233,644) | - | (338,800) | - | (3,572,444) | (338,800) 10.5% |
| TOTAL REVENUES | (3,030,614) | (3,233,644) | - | (338,800) | - | (3,572,444) | (338,800) 10.5% |
| EXPENSES | | | | | | | |
| SALARIES AND BENEFITS | | | | | | | |
| SALARIES | 418,631 | 413,935 | - | 39,041 | - | 452,976 | 39,041 9.4% |
| BENEFITS | 122,719 | 122,719 | - | 19,310 | - | 142,029 | 19,310 15.7% |
| GAPPING ALLOCATION | - | (21,072) | 21,072 | - | - | - | 21,072 (100.0%) |
| TOTAL SALARIES AND BENEFITS | 541,350 | 515,582 | 21,072 | 58,351 | - | 595,005 | 79,423 15.4% |
| OPERATING EXPENSES | | | | | | | |
| MATERIALS | 215,038 | 209,430 | - | 13,190 | 50,000 | 272,620 | 63,190 30.2% |
| CONTRACTED SERVICES | 266,622 | 276,520 | (10,000) | (1,880) | - | 264,640 | (11,880) (4.3%) |
| TOTAL OPERATING EXPENSES | 481,660 | 485,950 | (10,000) | 11,310 | 50,000 | 537,260 | 51,310 10.6% |
| DEBT REPAYMENT | | | | | | | |
| PRINCIPAL REPAYMENT | 58,339 | 58,339 | - | (30,920) | - | 27,419 | (30,920) (53.0%) |
| INTEREST REPAYMENT | 4,149 | 4,148 | - | (1,851) | - | 2,297 | (1,851) (44.6%) |
| TOTAL DEBT REPAYMENT | 62,488 | 62,487 | - | (32,771) | - | 29,716 | (32,771) (52.4%) |
| RESERVE TRANSFERS | | | | | | | |
| CONTRIBUTIONS TO RESERVES | - | - | - | - | - | - | - |
| CONTRIBUTIONS TO CAPITAL RESERVES | 1,004,881 | 1,004,881 | (9,200) | 234,878 | (46,209) | 1,184,350 | 179,469 17.9% |
| DEVELOPMENT CHARGES EXEMPTIONS | 5,000 | - | - | 5,000 | - | 5,000 | 5,000 - |
| TOTAL RESERVE TRANSFERS | 1,009,881 | 1,004,881 | (9,200) | 239,878 | (46,209) | 1,189,350 | 184,469 18.4% |
| INTERDEPARTMENTAL CHARGES | | | | | | | |
| INTERDEPARTMENTAL CHARGES | 313,181 | 324,922 | - | 7,340 | - | 332,262 | 7,340 2.3% |
| DEPARTMENTAL CHARGES | 881,675 | 839,822 | (1,872) | 54,692 | (3,791) | 888,851 | 49,029 5.8% |
| TOTAL INTERDEPARTMENTAL CHARGES | 1,194,856 | 1,164,744 | (1,872) | 62,032 | (3,791) | 1,221,113 | 56,369 4.8% |
| TOTAL EXPENSES | 3,290,235 | 3,233,644 | - | 338,800 | - | 3,572,444 | 338,800 10.5% |
| PROGRAM SURPLUS/DEFICIT | | | | | | | |

| | 2023 | 2023 | LESS: 2023 | 2024 | 2024 | 2024 | \$ OVER | % OVER |
|---------------------------------------------|-------------|-------------|------------|-------------|-----------|-------------|-------------|---------|
| | FORECAST | BUDGET* | NON- | BASE | BUDGET | 2024 | 2023 | 2023 |
| | | | RECURRING | BUDGET | IMPACTS | BUDGET | BUDGET | BUDGET |
| RESERVE CONTRIBUTION TO (FROM) | | | | | | | | |
| RESERVE CONTRIBUTION-DEFICIT | (259,621) | - | - | - | - | - | - | - |
| TOTAL RESERVE CONTRIBUTION TO (FROM) | (259,621) | - | - | - | - | - | - | - |
| TOTAL PROGRAM SURPLUS/DEFICIT | (259,621) | - | - | - | - | - | - | - |
| NET OPERATING | - | - | - | - | - | - | - | - |
| CAPITAL | | | | | | | | |
| CAPITAL REVENUES | | | | | | | | |
| CAPITAL RESERVE TRANSFER | (4,991,300) | (5,739,652) | - | 3,277,152 | (156,000) | (2,618,500) | 3,121,152 | (54.4%) |
| TOTAL CAPITAL REVENUES | (4,991,300) | (5,739,652) | - | 3,277,152 | (156,000) | (2,618,500) | 3,121,152 | (54.4%) |
| CAPITAL EXPENSES | 4,991,300 | 5,739,652 | - | (3,277,152) | 156,000 | 2,618,500 | (3,121,152) | (54.4%) |
| NET CAPITAL | - | - | - | - | - | - | - | - |
| SUMMARY | | | | | | | | |
| TOTAL REVENUES | (8,021,914) | (8,973,296) | - | 2,938,352 | (156,000) | (6,190,944) | 2,782,352 | (31.0%) |
| TOTAL EXPENSES | 8,281,535 | 8,973,296 | - | (2,938,352) | 156,000 | 6,190,944 | (2,782,352) | (31.0%) |
| TOTAL PROGRAM SURPLUS/DEFICIT | (259,621) | - | - | - | - | - | - | - |
| TOTAL LEVY | - | - | - | - | - | - | - | - |
| % BUDGET INCREASE (DECREASE) | | | - | - | - | - | | |

Water – Townships

| | 2023 | 2023 | LESS: 2023 | 2024 | 2024 | \$ OVER | % OVER |
|----------------------------------------|--------------------|--------------------|-----------------|------------------|-----------------|--------------------|------------------------|
| | FORECAST | BUDGET* | NON- | BASE | BUDGET | 2024 | 2023 |
| | | | RECURRING | BUDGET | IMPACTS | BUDGET | BUDGET |
| OPERATING | | | | | | | |
| REVENUES | | | | | | | |
| GENERAL REVENUES | | | | | | | |
| WATER AND WASTEWATER RATES | (4,546,060) | (4,490,300) | - | (298,757) | - | (4,789,057) | (298,757) 6.7% |
| USER FEES AND CHARGES | (128,760) | (141,189) | - | (4,820) | - | (146,009) | (4,820) 3.4% |
| TOTAL GENERAL REVENUES | (4,674,820) | (4,631,489) | - | (303,577) | - | (4,935,066) | (303,577) 6.6% |
| OTHER REVENUES | | | | | | | |
| DEVELOPMENT CHARGES | (140,927) | (115,523) | - | (22,199) | - | (137,722) | (22,199) 19.2% |
| TOTAL OTHER REVENUES | (140,927) | (115,523) | - | (22,199) | - | (137,722) | (22,199) 19.2% |
| TOTAL REVENUES | (4,815,747) | (4,747,012) | - | (325,776) | - | (5,072,788) | (325,776) 6.9% |
| EXPENSES | | | | | | | |
| SALARIES AND BENEFITS | | | | | | | |
| SALARIES | 594,960 | 700,635 | - | (33,905) | - | 666,730 | (33,905) (4.8%) |
| BENEFITS | 206,290 | 206,290 | - | (421) | - | 205,869 | (421) (0.2%) |
| GAPPING ALLOCATION | - | (8,951) | 8,951 | - | - | - | 8,951 (100.0%) |
| TOTAL SALARIES AND BENEFITS | 801,250 | 897,974 | 8,951 | (34,326) | - | 872,599 | (25,375) (2.8%) |
| OPERATING EXPENSES | | | | | | | |
| MATERIALS | 438,290 | 425,030 | (10,000) | 21,930 | 50,000 | 486,960 | 61,930 14.6% |
| CONTRACTED SERVICES | 514,510 | 514,510 | (19,000) | 24,500 | - | 520,010 | 5,500 1.1% |
| TOTAL OPERATING EXPENSES | 952,800 | 939,540 | (29,000) | 46,430 | 50,000 | 1,006,970 | 67,430 7.2% |
| DEBT REPAYMENT | | | | | | | |
| PRINCIPAL REPAYMENT | 75,139 | 47,509 | - | 27,658 | - | 75,167 | 27,658 58.2% |
| INTEREST REPAYMENT | 66,898 | 69,124 | - | (5,460) | - | 63,664 | (5,460) (7.9%) |
| TOTAL DEBT REPAYMENT | 142,037 | 116,633 | - | 22,198 | - | 138,831 | 22,198 19.0% |
| RESERVE TRANSFERS | | | | | | | |
| CONTRIBUTIONS TO RESERVES | - | - | - | - | - | - | - |
| CONTRIBUTIONS TO CAPITAL RESERVES | 1,102,777 | 1,102,777 | 22,525 | 153,706 | (44,661) | 1,234,347 | 131,570 11.9% |
| DEVELOPMENT CHARGES EXEMPTIONS | 455,000 | 5,000 | - | - | - | 5,000 | - |
| TOTAL RESERVE TRANSFERS | 1,557,777 | 1,107,777 | 22,525 | 153,706 | (44,661) | 1,239,347 | 131,570 11.9% |
| INTERDEPARTMENTAL CHARGES | | | | | | | |
| INTERDEPARTMENTAL CHARGES | 569,832 | 574,608 | - | (11,282) | - | 563,326 | (11,282) (2.0%) |
| DEPARTMENTAL CHARGES | 1,165,822 | 1,110,481 | (2,476) | 149,049 | (5,339) | 1,251,715 | 141,234 12.7% |
| TOTAL INTERDEPARTMENTAL CHARGES | 1,735,654 | 1,685,089 | (2,476) | 137,767 | (5,339) | 1,815,041 | 129,952 7.7% |

| | 2023 | 2023 | LESS: 2023 | 2024 | 2024 | | \$ OVER | % OVER |
|---------------------------------------------|-------------|--------------|------------|-------------|---------|-------------|-------------|----------|
| | 2023 | 2023 | NON- | BASE | BUDGET | 2024 | 2023 | 2023 |
| | FORECAST | BUDGET* | RECURRING | BUDGET | IMPACTS | BUDGET | BUDGET | BUDGET |
| TOTAL EXPENSES | 5,189,518 | 4,747,013 | - | 325,775 | - | 5,072,788 | 325,775 | 6.9% |
| PROGRAM SURPLUS/DEFICIT | | | | | | | | |
| RESERVE CONTRIBUTION TO (FROM) | | | | | | | | |
| RESERVE CONTRIBUTION-DEFICIT | (373,771) | - | - | - | - | - | - | - |
| TOTAL RESERVE CONTRIBUTION TO (FROM) | (373,771) | - | - | - | - | - | - | - |
| TOTAL PROGRAM SURPLUS/DEFICIT | (373,771) | - | - | - | - | - | - | - |
| NET OPERATING | - | 1 | - | (1) | - | - | (1) | (100.0%) |
| CAPITAL | | | | | | | | |
| CAPITAL REVENUES | | | | | | | | |
| CAPITAL RESERVE TRANSFER | (3,980,337) | (5,157,934) | - | 4,329,434 | - | (828,500) | 4,329,434 | (83.9%) |
| CAPITAL DEVELOPMENT CHARGES | (101,167) | (105,340) | - | (134,660) | - | (240,000) | (134,660) | 127.8% |
| TOTAL CAPITAL REVENUES | (4,081,504) | (5,263,274) | - | 4,194,774 | - | (1,068,500) | 4,194,774 | (79.7%) |
| CAPITAL EXPENSES | 4,081,504 | 5,263,274 | - | (4,194,774) | - | 1,068,500 | (4,194,774) | (79.7%) |
| NET CAPITAL | - | - | - | - | - | - | - | - |
| SUMMARY | | | | | | | | |
| TOTAL REVENUES | (8,897,251) | (10,010,286) | - | 3,868,998 | - | (6,141,288) | 3,868,998 | (38.7%) |
| TOTAL EXPENSES | 9,271,022 | 10,010,287 | - | (3,868,999) | - | 6,141,288 | (3,868,999) | (38.7%) |
| TOTAL PROGRAM SURPLUS/DEFICIT | (373,771) | - | - | - | - | - | - | - |
| TOTAL LEVY | - | 1 | - | (1) | - | - | (1) | (100.0%) |
| % BUDGET INCREASE (DECREASE) | | | - | (100.0%) | - | (100.0%) | | |

Wastewater – Detailed System Reports

General

| | 2023 | 2023 | LESS: 2023 | 2024 | 2024 | | \$ OVER | % OVER |
|----------------------------------------|------------------|------------------|------------------|--------------------|---------------|------------------|--------------------|----------------|
| | FORECAST | BUDGET* | NON- | BASE | BUDGET | 2024 | 2023 | 2023 |
| | | | RECURRING | BUDGET | IMPACTS | BUDGET | BUDGET | BUDGET |
| OPERATING REVENUES | | | | | | | | |
| GENERAL REVENUES | | | | | | | | |
| USER FEES AND CHARGES | (22,510) | (66,560) | - | (310) | - | (66,870) | (310) | 0.5% |
| TOTAL GENERAL REVENUES | (22,510) | (66,560) | - | (310) | - | (66,870) | (310) | 0.5% |
| TOTAL REVENUES | (22,510) | (66,560) | - | (310) | - | (66,870) | (310) | 0.5% |
| EXPENSES | | | | | | | | |
| SALARIES AND BENEFITS | | | | | | | | |
| SALARIES | 904,633 | 932,049 | - | 130,031 | - | 1,062,080 | 130,031 | 14.0% |
| BENEFITS | 539,764 | 619,903 | - | 11,885 | - | 631,788 | 11,885 | 1.9% |
| GAPPING ALLOCATION | - | (43,157) | 43,157 | (2,156) | - | (2,156) | 41,001 | (95.0%) |
| TOTAL SALARIES AND BENEFITS | 1,444,397 | 1,508,795 | 43,157 | 139,760 | - | 1,691,712 | 182,917 | 12.1% |
| OPERATING EXPENSES | | | | | | | | |
| MATERIALS | 211,113 | 199,633 | 1,312 | 13,135 | 8,610 | 222,690 | 23,057 | 11.5% |
| CONTRACTED SERVICES | 51,350 | 42,850 | - | 11,650 | 25,000 | 79,500 | 36,650 | 85.5% |
| TOTAL OPERATING EXPENSES | 262,463 | 242,483 | 1,312 | 24,785 | 33,610 | 302,190 | 59,707 | 24.6% |
| INTERDEPARTMENTAL CHARGES | | | | | | | | |
| INTERDEPARTMENTAL CHARGES | 1,026,657 | 1,065,240 | 112,348 | 223,319 | 6,156 | 1,407,063 | 341,823 | 32.1% |
| DEPARTMENTAL CHARGES | (2,711,007) | (2,749,958) | (156,817) | (387,554) | (39,766) | (3,334,095) | (584,137) | 21.2% |
| TOTAL INTERDEPARTMENTAL CHARGES | (1,684,350) | (1,684,718) | (44,469) | (164,235) | (33,610) | (1,927,032) | (242,314) | 14.4% |
| TOTAL EXPENSES | 22,510 | 66,560 | - | 310 | - | 66,870 | 310 | 0.5% |
| NET OPERATING | - | - | - | - | - | - | - | - |
| CAPITAL | | | | | | | | |
| CAPITAL REVENUES | | | | | | | | |
| CAPITAL RESERVE TRANSFER | (2,320,796) | (2,602,319) | 138,000 | 831,722 | (18,000) | (1,650,597) | 951,722 | (36.6%) |
| CAPITAL DEVELOPMENT CHARGES | (316,336) | (538,024) | - | 522,292 | - | (15,732) | 522,292 | (97.1%) |
| TOTAL CAPITAL REVENUES | (2,637,132) | (3,140,343) | 138,000 | 1,354,014 | (18,000) | (1,666,329) | 1,474,014 | (46.9%) |
| CAPITAL EXPENSES | 2,637,132 | 3,140,343 | (138,000) | (1,354,014) | 18,000 | 1,666,329 | (1,474,014) | (46.9%) |
| NET CAPITAL | - | - | - | - | - | - | - | - |
| SUMMARY | | | | | | | | |
| TOTAL REVENUES | (2,659,642) | (3,206,903) | 138,000 | 1,353,704 | (18,000) | (1,733,199) | 1,473,704 | (46.0%) |
| TOTAL EXPENSES | 2,659,642 | 3,206,903 | (138,000) | (1,353,704) | 18,000 | 1,733,199 | (1,473,704) | (46.0%) |
| TOTAL LEVY | - | - | - | - | - | - | - | - |
| % BUDGET INCREASE (DECREASE) | | | | | | | | |

Wastewater – Woodstock

| | 2023 | 2023 | LESS: 2023 | 2024 | 2024 | \$ OVER | % OVER |
|----------------------------------------|--------------------|--------------------|-----------------|------------------|------------------|--------------------|------------------------|
| | FORECAST | BUDGET* | NON- | BASE | BUDGET | 2024 | 2023 |
| | | | RECURRING | BUDGET | IMPACTS | BUDGET | BUDGET |
| OPERATING | | | | | | | |
| REVENUES | | | | | | | |
| GENERAL REVENUES | | | | | | | |
| WATER AND WASTEWATER RATES | (7,266,360) | (7,094,880) | - | (863,069) | - | (7,957,949) | (863,069) 12.2% |
| USER FEES AND CHARGES | (433,325) | (460,952) | - | 40,920 | - | (420,032) | 40,920 (8.9%) |
| TOTAL GENERAL REVENUES | (7,699,685) | (7,555,832) | - | (822,149) | - | (8,377,981) | (822,149) 10.9% |
| TOTAL REVENUES | (7,699,685) | (7,555,832) | - | (822,149) | - | (8,377,981) | (822,149) 10.9% |
| EXPENSES | | | | | | | |
| SALARIES AND BENEFITS | | | | | | | |
| SALARIES | 480,804 | 520,521 | - | 12,948 | 76,546 | 610,015 | 89,494 17.2% |
| BENEFITS | 151,466 | 156,019 | - | 8,357 | 24,855 | 189,231 | 33,212 21.3% |
| GAPPING ALLOCATION | - | (71,982) | 71,982 | (1,294) | (25,350) | (26,644) | 45,338 (63.0%) |
| TOTAL SALARIES AND BENEFITS | 632,270 | 604,558 | 71,982 | 20,011 | 76,051 | 772,602 | 168,044 27.8% |
| OPERATING EXPENSES | | | | | | | |
| MATERIALS | 647,326 | 599,365 | - | 81,620 | - | 680,985 | 81,620 13.6% |
| CONTRACTED SERVICES | 1,524,750 | 1,614,250 | (45,000) | 70,553 | 122,689 | 1,762,492 | 148,242 9.2% |
| TOTAL OPERATING EXPENSES | 2,172,076 | 2,213,615 | (45,000) | 152,173 | 122,689 | 2,443,477 | 229,862 10.4% |
| DEBT REPAYMENT | | | | | | | |
| PRINCIPAL REPAYMENT | 372,592 | 372,593 | - | 4,692 | - | 377,285 | 4,692 1.3% |
| INTEREST REPAYMENT | 134,727 | 133,832 | - | (15,393) | - | 118,439 | (15,393) (11.5%) |
| TOTAL DEBT REPAYMENT | 507,319 | 506,425 | - | (10,701) | - | 495,724 | (10,701) (2.1%) |
| RESERVE TRANSFERS | | | | | | | |
| CONTRIBUTIONS TO CAPITAL RESERVES | 1,673,519 | 1,673,519 | (85,317) | 396,131 | (219,824) | 1,764,509 | 90,990 5.4% |
| DEVELOPMENT CHARGES EXEMPTIONS | 175,000 | 175,000 | - | - | - | 175,000 | - - |
| TOTAL RESERVE TRANSFERS | 1,848,519 | 1,848,519 | (85,317) | 396,131 | (219,824) | 1,939,509 | 90,990 4.9% |
| INTERDEPARTMENTAL CHARGES | | | | | | | |
| INTERDEPARTMENTAL CHARGES | 1,105,896 | 1,161,331 | - | 61,510 | 5,342 | 1,228,183 | 66,852 5.8% |
| DEPARTMENTAL CHARGES | 1,229,489 | 1,221,383 | 58,335 | 203,026 | 15,742 | 1,498,486 | 277,103 22.7% |
| TOTAL INTERDEPARTMENTAL CHARGES | 2,335,385 | 2,382,714 | 58,335 | 264,536 | 21,084 | 2,726,669 | 343,955 14.4% |
| TOTAL EXPENSES | 7,495,569 | 7,555,831 | - | 822,150 | - | 8,377,981 | 822,150 10.9% |
| PROGRAM SURPLUS/DEFICIT | | | | | | | |
| RESERVE CONTRIBUTION TO (FROM) | | | | | | | |

| | 2023 | 2023 | LESS: 2023 | 2024 | 2024 | | \$ OVER | % OVER |
|---------------------------------------------|--------------------|--------------------|------------|--------------------|--------------------|---------------------|--------------------|-----------------|
| | FORECAST | BUDGET* | NON- | BASE | BUDGET | 2024 | 2023 | 2023 |
| | | | RECURRING | BUDGET | IMPACTS | BUDGET | BUDGET | BUDGET |
| RESERVE CONTRIBUTION-SURPLUS | 204,116 | - | - | - | - | - | - | - |
| TOTAL RESERVE CONTRIBUTION TO (FROM) | 204,116 | - | - | - | - | - | - | - |
| TOTAL PROGRAM SURPLUS/DEFICIT | 204,116 | - | - | - | - | - | - | - |
| NET OPERATING | - | (1) | - | 1 | - | - | 1 | (100.0%) |
| CAPITAL | | | | | | | | |
| CAPITAL REVENUES | | | | | | | | |
| CAPITAL RESERVE TRANSFER | (3,876,813) | (3,987,947) | - | 1,054,747 | (479,000) | (3,412,200) | 575,747 | (14.4%) |
| CAPITAL PROCEEDS FROM DEBENTURES | - | - | - | (5,711,137) | - | (5,711,137) | (5,711,137) | - |
| CAPITAL DEVELOPMENT CHARGES | (264,787) | (365,539) | - | 265,539 | (3,770,000) | (3,870,000) | (3,504,461) | 958.7% |
| TOTAL CAPITAL REVENUES | (4,141,600) | (4,353,486) | - | (4,390,851) | (4,249,000) | (12,993,337) | (8,639,851) | 198.5% |
| CAPITAL EXPENSES | 4,141,600 | 4,353,486 | - | 4,390,851 | 4,249,000 | 12,993,337 | 8,639,851 | 198.5% |
| NET CAPITAL | - | - | - | - | - | - | - | - |
| SUMMARY | | | | | | | | |
| TOTAL REVENUES | (11,841,285) | (11,909,318) | - | (5,213,000) | (4,249,000) | (21,371,318) | (9,462,000) | 79.5% |
| TOTAL EXPENSES | 11,637,169 | 11,909,317 | - | 5,213,001 | 4,249,000 | 21,371,318 | 9,462,001 | 79.5% |
| TOTAL PROGRAM SURPLUS/DEFICIT | 204,116 | - | - | - | - | - | - | - |
| TOTAL LEVY | - | (1) | - | 1 | - | - | 1 | (100.0%) |
| % BUDGET INCREASE (DECREASE) | | | - | (100.0%) | - | (100.0%) | | |

Wastewater – Tillsonburg

| | 2023 | 2023 | LESS: 2023 | 2024 | 2024 | \$ OVER | % OVER |
|----------------------------------------|--------------------|--------------------|-----------------|------------------|-----------------|--------------------|-----------------------|
| | FORECAST | BUDGET* | NON- | BASE | BUDGET | 2024 | 2023 |
| | | | RECURRING | BUDGET | IMPACTS | BUDGET | BUDGET |
| OPERATING | | | | | | | |
| REVENUES | | | | | | | |
| GENERAL REVENUES | | | | | | | |
| WATER AND WASTEWATER RATES | (3,813,340) | (3,694,310) | - | (304,879) | - | (3,999,189) | (304,879) 8.3% |
| USER FEES AND CHARGES | (235,024) | (260,990) | - | 51,361 | - | (209,629) | 51,361 (19.7%) |
| TOTAL GENERAL REVENUES | (4,048,364) | (3,955,300) | - | (253,518) | - | (4,208,818) | (253,518) 6.4% |
| TOTAL REVENUES | (4,048,364) | (3,955,300) | - | (253,518) | - | (4,208,818) | (253,518) 6.4% |
| EXPENSES | | | | | | | |
| SALARIES AND BENEFITS | | | | | | | |
| SALARIES | 217,348 | 256,780 | - | 15,160 | 66,774 | 338,714 | 81,934 31.9% |
| BENEFITS | 77,322 | 77,322 | - | 7,860 | 21,682 | 106,864 | 29,542 38.2% |
| GAPPING ALLOCATION | - | (21,146) | 21,146 | (5,175) | (22,114) | (27,289) | (6,143) 29.1% |
| TOTAL SALARIES AND BENEFITS | 294,670 | 312,956 | 21,146 | 17,845 | 66,342 | 418,289 | 105,333 33.7% |
| OPERATING EXPENSES | | | | | | | |
| MATERIALS | 293,994 | 288,760 | - | 44,520 | 5,350 | 338,630 | 49,870 17.3% |
| CONTRACTED SERVICES | 981,990 | 981,990 | (32,650) | 72,552 | (32,322) | 989,570 | 7,580 0.8% |
| RENTS AND FINANCIAL EXPENSES | 600 | 600 | - | - | - | 600 | - - |
| TOTAL OPERATING EXPENSES | 1,276,584 | 1,271,350 | (32,650) | 117,072 | (26,972) | 1,328,800 | 57,450 4.5% |
| DEBT REPAYMENT | | | | | | | |
| PRINCIPAL REPAYMENT | 70,176 | 66,870 | - | (2,916) | - | 63,954 | (2,916) (4.4%) |
| INTEREST REPAYMENT | 23,308 | 21,305 | - | (587) | - | 20,718 | (587) (2.8%) |
| TOTAL DEBT REPAYMENT | 93,484 | 88,175 | - | (3,503) | - | 84,672 | (3,503) (4.0%) |
| RESERVE TRANSFERS | | | | | | | |
| CONTRIBUTIONS TO CAPITAL RESERVES | 1,254,888 | 1,254,888 | (12,489) | 82,689 | (50,911) | 1,274,177 | 19,289 1.5% |
| DEVELOPMENT CHARGES EXEMPTIONS | 25,000 | 25,000 | - | - | - | 25,000 | - - |
| TOTAL RESERVE TRANSFERS | 1,279,888 | 1,279,888 | (12,489) | 82,689 | (50,911) | 1,299,177 | 19,289 1.5% |
| INTERDEPARTMENTAL CHARGES | | | | | | | |
| INTERDEPARTMENTAL CHARGES | 441,046 | 478,363 | - | (13,933) | 4,563 | 468,993 | (9,370) (2.0%) |
| DEPARTMENTAL CHARGES | 530,369 | 524,568 | 23,993 | 53,348 | 6,978 | 608,887 | 84,319 16.1% |
| TOTAL INTERDEPARTMENTAL CHARGES | 971,415 | 1,002,931 | 23,993 | 39,415 | 11,541 | 1,077,880 | 74,949 7.5% |
| TOTAL EXPENSES | 3,916,041 | 3,955,300 | - | 253,518 | - | 4,208,818 | 253,518 6.4% |
| PROGRAM SURPLUS/DEFICIT | | | | | | | |

| | 2023 | 2023 | LESS: 2023 | 2024 | 2024 | | \$ OVER | % OVER |
|---------------------------------------------|--------------|--------------|------------|-------------|-----------|-------------|-------------|----------|
| | 2023 | 2023 | NON- | BASE | BUDGET | 2024 | 2023 | 2023 |
| | FORECAST | BUDGET* | RECURRING | BUDGET | IMPACTS | BUDGET | BUDGET | BUDGET |
| RESERVE CONTRIBUTION TO (FROM) | | | | | | | | |
| RESERVE CONTRIBUTION-SURPLUS | 132,323 | - | - | - | - | - | - | - |
| TOTAL RESERVE CONTRIBUTION TO (FROM) | 132,323 | - | - | - | - | - | - | - |
| TOTAL PROGRAM SURPLUS/DEFICIT | 132,323 | - | - | - | - | - | - | - |
| NET OPERATING | - | - | - | - | - | - | - | - |
| CAPITAL | | | | | | | | |
| CAPITAL REVENUES | | | | | | | | |
| CAPITAL RESERVE TRANSFER | (5,536,162) | (7,423,603) | - | 4,365,394 | (78,000) | (3,136,209) | 4,287,394 | (57.8%) |
| CAPITAL DEVELOPMENT CHARGES | (1,199,870) | (1,577,225) | - | 1,078,434 | (50,000) | (548,791) | 1,028,434 | (65.2%) |
| CAPITAL CONTRIBUTIONS | (115,968) | (32,500) | - | 32,500 | - | - | 32,500 | (100.0%) |
| TOTAL CAPITAL REVENUES | (6,852,000) | (9,033,328) | - | 5,476,328 | (128,000) | (3,685,000) | 5,348,328 | (59.2%) |
| CAPITAL EXPENSES | 6,852,000 | 9,033,328 | - | (5,476,328) | 128,000 | 3,685,000 | (5,348,328) | (59.2%) |
| NET CAPITAL | - | - | - | - | - | - | - | - |
| SUMMARY | | | | | | | | |
| TOTAL REVENUES | (10,900,364) | (12,988,628) | - | 5,222,810 | (128,000) | (7,893,818) | 5,094,810 | (39.2%) |
| TOTAL EXPENSES | 10,768,041 | 12,988,628 | - | (5,222,810) | 128,000 | 7,893,818 | (5,094,810) | (39.2%) |
| TOTAL PROGRAM SURPLUS/DEFICIT | 132,323 | - | - | - | - | - | - | - |
| TOTAL LEVY | - | - | - | - | - | - | - | - |
| % BUDGET INCREASE (DECREASE) | | | - | - | - | - | - | - |

Wastewater - Ingersoll

| | 2023 | 2023 | LESS: 2023 | 2024 | 2024 | | \$ OVER | % OVER |
|----------------------------------------|--------------------|--------------------|-----------------|------------------|-----------------|--------------------|------------------|---------------|
| | FORECAST | BUDGET* | NON- | BASE | BUDGET | 2024 | 2023 | 2023 |
| | | | RECURRING | BUDGET | IMPACTS | BUDGET | BUDGET | BUDGET |
| OPERATING | | | | | | | | |
| REVENUES | | | | | | | | |
| GENERAL REVENUES | | | | | | | | |
| WATER AND WASTEWATER RATES | (4,339,380) | (4,318,550) | - | (131,618) | - | (4,450,168) | (131,618) | 3.0% |
| USER FEES AND CHARGES | (174,736) | (162,311) | - | (3,625) | - | (165,936) | (3,625) | 2.2% |
| TOTAL GENERAL REVENUES | (4,514,116) | (4,480,861) | - | (135,243) | - | (4,616,104) | (135,243) | 3.0% |
| OTHER REVENUES | | | | | | | | |
| DEVELOPMENT CHARGES | (303,978) | (303,978) | - | 6,601 | - | (297,377) | 6,601 | (2.2%) |
| TOTAL OTHER REVENUES | (303,978) | (303,978) | - | 6,601 | - | (297,377) | 6,601 | (2.2%) |
| TOTAL REVENUES | (4,818,094) | (4,784,839) | - | (128,642) | - | (4,913,481) | (128,642) | 2.7% |
| EXPENSES | | | | | | | | |
| SALARIES AND BENEFITS | | | | | | | | |
| SALARIES | 288,144 | 312,611 | - | 27,876 | 8,143 | 348,630 | 36,019 | 11.5% |
| BENEFITS | 91,506 | 91,506 | - | 12,418 | 2,645 | 106,569 | 15,063 | 16.5% |
| GAPPING ALLOCATION | - | (21,146) | 21,146 | (7,115) | (2,697) | (9,812) | 11,334 | (53.6%) |
| TOTAL SALARIES AND BENEFITS | 379,650 | 382,971 | 21,146 | 33,179 | 8,091 | 445,387 | 62,416 | 16.3% |
| OPERATING EXPENSES | | | | | | | | |
| MATERIALS | 320,921 | 324,605 | - | 13,720 | - | 338,325 | 13,720 | 4.2% |
| CONTRACTED SERVICES | 318,440 | 325,940 | (23,700) | 5,800 | 75,000 | 383,040 | 57,100 | 17.5% |
| RENTS AND FINANCIAL EXPENSES | 1,500 | 1,500 | - | - | - | 1,500 | - | - |
| TOTAL OPERATING EXPENSES | 640,861 | 652,045 | (23,700) | 19,520 | 75,000 | 722,865 | 70,820 | 10.9% |
| DEBT REPAYMENT | | | | | | | | |
| PRINCIPAL REPAYMENT | 522,084 | 522,084 | - | 3,290 | - | 525,374 | 3,290 | 0.6% |
| INTEREST REPAYMENT | 234,676 | 234,434 | - | (18,133) | - | 216,301 | (18,133) | (7.7%) |
| TOTAL DEBT REPAYMENT | 756,760 | 756,518 | - | (14,843) | - | 741,675 | (14,843) | (2.0%) |
| RESERVE TRANSFERS | | | | | | | | |
| CONTRIBUTIONS TO CAPITAL RESERVES | 1,861,524 | 1,861,524 | (33,605) | 2,970 | (89,838) | 1,741,051 | (120,473) | (6.5%) |
| DEVELOPMENT CHARGES EXEMPTIONS | 20,000 | 7,000 | - | - | - | 7,000 | - | - |
| TOTAL RESERVE TRANSFERS | 1,881,524 | 1,868,524 | (33,605) | 2,970 | (89,838) | 1,748,051 | (120,473) | (6.4%) |
| INTERDEPARTMENTAL CHARGES | | | | | | | | |
| INTERDEPARTMENTAL CHARGES | 521,664 | 502,975 | - | 29,858 | 1,207 | 534,040 | 31,065 | 6.2% |
| DEPARTMENTAL CHARGES | 593,790 | 621,806 | 36,159 | 57,958 | 5,540 | 721,463 | 99,657 | 16.0% |
| TOTAL INTERDEPARTMENTAL CHARGES | 1,115,454 | 1,124,781 | 36,159 | 87,816 | 6,747 | 1,255,503 | 130,722 | 11.6% |

| | 2023 | 2023 | LESS: 2023 | 2024 | 2024 | | \$ OVER | % OVER |
|---------------------------------------------|-------------|-------------|------------|-----------|-----------|-------------|-----------|--------|
| | 2023 | 2023 | NON- | BASE | BUDGET | 2024 | 2023 | 2023 |
| | FORECAST | BUDGET* | RECURRING | BUDGET | IMPACTS | BUDGET | BUDGET | BUDGET |
| TOTAL EXPENSES | 4,774,249 | 4,784,839 | - | 128,642 | - | 4,913,481 | 128,642 | 2.7% |
| PROGRAM SURPLUS/DEFICIT | | | | | | | | |
| RESERVE CONTRIBUTION TO (FROM) | | | | | | | | |
| RESERVE CONTRIBUTION-SURPLUS | 43,845 | - | - | - | - | - | - | - |
| TOTAL RESERVE CONTRIBUTION TO (FROM) | 43,845 | - | - | - | - | - | - | - |
| TOTAL PROGRAM SURPLUS/DEFICIT | 43,845 | - | - | - | - | - | - | - |
| NET OPERATING | - | - | - | - | - | - | - | - |
| CAPITAL | | | | | | | | |
| CAPITAL REVENUES | | | | | | | | |
| CAPITAL RESERVE TRANSFER | (1,106,500) | (1,648,720) | - | 143,820 | (562,500) | (2,067,400) | (418,680) | 25.4% |
| CAPITAL DEVELOPMENT CHARGES | - | - | - | - | (62,500) | (62,500) | (62,500) | - |
| TOTAL CAPITAL REVENUES | (1,106,500) | (1,648,720) | - | 143,820 | (625,000) | (2,129,900) | (481,180) | 29.2% |
| CAPITAL EXPENSES | 1,106,500 | 1,648,720 | - | (143,820) | 625,000 | 2,129,900 | 481,180 | 29.2% |
| NET CAPITAL | - | - | - | - | - | - | - | - |
| SUMMARY | | | | | | | | |
| TOTAL REVENUES | (5,924,594) | (6,433,559) | - | 15,178 | (625,000) | (7,043,381) | (609,822) | 9.5% |
| TOTAL EXPENSES | 5,880,749 | 6,433,559 | - | (15,178) | 625,000 | 7,043,381 | 609,822 | 9.5% |
| TOTAL PROGRAM SURPLUS/DEFICIT | 43,845 | - | - | - | - | - | - | - |
| TOTAL LEVY | - | - | - | - | - | - | - | - |
| % BUDGET INCREASE (DECREASE) | | | - | - | - | - | | |

Wastewater - Norwich

| | 2023 | 2023 | LESS: 2023 | 2024 | 2024 | | \$ OVER | % OVER |
|----------------------------------------|----------------|----------------|------------|---------------|----------|----------------|---------------|-------------|
| | FORECAST | BUDGET* | NON- | BASE | BUDGET | 2024 | 2023 | 2023 |
| | | | RECURRING | BUDGET | IMPACTS | BUDGET | BUDGET | BUDGET |
| OPERATING | | | | | | | | |
| REVENUES | | | | | | | | |
| GENERAL REVENUES | | | | | | | | |
| WATER AND WASTEWATER RATES | (834,990) | (875,040) | - | (61,292) | - | (936,332) | (61,292) | 7.0% |
| USER FEES AND CHARGES | (76,079) | (41,078) | - | - | - | (41,078) | - | - |
| TOTAL GENERAL REVENUES | (911,069) | (916,118) | - | (61,292) | - | (977,410) | (61,292) | 6.7% |
| TOTAL REVENUES | (911,069) | (916,118) | - | (61,292) | - | (977,410) | (61,292) | 6.7% |
| EXPENSES | | | | | | | | |
| SALARIES AND BENEFITS | | | | | | | | |
| SALARIES | 90,764 | 67,820 | - | 12,484 | 4,886 | 85,190 | 17,370 | 25.6% |
| BENEFITS | 20,205 | 20,205 | - | 5,046 | 1,587 | 26,838 | 6,633 | 32.8% |
| GAPPING ALLOCATION | - | (1,520) | 1,520 | (2,588) | (1,618) | (4,206) | (2,686) | 176.7% |
| TOTAL SALARIES AND BENEFITS | 110,969 | 86,505 | 1,520 | 14,942 | 4,855 | 107,822 | 21,317 | 24.6% |
| OPERATING EXPENSES | | | | | | | | |
| MATERIALS | 82,791 | 64,755 | - | 6,160 | - | 70,915 | 6,160 | 9.5% |
| CONTRACTED SERVICES | 101,650 | 101,650 | (6,000) | 2,950 | 25,000 | 123,600 | 21,950 | 21.6% |
| TOTAL OPERATING EXPENSES | 184,441 | 166,405 | (6,000) | 9,110 | 25,000 | 194,515 | 28,110 | 16.9% |
| DEBT REPAYMENT | | | | | | | | |
| PRINCIPAL REPAYMENT | 975 | 975 | - | 33 | - | 1,008 | 33 | 3.4% |
| INTEREST REPAYMENT | 104 | 104 | - | (34) | - | 70 | (34) | (32.7%) |
| TOTAL DEBT REPAYMENT | 1,079 | 1,079 | - | (1) | - | 1,078 | (1) | (0.1%) |
| RESERVE TRANSFERS | | | | | | | | |
| CONTRIBUTIONS TO CAPITAL RESERVES | 400,642 | 400,642 | (4,807) | 20,915 | (32,890) | 383,860 | (16,782) | (4.2%) |
| DEVELOPMENT CHARGES EXEMPTIONS | 5,000 | 5,000 | - | - | - | 5,000 | - | - |
| TOTAL RESERVE TRANSFERS | 405,642 | 405,642 | (4,807) | 20,915 | (32,890) | 388,860 | (16,782) | (4.1%) |
| INTERDEPARTMENTAL CHARGES | | | | | | | | |
| INTERDEPARTMENTAL CHARGES | 90,029 | 96,766 | - | 1,886 | 334 | 98,986 | 2,220 | 2.3% |
| DEPARTMENTAL CHARGES | 152,526 | 159,722 | 9,287 | 14,439 | 2,701 | 186,149 | 26,427 | 16.5% |
| TOTAL INTERDEPARTMENTAL CHARGES | 242,555 | 256,488 | 9,287 | 16,325 | 3,035 | 285,135 | 28,647 | 11.2% |
| TOTAL EXPENSES | 944,686 | 916,119 | - | 61,291 | - | 977,410 | 61,291 | 6.7% |
| PROGRAM SURPLUS/DEFICIT | | | | | | | | |
| RESERVE CONTRIBUTION TO (FROM) | | | | | | | | |

| | 2023 | 2023 | LESS: 2023 | 2024 | 2024 | 2024 | \$ OVER | % OVER |
|---------------------------------------------|-------------|-------------|------------|-----------|---------|-------------|-----------|----------|
| | FORECAST | BUDGET* | NON- | BASE | BUDGET | 2024 | 2023 | 2023 |
| | | | RECURRING | BUDGET | IMPACTS | BUDGET | BUDGET | BUDGET |
| RESERVE CONTRIBUTION-DEFICIT | (33,617) | - | - | - | - | - | - | - |
| TOTAL RESERVE CONTRIBUTION TO (FROM) | (33,617) | - | - | - | - | - | - | - |
| TOTAL PROGRAM SURPLUS/DEFICIT | (33,617) | - | - | - | - | - | - | - |
| NET OPERATING | - | 1 | - | (1) | - | - | (1) | (100.0%) |
| CAPITAL | | | | | | | | |
| CAPITAL REVENUES | | | | | | | | |
| CAPITAL RESERVE TRANSFER | (360,851) | (360,851) | - | 306,551 | - | (54,300) | 306,551 | (85.0%) |
| CAPITAL DEVELOPMENT CHARGES | (132,000) | (632,468) | - | 582,468 | - | (50,000) | 582,468 | (92.1%) |
| TOTAL CAPITAL REVENUES | (492,851) | (993,319) | - | 889,019 | - | (104,300) | 889,019 | (89.5%) |
| CAPITAL EXPENSES | 492,851 | 993,319 | - | (889,019) | - | 104,300 | (889,019) | (89.5%) |
| NET CAPITAL | - | - | - | - | - | - | - | - |
| SUMMARY | | | | | | | | |
| TOTAL REVENUES | (1,403,920) | (1,909,437) | - | 827,727 | - | (1,081,710) | 827,727 | (43.3%) |
| TOTAL EXPENSES | 1,437,537 | 1,909,438 | - | (827,728) | - | 1,081,710 | (827,728) | (43.3%) |
| TOTAL PROGRAM SURPLUS/DEFICIT | (33,617) | - | - | - | - | - | - | - |
| TOTAL LEVY | - | 1 | - | (1) | - | - | (1) | (100.0%) |
| % BUDGET INCREASE (DECREASE) | | | - | (100.0%) | - | (100.0%) | | |

Wastewater - Tavistock

| | 2023 | 2023 | LESS: 2023 | 2024 | 2024 | | \$ OVER | % OVER |
|----------------------------------------|--------------------|--------------------|----------------|------------------|----------------|--------------------|------------------|---------------|
| | FORECAST | BUDGET* | NON- | BASE | BUDGET | 2024 | 2023 | 2023 |
| | | | RECURRING | BUDGET | IMPACTS | BUDGET | BUDGET | BUDGET |
| OPERATING | | | | | | | | |
| REVENUES | | | | | | | | |
| GENERAL REVENUES | | | | | | | | |
| WATER AND WASTEWATER RATES | (1,519,780) | (1,531,240) | - | (58,551) | - | (1,589,791) | (58,551) | 3.8% |
| USER FEES AND CHARGES | (787,100) | (727,400) | - | (210,400) | - | (937,800) | (210,400) | 28.9% |
| TOTAL GENERAL REVENUES | (2,306,880) | (2,258,640) | - | (268,951) | - | (2,527,591) | (268,951) | 11.9% |
| OTHER REVENUES | | | | | | | | |
| DEVELOPMENT CHARGES | (167,172) | (167,172) | - | 1 | - | (167,171) | 1 | (0.0%) |
| TOTAL OTHER REVENUES | (167,172) | (167,172) | - | 1 | - | (167,171) | 1 | (0.0%) |
| TOTAL REVENUES | (2,474,052) | (2,425,812) | - | (268,950) | - | (2,694,762) | (268,950) | 11.1% |
| EXPENSES | | | | | | | | |
| SALARIES AND BENEFITS | | | | | | | | |
| SALARIES | 66,993 | 71,661 | - | 13,726 | 4,886 | 90,273 | 18,612 | 26.0% |
| BENEFITS | 21,397 | 21,397 | - | 5,280 | 1,587 | 28,264 | 6,867 | 32.1% |
| GAPPING ALLOCATION | - | (1,520) | 1,520 | (2,588) | (1,618) | (4,206) | (2,686) | 176.7% |
| TOTAL SALARIES AND BENEFITS | 88,390 | 91,538 | 1,520 | 16,418 | 4,855 | 114,331 | 22,793 | 24.9% |
| OPERATING EXPENSES | | | | | | | | |
| MATERIALS | 237,755 | 177,175 | - | 65,020 | - | 242,195 | 65,020 | 36.7% |
| CONTRACTED SERVICES | 96,770 | 93,070 | (6,100) | (5,885) | - | 81,085 | (11,985) | (12.9%) |
| TOTAL OPERATING EXPENSES | 334,525 | 270,245 | (6,100) | 59,135 | - | 323,280 | 53,035 | 19.6% |
| DEBT REPAYMENT | | | | | | | | |
| PRINCIPAL REPAYMENT | 730,578 | 730,577 | - | 10,916 | - | 741,493 | 10,916 | 1.5% |
| INTEREST REPAYMENT | 119,959 | 119,960 | - | (21,076) | - | 98,884 | (21,076) | (17.6%) |
| TOTAL DEBT REPAYMENT | 850,537 | 850,537 | - | (10,160) | - | 840,377 | (10,160) | (1.2%) |
| RESERVE TRANSFERS | | | | | | | | |
| CONTRIBUTIONS TO CAPITAL RESERVES | 725,213 | 725,213 | (3,900) | 173,873 | (7,738) | 887,448 | 162,235 | 22.4% |
| TOTAL RESERVE TRANSFERS | 725,213 | 725,213 | (3,900) | 173,873 | (7,738) | 887,448 | 162,235 | 22.4% |
| INTERDEPARTMENTAL CHARGES | | | | | | | | |
| INTERDEPARTMENTAL CHARGES | 332,955 | 342,467 | - | 10,859 | 334 | 353,660 | 11,193 | 3.3% |
| DEPARTMENTAL CHARGES | 139,242 | 145,812 | 8,480 | 18,825 | 2,549 | 175,666 | 29,854 | 20.5% |
| TOTAL INTERDEPARTMENTAL CHARGES | 472,197 | 488,279 | 8,480 | 29,684 | 2,883 | 529,326 | 41,047 | 8.4% |
| TOTAL EXPENSES | 2,470,862 | 2,425,812 | - | 268,950 | - | 2,694,762 | 268,950 | 11.1% |

| | 2023 | 2023 | LESS: 2023 | 2024 | 2024 | | \$ OVER | % OVER |
|---------------------------------------------|-------------|-------------|------------|-----------|---------|-------------|-----------|--------|
| | 2023 | 2023 | NON- | BASE | BUDGET | 2024 | 2023 | 2023 |
| | FORECAST | BUDGET* | RECURRING | BUDGET | IMPACTS | BUDGET | BUDGET | BUDGET |
| PROGRAM SURPLUS/DEFICIT | | | | | | | | |
| RESERVE CONTRIBUTION TO (FROM) | | | | | | | | |
| RESERVE CONTRIBUTION-SURPLUS | 3,190 | - | - | - | - | - | - | - |
| TOTAL RESERVE CONTRIBUTION TO (FROM) | 3,190 | - | - | - | - | - | - | - |
| TOTAL PROGRAM SURPLUS/DEFICIT | 3,190 | - | - | - | - | - | - | - |
| NET OPERATING | - | - | - | - | - | - | - | - |
| CAPITAL | | | | | | | | |
| CAPITAL REVENUES | | | | | | | | |
| CAPITAL RESERVE TRANSFER | (608,000) | (607,972) | - | (334,028) | - | (942,000) | (334,028) | 54.9% |
| TOTAL CAPITAL REVENUES | (608,000) | (607,972) | - | (334,028) | - | (942,000) | (334,028) | 54.9% |
| CAPITAL EXPENSES | 608,000 | 607,972 | - | 334,028 | - | 942,000 | 334,028 | 54.9% |
| NET CAPITAL | - | - | - | - | - | - | - | - |
| SUMMARY | | | | | | | | |
| TOTAL REVENUES | (3,082,052) | (3,033,784) | - | (602,978) | - | (3,636,762) | (602,978) | 19.9% |
| TOTAL EXPENSES | 3,078,862 | 3,033,784 | - | 602,978 | - | 3,636,762 | 602,978 | 19.9% |
| TOTAL PROGRAM SURPLUS/DEFICIT | 3,190 | - | - | - | - | - | - | - |
| TOTAL LEVY | - | - | - | - | - | - | - | - |
| % BUDGET INCREASE (DECREASE) | | | - | - | - | - | | |

Wastewater - Plattsville

| | 2023 | 2023 | LESS: 2023 | 2024 | 2024 | | \$ OVER | % OVER |
|----------------------------------------|------------------|------------------|----------------|-----------------|--------------|------------------|-----------------|----------------|
| | FORECAST | BUDGET* | NON- | BASE | BUDGET | 2024 | 2023 | 2023 |
| | | | RECURRING | BUDGET | IMPACTS | BUDGET | BUDGET | BUDGET |
| OPERATING | | | | | | | | |
| REVENUES | | | | | | | | |
| GENERAL REVENUES | | | | | | | | |
| WATER AND WASTEWATER RATES | (556,420) | (573,410) | - | (10,379) | - | (583,789) | (10,379) | 1.8% |
| USER FEES AND CHARGES | (5,200) | (3,400) | - | (1,960) | - | (5,360) | (1,960) | 57.6% |
| TOTAL GENERAL REVENUES | (561,620) | (576,810) | - | (12,339) | - | (589,149) | (12,339) | 2.1% |
| OTHER REVENUES | | | | | | | | |
| DEVELOPMENT CHARGES | (17,155) | (17,155) | - | 8,409 | - | (8,746) | 8,409 | (49.0%) |
| TOTAL OTHER REVENUES | (17,155) | (17,155) | - | 8,409 | - | (8,746) | 8,409 | (49.0%) |
| TOTAL REVENUES | (578,775) | (593,965) | - | (3,930) | - | (597,895) | (3,930) | 0.7% |
| EXPENSES | | | | | | | | |
| SALARIES AND BENEFITS | | | | | | | | |
| SALARIES | 37,664 | 52,507 | - | 8,037 | 407 | 60,951 | 8,444 | 16.1% |
| BENEFITS | 15,722 | 15,722 | - | 3,231 | 132 | 19,085 | 3,363 | 21.4% |
| GAPPING ALLOCATION | - | (2,369) | 2,369 | (2,200) | (135) | (2,335) | 34 | (1.4%) |
| TOTAL SALARIES AND BENEFITS | 53,386 | 65,860 | 2,369 | 9,068 | 404 | 77,701 | 11,841 | 18.0% |
| OPERATING EXPENSES | | | | | | | | |
| MATERIALS | 82,451 | 82,810 | - | (6,885) | - | 75,925 | (6,885) | (8.3%) |
| CONTRACTED SERVICES | 38,196 | 34,635 | (500) | (935) | - | 33,200 | (1,435) | (4.1%) |
| TOTAL OPERATING EXPENSES | 120,647 | 117,445 | (500) | (7,820) | - | 109,125 | (8,320) | (7.1%) |
| DEBT REPAYMENT | | | | | | | | |
| PRINCIPAL REPAYMENT | 263,470 | 263,470 | - | 10,512 | - | 273,982 | 10,512 | 4.0% |
| INTEREST REPAYMENT | 21,444 | 21,444 | - | (10,512) | - | 10,932 | (10,512) | (49.0%) |
| TOTAL DEBT REPAYMENT | 284,914 | 284,914 | - | - | - | 284,914 | - | - |
| RESERVE TRANSFERS | | | | | | | | |
| CONTRIBUTIONS TO CAPITAL RESERVES | - | - | (5,978) | 5,978 | - | - | - | - |
| TOTAL RESERVE TRANSFERS | - | - | (5,978) | 5,978 | - | - | - | - |
| INTERDEPARTMENTAL CHARGES | | | | | | | | |
| INTERDEPARTMENTAL CHARGES | 128,447 | 130,468 | - | (3,143) | - | 127,325 | (3,143) | (2.4%) |
| DEPARTMENTAL CHARGES | 67,466 | 70,647 | 4,109 | 7,753 | 1,215 | 83,724 | 13,077 | 18.5% |
| TOTAL INTERDEPARTMENTAL CHARGES | 195,913 | 201,115 | 4,109 | 4,610 | 1,215 | 211,049 | 9,934 | 4.9% |
| TOTAL EXPENSES | 654,860 | 669,334 | - | 11,836 | 1,619 | 682,789 | 13,455 | 2.0% |

| | 2023 | 2023 | LESS: 2023 | 2024 | 2024 | | \$ OVER | % OVER |
|---------------------------------------------|-----------|-----------|------------|----------|---------|-----------|----------|---------|
| | 2023 | 2023 | NON- | BASE | BUDGET | 2024 | 2023 | 2023 |
| | FORECAST | BUDGET* | RECURRING | BUDGET | IMPACTS | BUDGET | BUDGET | BUDGET |
| PROGRAM SURPLUS/DEFICIT | | | | | | | | |
| RESERVE CONTRIBUTION TO (FROM) | | | | | | | | |
| RESERVE CONTRIBUTION-DEFICIT | (76,085) | (75,369) | - | (7,906) | (1,619) | (84,894) | (9,525) | 12.6% |
| TOTAL RESERVE CONTRIBUTION TO (FROM) | (76,085) | (75,369) | - | (7,906) | (1,619) | (84,894) | (9,525) | 12.6% |
| TOTAL PROGRAM SURPLUS/DEFICIT | (76,085) | (75,369) | - | (7,906) | (1,619) | (84,894) | (9,525) | 12.6% |
| NET OPERATING | - | - | - | - | - | - | - | - |
| CAPITAL | | | | | | | | |
| CAPITAL REVENUES | | | | | | | | |
| CAPITAL RESERVE TRANSFER | (34,000) | (34,000) | - | 20,000 | - | (14,000) | 20,000 | (58.8%) |
| TOTAL CAPITAL REVENUES | (34,000) | (34,000) | - | 20,000 | - | (14,000) | 20,000 | (58.8%) |
| CAPITAL EXPENSES | 34,000 | 34,000 | - | (20,000) | - | 14,000 | (20,000) | (58.8%) |
| NET CAPITAL | - | - | - | - | - | - | - | - |
| SUMMARY | | | | | | | | |
| TOTAL REVENUES | (612,775) | (627,965) | - | 16,070 | - | (611,895) | 16,070 | (2.6%) |
| TOTAL EXPENSES | 688,860 | 703,334 | - | (8,164) | 1,619 | 696,789 | (6,545) | (0.9%) |
| TOTAL PROGRAM SURPLUS/DEFICIT | (76,085) | (75,369) | - | (7,906) | (1,619) | (84,894) | (9,525) | 12.6% |
| TOTAL LEVY | - | - | - | - | - | - | - | - |

Wastewater - Thamesford

| | 2023 | 2023 | LESS: 2023 | 2024 | 2024 | | \$ OVER | % OVER |
|----------------------------------------|------------------|------------------|-----------------|------------------|-----------------|--------------------|------------------|---------------|
| | FORECAST | BUDGET* | NON- | BASE | BUDGET | 2024 | 2023 | 2023 |
| | | | RECURRING | BUDGET | IMPACTS | BUDGET | BUDGET | BUDGET |
| OPERATING | | | | | | | | |
| REVENUES | | | | | | | | |
| GENERAL REVENUES | | | | | | | | |
| WATER AND WASTEWATER RATES | (943,830) | (898,130) | - | (133,221) | - | (1,031,351) | (133,221) | 14.8% |
| USER FEES AND CHARGES | (5,898) | (899) | - | (6,500) | - | (7,399) | (6,500) | 723.0% |
| TOTAL GENERAL REVENUES | (949,728) | (899,029) | - | (139,721) | - | (1,038,750) | (139,721) | 15.5% |
| TOTAL REVENUES | (949,728) | (899,029) | - | (139,721) | - | (1,038,750) | (139,721) | 15.5% |
| EXPENSES | | | | | | | | |
| SALARIES AND BENEFITS | | | | | | | | |
| SALARIES | 69,917 | 72,521 | - | 24,239 | 407 | 97,167 | 24,646 | 34.0% |
| BENEFITS | 21,665 | 21,665 | - | 8,790 | 132 | 30,587 | 8,922 | 41.2% |
| GAPPING ALLOCATION | - | (5,915) | 5,915 | (9,056) | (135) | (9,191) | (3,276) | 55.4% |
| TOTAL SALARIES AND BENEFITS | 91,582 | 88,271 | 5,915 | 23,973 | 404 | 118,563 | 30,292 | 34.3% |
| OPERATING EXPENSES | | | | | | | | |
| MATERIALS | 108,977 | 100,250 | - | 12,320 | - | 112,570 | 12,320 | 12.3% |
| CONTRACTED SERVICES | 142,620 | 142,620 | (42,000) | 25,085 | 20,000 | 145,705 | 3,085 | 2.2% |
| TOTAL OPERATING EXPENSES | 251,597 | 242,870 | (42,000) | 37,405 | 20,000 | 258,275 | 15,405 | 6.3% |
| DEBT REPAYMENT | | | | | | | | |
| PRINCIPAL REPAYMENT | 42,807 | 42,807 | - | 28 | - | 42,835 | 28 | 0.1% |
| INTEREST REPAYMENT | 23,422 | 23,422 | - | (1,954) | - | 21,468 | (1,954) | (8.3%) |
| TOTAL DEBT REPAYMENT | 66,229 | 66,229 | - | (1,926) | - | 64,303 | (1,926) | (2.9%) |
| RESERVE TRANSFERS | | | | | | | | |
| CONTRIBUTIONS TO CAPITAL RESERVES | 180,401 | 180,401 | 29,260 | 58,404 | (22,523) | 245,542 | 65,141 | 36.1% |
| TOTAL RESERVE TRANSFERS | 180,401 | 180,401 | 29,260 | 58,404 | (22,523) | 245,542 | 65,141 | 36.1% |
| INTERDEPARTMENTAL CHARGES | | | | | | | | |
| INTERDEPARTMENTAL CHARGES | 186,889 | 203,873 | - | 2,137 | - | 206,010 | 2,137 | 1.0% |
| DEPARTMENTAL CHARGES | 112,094 | 117,384 | 6,825 | 19,729 | 2,119 | 146,057 | 28,673 | 24.4% |
| TOTAL INTERDEPARTMENTAL CHARGES | 298,983 | 321,257 | 6,825 | 21,866 | 2,119 | 352,067 | 30,810 | 9.6% |
| TOTAL EXPENSES | 888,792 | 899,028 | - | 139,722 | - | 1,038,750 | 139,722 | 15.5% |
| PROGRAM SURPLUS/DEFICIT | | | | | | | | |
| RESERVE CONTRIBUTION TO (FROM) | | | | | | | | |
| RESERVE CONTRIBUTION-SURPLUS | 60,936 | - | - | - | - | - | - | - |

| | 2023 | 2023 | LESS: 2023 | 2024 | 2024 | | \$ OVER | % OVER |
|---------------------------------------------|-------------|-------------|------------|-----------|---------|-------------|-----------|----------|
| | FORECAST | BUDGET* | NON- | BASE | BUDGET | 2024 | 2023 | 2023 |
| | | | RECURRING | BUDGET | IMPACTS | BUDGET | BUDGET | BUDGET |
| RESERVE CONTRIBUTION-DEFICIT | - | - | - | - | - | - | - | - |
| TOTAL RESERVE CONTRIBUTION TO (FROM) | 60,936 | - | - | - | - | - | - | - |
| TOTAL PROGRAM SURPLUS/DEFICIT | 60,936 | - | - | - | - | - | - | - |
| NET OPERATING | - | (1) | - | 1 | - | - | 1 | (100.0%) |
| CAPITAL | | | | | | | | |
| CAPITAL REVENUES | | | | | | | | |
| CAPITAL RESERVE TRANSFER | (426,700) | (594,311) | - | (375,689) | - | (970,000) | (375,689) | 63.2% |
| TOTAL CAPITAL REVENUES | (426,700) | (594,311) | - | (375,689) | - | (970,000) | (375,689) | 63.2% |
| CAPITAL EXPENSES | 426,700 | 594,311 | - | 375,689 | - | 970,000 | 375,689 | 63.2% |
| NET CAPITAL | - | - | - | - | - | - | - | - |
| SUMMARY | | | | | | | | |
| TOTAL REVENUES | (1,376,428) | (1,493,340) | - | (515,410) | - | (2,008,750) | (515,410) | 34.5% |
| TOTAL EXPENSES | 1,315,492 | 1,493,339 | - | 515,411 | - | 2,008,750 | 515,411 | 34.5% |
| TOTAL PROGRAM SURPLUS/DEFICIT | 60,936 | - | - | - | - | - | - | - |
| TOTAL LEVY | - | (1) | - | 1 | - | - | 1 | (100.0%) |
| % BUDGET INCREASE (DECREASE) | | | - | (100.0%) | - | (100.0%) | | |

Wastewater - Drumbo

| | 2023 | 2023 | LESS: 2023 | 2024 | 2024 | \$ OVER | % OVER |
|---------------------------------------------|------------------|------------------|-----------------|-----------------|----------------|------------------|-------------------------|
| | FORECAST | BUDGET* | NON- | BASE | BUDGET | 2024 | 2023 |
| | | | RECURRING | BUDGET | IMPACTS | BUDGET | BUDGET |
| OPERATING | | | | | | | |
| REVENUES | | | | | | | |
| GENERAL REVENUES | | | | | | | |
| WATER AND WASTEWATER RATES | (380,760) | (382,650) | - | (27,750) | - | (410,400) | (27,750) 7.3% |
| USER FEES AND CHARGES | (7,000) | (7,650) | - | 650 | - | (7,000) | 650 (8.5%) |
| TOTAL GENERAL REVENUES | (387,760) | (390,300) | - | (27,100) | - | (417,400) | (27,100) 6.9% |
| TOTAL REVENUES | (387,760) | (390,300) | - | (27,100) | - | (417,400) | (27,100) 6.9% |
| EXPENSES | | | | | | | |
| SALARIES AND BENEFITS | | | | | | | |
| SALARIES | 63,530 | 58,432 | - | 10,165 | 407 | 69,004 | 10,572 18.1% |
| BENEFITS | 17,697 | 17,697 | - | 3,595 | 132 | 21,424 | 3,727 21.1% |
| GAPPING ALLOCATION | - | (8,307) | 8,307 | (5,822) | (135) | (5,957) | 2,350 (28.3%) |
| TOTAL SALARIES AND BENEFITS | 81,227 | 67,822 | 8,307 | 7,938 | 404 | 84,471 | 16,649 24.5% |
| OPERATING EXPENSES | | | | | | | |
| MATERIALS | 51,792 | 51,295 | - | 2,875 | - | 54,170 | 2,875 5.6% |
| CONTRACTED SERVICES | 107,520 | 85,920 | (33,500) | 14,140 | - | 66,560 | (19,360) (22.5%) |
| TOTAL OPERATING EXPENSES | 159,312 | 137,215 | (33,500) | 17,015 | - | 120,730 | (16,485) (12.0%) |
| RESERVE TRANSFERS | | | | | | | |
| CONTRIBUTIONS TO CAPITAL RESERVES | 101,815 | 101,815 | 22,794 | (12,199) | (1,105) | 111,305 | 9,490 9.3% |
| TOTAL RESERVE TRANSFERS | 101,815 | 101,815 | 22,794 | (12,199) | (1,105) | 111,305 | 9,490 9.3% |
| INTERDEPARTMENTAL CHARGES | | | | | | | |
| INTERDEPARTMENTAL CHARGES | 49,498 | 42,207 | - | 10,379 | - | 52,586 | 10,379 24.6% |
| DEPARTMENTAL CHARGES | 39,384 | 41,241 | 2,399 | 3,967 | 701 | 48,308 | 7,067 17.1% |
| TOTAL INTERDEPARTMENTAL CHARGES | 88,882 | 83,448 | 2,399 | 14,346 | 701 | 100,894 | 17,446 20.9% |
| TOTAL EXPENSES | 431,236 | 390,300 | - | 27,100 | - | 417,400 | 27,100 6.9% |
| PROGRAM SURPLUS/DEFICIT | | | | | | | |
| RESERVE CONTRIBUTION TO (FROM) | | | | | | | |
| RESERVE CONTRIBUTION-DEFICIT | (43,476) | - | - | - | - | - | - - |
| TOTAL RESERVE CONTRIBUTION TO (FROM) | (43,476) | - | - | - | - | - | - - |
| TOTAL PROGRAM SURPLUS/DEFICIT | (43,476) | - | - | - | - | - | - - |
| NET OPERATING | - | - | - | - | - | - | - - |

| | 2023 | 2023 | LESS: 2023 | 2024 | 2024 | | \$ OVER | % OVER |
|-------------------------------------|-----------------|------------------|------------|--------------------|----------|--------------------|--------------------|-----------------|
| | 2023 | 2023 | NON- | BASE | BUDGET | 2024 | 2023 | 2023 |
| | FORECAST | BUDGET* | RECURRING | BUDGET | IMPACTS | BUDGET | BUDGET | BUDGET |
| CAPITAL | | | | | | | | |
| CAPITAL REVENUES | | | | | | | | |
| CAPITAL RESERVE TRANSFER | (62,000) | (141,162) | - | 101,162 | - | (40,000) | 101,162 | (71.7%) |
| CAPITAL PROCEEDS FROM DEBENTURES | - | - | - | (2,468,014) | - | (2,468,014) | (2,468,014) | - |
| CAPITAL DEVELOPMENT CHARGES | (24,650) | (27,690) | - | (7,310) | - | (35,000) | (7,310) | 26.4% |
| TOTAL CAPITAL REVENUES | (86,650) | (168,852) | - | (2,374,162) | - | (2,543,014) | (2,374,162) | 1,406.1% |
| CAPITAL EXPENSES | 86,650 | 168,852 | - | 2,374,162 | - | 2,543,014 | 2,374,162 | 1,406.1% |
| NET CAPITAL | - | - | - | - | - | - | - | - |
| SUMMARY | | | | | | | | |
| TOTAL REVENUES | (474,410) | (559,152) | - | (2,401,262) | - | (2,960,414) | (2,401,262) | 429.4% |
| TOTAL EXPENSES | 517,886 | 559,152 | - | 2,401,262 | - | 2,960,414 | 2,401,262 | 429.4% |
| TOTAL PROGRAM SURPLUS/DEFICIT | (43,476) | - | - | - | - | - | - | - |
| TOTAL LEVY | - | - | - | - | - | - | - | - |
| % BUDGET INCREASE (DECREASE) | | | | | | | | |

Wastewater - Mt. Elgin

| | 2023 | 2023 | LESS: 2023 | 2024 | 2024 | \$ OVER | % OVER |
|----------------------------------------|------------------|------------------|----------------|-----------------|--------------|------------------|-------------------------|
| | FORECAST | BUDGET* | NON- | BASE | BUDGET | 2024 | 2023 |
| | | | RECURRING | BUDGET | IMPACTS | BUDGET | BUDGET |
| | | | | | | | BUDGET |
| OPERATING | | | | | | | |
| REVENUES | | | | | | | |
| GENERAL REVENUES | | | | | | | |
| WATER AND WASTEWATER RATES | (232,460) | (221,200) | - | (40,225) | - | (261,425) | (40,225) 18.2% |
| USER FEES AND CHARGES | (83,520) | (82,770) | - | 43,717 | - | (39,053) | 43,717 (52.8%) |
| TOTAL GENERAL REVENUES | (315,980) | (303,970) | - | 3,492 | - | (300,478) | 3,492 (1.1%) |
| TOTAL REVENUES | (315,980) | (303,970) | - | 3,492 | - | (300,478) | 3,492 (1.1%) |
| EXPENSES | | | | | | | |
| SALARIES AND BENEFITS | | | | | | | |
| SALARIES | 40,374 | 30,439 | - | 6,447 | 407 | 37,293 | 6,854 22.5% |
| BENEFITS | 9,096 | 9,096 | - | 2,416 | 132 | 11,644 | 2,548 28.0% |
| GAPPING ALLOCATION | - | (1,356) | 1,356 | (1,682) | (135) | (1,817) | (461) 34.0% |
| TOTAL SALARIES AND BENEFITS | 49,470 | 38,179 | 1,356 | 7,181 | 404 | 47,120 | 8,941 23.4% |
| OPERATING EXPENSES | | | | | | | |
| MATERIALS | 21,549 | 20,120 | - | (420) | - | 19,700 | (420) (2.1%) |
| CONTRACTED SERVICES | 26,810 | 24,860 | (3,150) | 4,305 | - | 26,015 | 1,155 4.6% |
| TOTAL OPERATING EXPENSES | 48,359 | 44,980 | (3,150) | 3,885 | - | 45,715 | 735 1.6% |
| DEBT REPAYMENT | | | | | | | |
| PRINCIPAL REPAYMENT | 75,087 | 75,087 | - | (41,033) | - | 34,054 | (41,033) (54.6%) |
| INTEREST REPAYMENT | 7,683 | 7,683 | - | (2,684) | - | 4,999 | (2,684) (34.9%) |
| TOTAL DEBT REPAYMENT | 82,770 | 82,770 | - | (43,717) | - | 39,053 | (43,717) (52.8%) |
| RESERVE TRANSFERS | | | | | | | |
| CONTRIBUTIONS TO CAPITAL RESERVES | 71,250 | 71,250 | 460 | 31,376 | (830) | 102,256 | 31,006 43.5% |
| TOTAL RESERVE TRANSFERS | 71,250 | 71,250 | 460 | 31,376 | (830) | 102,256 | 31,006 43.5% |
| INTERDEPARTMENTAL CHARGES | | | | | | | |
| INTERDEPARTMENTAL CHARGES | 44,267 | 43,851 | - | (6,842) | - | 37,009 | (6,842) (15.6%) |
| DEPARTMENTAL CHARGES | 21,907 | 22,940 | 1,334 | 4,625 | 426 | 29,325 | 6,385 27.8% |
| TOTAL INTERDEPARTMENTAL CHARGES | 66,174 | 66,791 | 1,334 | (2,217) | 426 | 66,334 | (457) (0.7%) |
| TOTAL EXPENSES | 318,023 | 303,970 | - | (3,492) | - | 300,478 | (3,492) (1.1%) |
| PROGRAM SURPLUS/DEFICIT | | | | | | | |
| RESERVE CONTRIBUTION TO (FROM) | | | | | | | |
| RESERVE CONTRIBUTION-DEFICIT | (2,043) | - | - | - | - | - | - |

| | 2023 | 2023 | LESS: 2023 | 2024 | 2024 | | \$ OVER | % OVER |
|---------------------------------------------|-----------|-------------|------------|-----------|---------|-------------|-----------|---------|
| | FORECAST | BUDGET* | NON- | BASE | BUDGET | 2024 | 2023 | 2023 |
| | | | RECURRING | BUDGET | IMPACTS | BUDGET | BUDGET | BUDGET |
| TOTAL RESERVE CONTRIBUTION TO (FROM) | (2,043) | - | - | - | - | - | - | - |
| TOTAL PROGRAM SURPLUS/DEFICIT | (2,043) | - | - | - | - | - | - | - |
| NET OPERATING | - | - | - | - | - | - | - | - |
| CAPITAL | | | | | | | | |
| CAPITAL REVENUES | | | | | | | | |
| CAPITAL RESERVE TRANSFER | (355,000) | (759,567) | - | 423,567 | - | (336,000) | 423,567 | (55.8%) |
| CAPITAL PROCEEDS FROM DEBENTURES | - | - | - | (739,932) | - | (739,932) | (739,932) | - |
| TOTAL CAPITAL REVENUES | (355,000) | (759,567) | - | (316,365) | - | (1,075,932) | (316,365) | 41.7% |
| CAPITAL EXPENSES | 355,000 | 759,567 | - | 316,365 | - | 1,075,932 | 316,365 | 41.7% |
| NET CAPITAL | - | - | - | - | - | - | - | - |
| SUMMARY | | | | | | | | |
| TOTAL REVENUES | (670,980) | (1,063,537) | - | (312,873) | - | (1,376,410) | (312,873) | 29.4% |
| TOTAL EXPENSES | 673,023 | 1,063,537 | - | 312,873 | - | 1,376,410 | 312,873 | 29.4% |
| TOTAL PROGRAM SURPLUS/DEFICIT | (2,043) | - | - | - | - | - | - | - |
| TOTAL LEVY | - | - | - | - | - | - | - | - |
| % BUDGET INCREASE (DECREASE) | | | - | - | - | - | | |

Wastewater - Embro

| | 2023 | 2023 | LESS: 2023 | 2024 | 2024 | | \$ OVER | % OVER |
|----------------------------------------|------------------|------------------|----------------|-----------------|--------------|------------------|-----------------|---------------|
| | FORECAST | BUDGET* | NON- | BASE | BUDGET | 2024 | 2023 | 2023 |
| | | | RECURRING | BUDGET | IMPACTS | BUDGET | BUDGET | BUDGET |
| OPERATING | | | | | | | | |
| REVENUES | | | | | | | | |
| GENERAL REVENUES | | | | | | | | |
| WATER AND WASTEWATER RATES | (322,960) | (308,730) | - | (12,164) | - | (320,894) | (12,164) | 3.9% |
| USER FEES AND CHARGES | (52,894) | (4,394) | - | (1) | - | (4,395) | (1) | 0.0% |
| TOTAL GENERAL REVENUES | (375,854) | (313,124) | - | (12,165) | - | (325,289) | (12,165) | 3.9% |
| TOTAL REVENUES | (375,854) | (313,124) | - | (12,165) | - | (325,289) | (12,165) | 3.9% |
| EXPENSES | | | | | | | | |
| SALARIES AND BENEFITS | | | | | | | | |
| SALARIES | 7,530 | 17,848 | - | 5,237 | - | 23,085 | 5,237 | 29.3% |
| BENEFITS | 5,346 | 5,346 | - | 1,686 | - | 7,032 | 1,686 | 31.5% |
| GAPPING ALLOCATION | - | - | - | (647) | - | (647) | (647) | - |
| TOTAL SALARIES AND BENEFITS | 12,876 | 23,194 | - | 6,276 | - | 29,470 | 6,276 | 27.1% |
| OPERATING EXPENSES | | | | | | | | |
| MATERIALS | 37,943 | 38,030 | - | 2,650 | - | 40,680 | 2,650 | 7.0% |
| CONTRACTED SERVICES | 29,710 | 29,710 | - | (510) | - | 29,200 | (510) | (1.7%) |
| TOTAL OPERATING EXPENSES | 67,653 | 67,740 | - | 2,140 | - | 69,880 | 2,140 | 3.2% |
| DEBT REPAYMENT | | | | | | | | |
| PRINCIPAL REPAYMENT | 2,579 | 2,579 | - | 76 | - | 2,655 | 76 | 2.9% |
| INTEREST REPAYMENT | 315 | 315 | - | (75) | - | 240 | (75) | (23.8%) |
| TOTAL DEBT REPAYMENT | 2,894 | 2,894 | - | 1 | - | 2,895 | 1 | 0.0% |
| RESERVE TRANSFERS | | | | | | | | |
| CONTRIBUTIONS TO CAPITAL RESERVES | 124,492 | 124,492 | (2,213) | (8,237) | (678) | 113,364 | (11,128) | (8.9%) |
| TOTAL RESERVE TRANSFERS | 124,492 | 124,492 | (2,213) | (8,237) | (678) | 113,364 | (11,128) | (8.9%) |
| INTERDEPARTMENTAL CHARGES | | | | | | | | |
| INTERDEPARTMENTAL CHARGES | 32,016 | 31,733 | - | 2,197 | - | 33,930 | 2,197 | 6.9% |
| DEPARTMENTAL CHARGES | 64,354 | 63,071 | 2,213 | 9,788 | 678 | 75,750 | 12,679 | 20.1% |
| TOTAL INTERDEPARTMENTAL CHARGES | 96,370 | 94,804 | 2,213 | 11,985 | 678 | 109,680 | 14,876 | 15.7% |
| TOTAL EXPENSES | 304,285 | 313,124 | - | 12,165 | - | 325,289 | 12,165 | 3.9% |
| PROGRAM SURPLUS/DEFICIT | | | | | | | | |
| RESERVE CONTRIBUTION TO (FROM) | | | | | | | | |
| RESERVE CONTRIBUTION-SURPLUS | 71,569 | - | - | - | - | - | - | - |

| | 2023 | 2023 | LESS: 2023 | 2024 | 2024 | | \$ OVER | % OVER |
|---------------------------------------------|-----------|-----------|------------|----------|---------|-----------|----------|--------|
| | FORECAST | BUDGET* | NON- | BASE | BUDGET | 2024 | 2023 | 2023 |
| | | | RECURRING | BUDGET | IMPACTS | BUDGET | BUDGET | BUDGET |
| TOTAL RESERVE CONTRIBUTION TO (FROM) | 71,569 | - | - | - | - | - | - | - |
| TOTAL PROGRAM SURPLUS/DEFICIT | 71,569 | - | - | - | - | - | - | - |
| NET OPERATING | - | - | - | - | - | - | - | - |
| CAPITAL | | | | | | | | |
| CAPITAL REVENUES | | | | | | | | |
| CAPITAL CONTRIBUTIONS | (62,500) | (62,500) | - | - | - | (62,500) | - | - |
| TOTAL CAPITAL REVENUES | (62,500) | (62,500) | - | - | - | (62,500) | - | - |
| CAPITAL EXPENSES | 62,500 | 62,500 | - | - | - | 62,500 | - | - |
| NET CAPITAL | - | - | - | - | - | - | - | - |
| SUMMARY | | | | | | | | |
| TOTAL REVENUES | (438,354) | (375,624) | - | (12,165) | - | (387,789) | (12,165) | 3.2% |
| TOTAL EXPENSES | 366,785 | 375,624 | - | 12,165 | - | 387,789 | 12,165 | 3.2% |
| TOTAL PROGRAM SURPLUS/DEFICIT | 71,569 | - | - | - | - | - | - | - |
| TOTAL LEVY | - | - | - | - | - | - | - | - |
| % BUDGET INCREASE (DECREASE) | | | - | - | - | - | | |

Wastewater - Innerkip

| | 2023 | 2023 | LESS: 2023 | 2024 | 2024 | \$ OVER | % OVER |
|----------------------------------------|------------------|------------------|----------------|-----------------|----------------|------------------|-----------------------|
| | FORECAST | BUDGET* | NON- | BASE | BUDGET | 2024 | 2023 |
| | | | RECURRING | BUDGET | IMPACTS | BUDGET | BUDGET |
| OPERATING | | | | | | | |
| REVENUES | | | | | | | |
| GENERAL REVENUES | | | | | | | |
| WATER AND WASTEWATER RATES | (374,030) | (358,240) | - | (43,928) | - | (402,168) | (43,928) 12.3% |
| USER FEES AND CHARGES | (16,258) | (1,257) | - | (5,000) | - | (6,257) | (5,000) 397.8% |
| TOTAL GENERAL REVENUES | (390,288) | (359,497) | - | (48,928) | - | (408,425) | (48,928) 13.6% |
| TOTAL REVENUES | (390,288) | (359,497) | - | (48,928) | - | (408,425) | (48,928) 13.6% |
| EXPENSES | | | | | | | |
| SALARIES AND BENEFITS | | | | | | | |
| SALARIES | 14,144 | 17,848 | - | 4,817 | - | 22,665 | 4,817 27.0% |
| BENEFITS | 5,346 | 5,346 | - | 1,678 | - | 7,024 | 1,678 31.4% |
| GAPPING ALLOCATION | - | - | - | (647) | - | (647) | (647) - |
| TOTAL SALARIES AND BENEFITS | 19,490 | 23,194 | - | 5,848 | - | 29,042 | 5,848 25.2% |
| OPERATING EXPENSES | | | | | | | |
| MATERIALS | 69,730 | 64,840 | - | 16,810 | - | 81,650 | 16,810 25.9% |
| CONTRACTED SERVICES | 43,374 | 42,860 | - | 790 | - | 43,650 | 790 1.8% |
| TOTAL OPERATING EXPENSES | 113,104 | 107,700 | - | 17,600 | - | 125,300 | 17,600 16.3% |
| DEBT REPAYMENT | | | | | | | |
| PRINCIPAL REPAYMENT | 1,121 | 1,121 | - | 32 | - | 1,153 | 32 2.9% |
| INTEREST REPAYMENT | 137 | 137 | - | (33) | - | 104 | (33) (24.1%) |
| TOTAL DEBT REPAYMENT | 1,258 | 1,258 | - | (1) | - | 1,257 | (1) (0.1%) |
| RESERVE TRANSFERS | | | | | | | |
| CONTRIBUTIONS TO CAPITAL RESERVES | 93,202 | 93,202 | (3,683) | (4,464) | (1,118) | 83,937 | (9,265) (9.9%) |
| TOTAL RESERVE TRANSFERS | 93,202 | 93,202 | (3,683) | (4,464) | (1,118) | 83,937 | (9,265) (9.9%) |
| INTERDEPARTMENTAL CHARGES | | | | | | | |
| INTERDEPARTMENTAL CHARGES | 58,234 | 41,816 | - | 17,007 | - | 58,823 | 17,007 40.7% |
| DEPARTMENTAL CHARGES | 92,474 | 92,328 | 3,683 | 12,937 | 1,118 | 110,066 | 17,738 19.2% |
| TOTAL INTERDEPARTMENTAL CHARGES | 150,708 | 134,144 | 3,683 | 29,944 | 1,118 | 168,889 | 34,745 25.9% |
| TOTAL EXPENSES | 377,762 | 359,498 | - | 48,927 | - | 408,425 | 48,927 13.6% |
| PROGRAM SURPLUS/DEFICIT | | | | | | | |
| RESERVE CONTRIBUTION TO (FROM) | | | | | | | |
| RESERVE CONTRIBUTION-SURPLUS | 12,526 | - | - | - | - | - | - |

| | 2023 | 2023 | LESS: 2023 | 2024 | 2024 | 2024 | \$ OVER | % OVER |
|---------------------------------------------|-----------|-----------|------------|----------|---------|-----------|----------|----------|
| | FORECAST | BUDGET* | NON- | BASE | BUDGET | 2024 | 2023 | 2023 |
| | | | RECURRING | BUDGET | IMPACTS | BUDGET | BUDGET | BUDGET |
| TOTAL RESERVE CONTRIBUTION TO (FROM) | 12,526 | - | - | - | - | - | - | - |
| TOTAL PROGRAM SURPLUS/DEFICIT | 12,526 | - | - | - | - | - | - | - |
| NET OPERATING | - | 1 | - | (1) | - | - | (1) | (100.0%) |
| CAPITAL | | | | | | | | |
| CAPITAL REVENUES | | | | | | | | |
| CAPITAL RESERVE TRANSFER | (15,000) | - | - | - | - | - | - | - |
| CAPITAL CONTRIBUTIONS | (75,000) | (75,000) | - | - | - | (75,000) | - | - |
| TOTAL CAPITAL REVENUES | (90,000) | (75,000) | - | - | - | (75,000) | - | - |
| CAPITAL EXPENSES | 90,000 | 75,000 | - | - | - | 75,000 | - | - |
| NET CAPITAL | - | - | - | - | - | - | - | - |
| SUMMARY | | | | | | | | |
| TOTAL REVENUES | (480,288) | (434,497) | - | (48,928) | - | (483,425) | (48,928) | 11.3% |
| TOTAL EXPENSES | 467,762 | 434,498 | - | 48,927 | - | 483,425 | 48,927 | 11.3% |
| TOTAL PROGRAM SURPLUS/DEFICIT | 12,526 | - | - | - | - | - | - | - |
| TOTAL LEVY | - | 1 | - | (1) | - | - | (1) | (100.0%) |
| % BUDGET INCREASE (DECREASE) | | | - | (100.0%) | - | (100.0%) | | |

New Initiative – Sanitary Inflow and Infiltration Reduction

NI 2024-06

SUMMARY (PRE-APPROVED – REPORT NO PW (CS) 2023-39)

The purpose of this new initiative is to (1) enhance the operation and maintenance of approximately 37 km of new critical wastewater trunk sewers and (2) reduce extraneous flows from sanitary collection systems across the County.

The initiative will require two new full time water/wastewater operators to coordinate annual inspections of critical sanitary trunk sewers and the repairs identified through those inspections. This will improve the condition in which these sanitary trunks are maintained and **reduce the risk of critical failure** which has costly social, environmental, and financial impacts.

The initiative will also provide necessary field support to oversee the reduction of extraneous flows from entering and overloading the County’s wastewater collection systems and wastewater treatment plants. The two new Operators will also coordinate inspections of upstream collection sewers to identify areas where rain-derived stormwater can be directly prevented from entering the sewer system (ex: downspouts from residential homes). Minimizing inflow and infiltration (I&I) can have both capital and operational **cost savings** by reducing energy expenditure and operating expenses to treat unnecessary flows and by prolonging costly infrastructure upgrades.

Collectively, improving the state of critical wastewater infrastructure (which will prevent the infiltration of groundwater) and minimizing direct entry of stormwater to the collection system (inflow reduction) will ensure that valuable pipe conveyance and treatment plant capacity can be used to **support future community growth**.

STRATEGIC PLAN



Sustainable infrastructure and development

REQUEST DETAILS

Background

The responsibility for the direct operations and maintenance of approximately 37 km of critical wastewater sewer trunk mains in Tillsonburg (13 km) and Woodstock (24 km), will be transferred to the County from 2024 onward as per the recent updates to the water/wastewater service agreements. With this responsibility also comes the need to address the outstanding inspections and maintenance of the critical sewer trunk network within Woodstock and Tillsonburg. Regular preventative maintenance and inspection of this critical infrastructure will continue in a manner consistent with industry best management practices. The inspection findings will confirm the condition of these critical

REQUEST DETAILS

assets and inform the remediation needs (i.e. repair, relining or replacement) and timing while adequately managing the risk of failure. Critical failure of trunk sewers can cause costly service interruptions, sewage back-ups/basement flooding, and environmental impacts from spills.

In assuming this new responsibility for the operation and maintenance of these sewer trunk mains, the core trunk sewer infrastructure managed by the County will **increase by approximately 63%**. Accordingly, an increase in the staff complement is required for its regular oversight, as well as future extensions of the same (employment lands servicing). In concert, the new Water/Wastewater System Operators will provide County-wide field support to oversee the reduction of extraneous flows (i.e. groundwater infiltration and/or rain derived stormwater inflow) from entering and overloading the County's wastewater collection systems and treatment plants.

The first step is to repair, reline or replace wastewater collection system infrastructure that is experiencing extraneous inflow and infiltration (i.e. cracks/fissures in sewer trunk mains, failing sewer pipe joint seals, pervious sewer manhole covers, etc.) where identified by the above noted inspections. During both sewer pipe inspection and remediation, these operators will be required to isolate the impacted pipe sections and afford sewage by-pass pumping during their repair, relining and replacement. The second step is to remove significant amounts of rain-derived stormwater from entering the wastewater collection system which is caused by direct connections to the sanitary sewers (i.e. downspouts, stormwater-sanitary sewer cross-connections, weeping tile beds, sump pumps, etc.). This step will initially focus on disconnecting downspouts connected to County sanitary sewers and identifying any nominally separated sewers in the collection system where storm water can be diverted from the Treatment Facility.

This multifaceted collective I&I reduction approach will reduce the scale of Public Works response during more frequent wet weather events and minimize potential process upsets at County facilities (i.e. wastewater plant sewage by-passes, sewage pumping station overflows, trunk sewer surcharging spills, etc.) in an environmentally responsible manner. These long-term undertakings will also; improve wastewater collection system operations and regulatory compliance, reduce wastewater pumping/treatment operational costs (energy, chemicals, etc.) and regain essential wastewater collection and treatment plant capacities which can be reallocated to service future growth. This will also reduce annual wastewater sewage pumping and treatment operational costs and defer future costly wastewater system expansions (upsizing of sewers, pumping stations, treatment plants) as system capacity will be regained through the I&I reduction measures.

Comments

As per the County's 2022 Asset Management Update, it is recognized that approximately 85% and 70% of wastewater trunk sewer mains in Woodstock and Tillsonburg, respectively, are in fair, poor or critical condition. Unfortunately, minimal inspection and/or regular preventative maintenance cleaning (flushing/cleaning) of these critical trunk sewer mains have not been completed over the last two decades. As such, there is an outstanding need to perform condition inspection and regular preventative maintenance on this critical infrastructure in a manner consistent with best management practices. Proactive condition inspections (video monitoring (i.e. CCTV)), flow monitoring, and regular preventative maintenance (cleaning/flushing) will responsibly confirm the condition of these critical trunk sewer main assets. These inspections

REQUEST DETAILS

fully inform the remediation need and timing of repairs, relining or replacements, while adequately assessing the risk of failure and associated consequences (i.e. service interruption, sewage back-ups/basement flooding, sewage discharges, etc.) for the same.

Many of the County wastewater collection systems are experiencing high extraneous flows through I&I as confirmed in the 2024 Water and Wastewater Master Plan. For example, in Woodstock the amount of wastewater treated compared to the amount of drinking water supplied is as great as 151%. This additional flow enters the County infrastructure through a variety of sources (cracks/fissures in sewer pipes, inadequate/failing sewer pipe joint seals, pervious sewer manhole covers, stormwater/downspout/weeping tile connections etc.). I&I detracts from the available capacity that is used to convey sewage generated by existing businesses and residents as well as to service future population and employment growth (additional sewage flows). In some cases, the non-sewage derived flow can exceed the sewer pipe design capacity and may result in sewage overflow into streets, the natural environment, or backup into homes or businesses which can result in public health impacts, damage to the natural environment and ecosystems, and increase costs to the County and property owners.

The ongoing presence of I&I continues to increase the overall wastewater flows in the County's sanitary system generating higher operational, maintenance and capital costs at sewage pumping stations and wastewater treatment plants (WWTP) through unnecessary additional treatment, pumping, and energy costs. The hiring of two additional full-time Water/Wastewater System Operators to address I&I in partnership with our existing Technical Services team will ensure that sewers identified with high I&I potential are selected for remediation (sewer pipe repair, relining, or replacement) and that there is adequate staffing to carry out the identified work plan.

The new Water/Wastewater System Operators role to identify and remove direct connections to sanitary sewers (ex: downspouts, weeping tiles, sump pumps, etc.) aligns directly with the County Council approved Sewer Use By-law (Section 4.2) which prohibits the discharge to a sanitary sewer of stormwater, from roof run off, roof drainage, foundation drainage, land drainage or uncontaminated water. This work also directly ties into initiatives in Oxford's 2023-2026 Strategic Plan pillar of *Enhancing Environmental Sustainability* and associated goals of advancing climate resiliency and preserving and enhancing our natural environment. In partnership with our Technical Services team (Sewer Use By-law Officers), the new Water/Wastewater System Operators will aid in the coordination and administration of sewer inspections in high I&I areas, and complete fog and/or dye testing to help identify homes with direct connections of stormwater flows as well as providing support to property owners on the disconnection process.

The voluntary downspout disconnection program will target housing areas constructed before 1985 as downspout connections to sanitary sewer system (and weeping tile beds) were strictly prohibited under the Ontario Building Code following 1985. Downspout disconnection addresses the immediate "peak" surge of severe weather event flows into the sanitary sewer system and help to reduce risk of surcharging within wastewater collection systems. This provides the greatest benefit to reducing risk of basement flooding and is non-intrusive, quick to complete and reasonable in terms of cost (~ \$75 per retrofit). The I&I control and reduction program will also seek to identify opportunities in the longer term for residents to disconnect weeping tile beds from sanitary sewers where possible. Houses constructed prior to 1960 typically did not install weeping tile systems and such disconnections are significantly more intrusive and costly.

REQUEST DETAILS

This new I&I reduction initiative will involve coordination with property owners for the disconnection process. This program will detail the property owners responsibility to disconnect the downspouts within a given time period (i.e. 2 weeks) through their preferred supplier and a final inspection with the Operators. The new Water/Wastewater System Operators would also offer to provide the disconnection service directly to the property owner. This would provide the property owner the opportunity to disconnect on the first inspection of the property and the direct completion of the disconnection.

Expected Results

The results will include a heightened focus on the performance and condition of the critical trunk sewer mains in order to ensure optimal, reliable and sustainable operability of this infrastructure. This will reduce asset life cycle costs, operating costs, risk exposure, and ensure wastewater assets reach their expected useful service life.

The voluntary downspout disconnection program is anticipated to divert nearly 100,000 L (100 m³) of stormwater from the sewer system per home (based on a 1,500 square foot sized home) each year. It is estimated that approximately 100 properties will receive disconnection services each year. The result could see a cumulative diversion of up to 100 million L (100,000 m³) stormwater from the sanitary collection systems by 2033.

Considerable savings can be realized throughout the continued longevity of this program. Across the County, approximately 140% more wastewater is treated than there is treated water supplied—this difference is largely attributed to I&I and the severity varies by system. This accounts for nearly 8,690,000 m³ of additional wastewater treated. Long term, a 20% reduction in I&I could be realized through the combined program efforts garnering substantial financial and energy savings.

Cost savings for the program if a 20% I&I reduction is achieved by Year 10 of the Program, includes:

- **Energy savings at the treatment plant:** reduction in total kWh (energy consumption) at both the treatment plants and sewage pumping station reduces the County's environmental footprint. It costs on average \$0.26 to treat every m³ of wastewater in the County. Approximately 50% of County wastewater is actively pumped to the treatment plant using sewage pumping stations which cost \$0.16 per m³. *As an example, reducing erroneous flows in Woodstock by 20% would divert ~550,000m³ from the treatment plant, and approximately half of that from the sewage pumping stations, saving ~\$145,000 in energy costs each year.*
- **Chemical savings for wastewater treatment:** the cost per m³ varies by the treatment system, however, reduction in total volume at the plant will lower chemical costs. *As an example: I&I reduction efforts for the Woodstock Wastewater Treatment Plant could save ~\$16,600 annually in treatment chemicals*
- **Reduction of overtime hours for operations staff:** reduced responses to high level alarms at treatment plants and sewage pumping stations of ~\$3,200 annually

REQUEST DETAILS

Implications if Not Approved

Without the approval of the requested positions, the performance, condition and reliability of a large portion (37 km) of critical sanitary trunk sewer main network (recently transferred to the County during updates of the service agreements) will remain unknown. As such, County staff will have limited ability to ensure the optimal, reliable and sustainable operability of this infrastructure and face a heightened risk of exposure and associated consequences should this critical infrastructure fail.

In absence of focused I&I reduction and control measures, ongoing groundwater infiltration and stormwater inflow into sanitary sewers will continue to detract from the available pipe capacity that is used to convey sewage generated by existing businesses and residents as well as to service future population and employment lands growth (additional sewage flows). In some cases, the non-sewage derived flow can exceed the sewer pipe design and/or wastewater treatment plant rated capacity and result in sewage overflow into streets, the natural environment and/or possibly backup into homes or businesses. These implications can result in public health impacts, damage to the natural environment and ecosystems, and increased costs to the County and property owners.

Conclusions

In addition to affording operational and maintenance responsibility for over approximately 37 km of trunk sewer mains (transferred to County during updates to operational service agreements as of 2024), the hiring of two additional full-time Water/Wastewater System Operators will allow for a heightened focus on the performance and condition of the critical trunk sewer mains. This will help to ensure optimal, reliable and sustainable operability of this infrastructure, which will reduce asset life cycle costs, reduce risk exposure and help to ensure the assets reach their expected useful service life.

In parallel, a multi-year strategy to reduce and control extraneous I&I into the County's wastewater collection will optimize the performance of the wastewater systems and increase the available system capacity that is used to convey and treat sewage generated by existing businesses and residents as well as to service future population and employment lands growth (additional sewage flows). Additionally, this strategy will minimize future potential sewage overflow into the natural environment or backup into homes/businesses, which can result in public health impacts, damage to the natural environment and ecosystems.

BUDGET REQUIREMENTS

| | One-time | Base | Total Budget |
|-----------------------------------------------------------------------------------------------------|---------------|----------------|----------------|
| Revenues | | | |
| Reserve Funding – Contribution from wastewater reserves | \$91,600 | \$- | \$91,600 |
| Total revenues | 91,600 | - | 91,600 |
| Salaries and benefits | | | |
| Water/Wastewater Operator (2) – Full-Time | - | 215,748 | 215,748 |
| Reduced Operator overtime - (WWTP & SPS) <i>*actual savings will vary with program duration</i> | - | (320) | (320) |
| Total salaries and benefits | - | 215,428 | 215,428 |
| Operating expenses | | | |
| Chemical Savings ¹ <i>*actual savings will vary with program duration</i> | - | (1,660) | (1,660) |
| Hydro Savings (WWTP and SPS) ² <i>*actual savings will vary with program duration</i> | - | (14,500) | (14,500) |
| Telecommunications (2) | 600 | 600 | 1,200 |
| Training (2) | 3,000 | 5,000 | 8,000 |
| Vehicle: Rental Vehicle for 9 months (April to Dec) | 5,580 | - | 5,580 |
| Vehicle: R&M Cost, GPS Install & Monitor Fee | 750 | 400 | 1,150 |
| Vehicle: License Fee | - | 265 | 265 |
| Vehicle: Fuel | - | 5,900 | 5,900 |
| Vehicle: Insurance Cost | - | 940 | 940 |
| Vehicle: Annual Contribution to Fleet Reserve | - | 13,100 | 13,100 |
| Parts and Materials (Downspout Disconnections) | - | 7,500 | 7,500 |
| Total operating expenses | 9,930 | 17,545 | 27,475 |
| Capital | | | |
| Vehicle Purchase (1) – ½ ton pick-up HEV | 91,600 | - | 91,600 |
| Total capital | - | - | 91,600 |

BUDGET REQUIREMENTS

| | | | |
|------------------------------------------------------------------------------------------------------------------------------------------------|----------------|------------------|------------------|
| Water and Wastewater Rates | \$9,930 | \$232,973 | \$242,903 |
| <i>Initiative Gapping – position/truck rental starts April 2024, operating cost savings realized for an initial 2% flow reduction in 2024.</i> | - | (54,661) | (54,661) |
| 2025 Budget Impact * | | | |
| 2024 Budget Impact | \$9,930 | \$178,312 | \$188,242 |

*Future Annual Operational Budgets (years 3 to 10):

- ¹ Long term incremental cost savings approach will increase to ~ **\$16,600 annually** by Year 10
- ² Long term incremental cost savings approach will increase to ~ **\$145,000 annually** by Year 10

| Staff Requirements (FTE) | One-time | Base |
|----------------------------------------------------------------------|-----------------|-------------|
| Water/Wastewater Operators (2) (Start date - April 2024) - Full-time | 0.0 | 2.0 |
| Total | 0.0 | 2.0 |

New Initiative – Office Renovations at 59 George Johnson Blvd Ingersoll

NI 2024-07

SUMMARY

The purpose of this new initiative is to optimize facility space at the Water Distribution Building at 59 George Johnson Blvd Ingersoll to accommodate staff training, lunchroom, washrooms, and dedicated offices for the foreperson and lead hand.

STRATEGIC PLAN



Continuous improvement and results-driven solutions

REQUEST DETAILS

Background

The George Johnson Blvd facility has up to 19 employees reporting to the site including Water Distribution/Wastewater Collection Operators, Sewer Use By-Law Officers, Wastewater Maintenance Mechanics and summer students. Currently, common area and office space at 59 George Johnson Blvd includes a lunch/training room, Foreperson’s office, Sewer Use By-law office, one Operator touchdown space and two unisex washrooms with single toilets.

Growth of our systems have increased the use of the facility and the amount of employees utilizing this space, with a further proposal to expand staff complement at this site by two Operators in 2024.

Comments

The lunch/training room is not large enough to hold meetings with the department. Training is conducted in many cases outside of the small lunch/training room within an equipment shop bay to accommodate larger Operator training sessions using portable tables, audio-visual equipment and chairs which is not a conducive or private training environment for staff. Reconfiguration of the existing facility will more appropriately create a much larger room for mandatory Operator training (new tables, chairs, IT equipment, monitors etc.)

Through the proposed renovation, it is also the intent to reconfigure the washrooms such that space for a universal lockable shower, two universal lockable accessible washrooms, and a male only area with two urinals and a sink can be created. As well, Operators must currently gather in the shop area at shift start within a small constrained area of the facility to access their PPE and store their personal items. To offset this limited accommodation, the addition of eight new lockers can be afforded in a dedicated locker room area through the renovation in order to provide adequate and dedicated storage space for Operators to keep their PPE and clothing in a clean dry space.

REQUEST DETAILS

The existing office space will be renovated from a large single office space into two dedicated dual partitioned office spaces for the Foreperson and Lead Hand (Assistant Foreperson). The two Sewer Use By-Law Officers who currently share office space at the facility will alternatively utilize vacant office space or "hoteling" at various locations but will still utilize one of the shop bays for their trucks and equipment. In addition, there is currently only one single computer touchdown desk for all Operators to access. Through the renovation, several separate operator touchdown stations across the shop will be created with appropriate IT access.

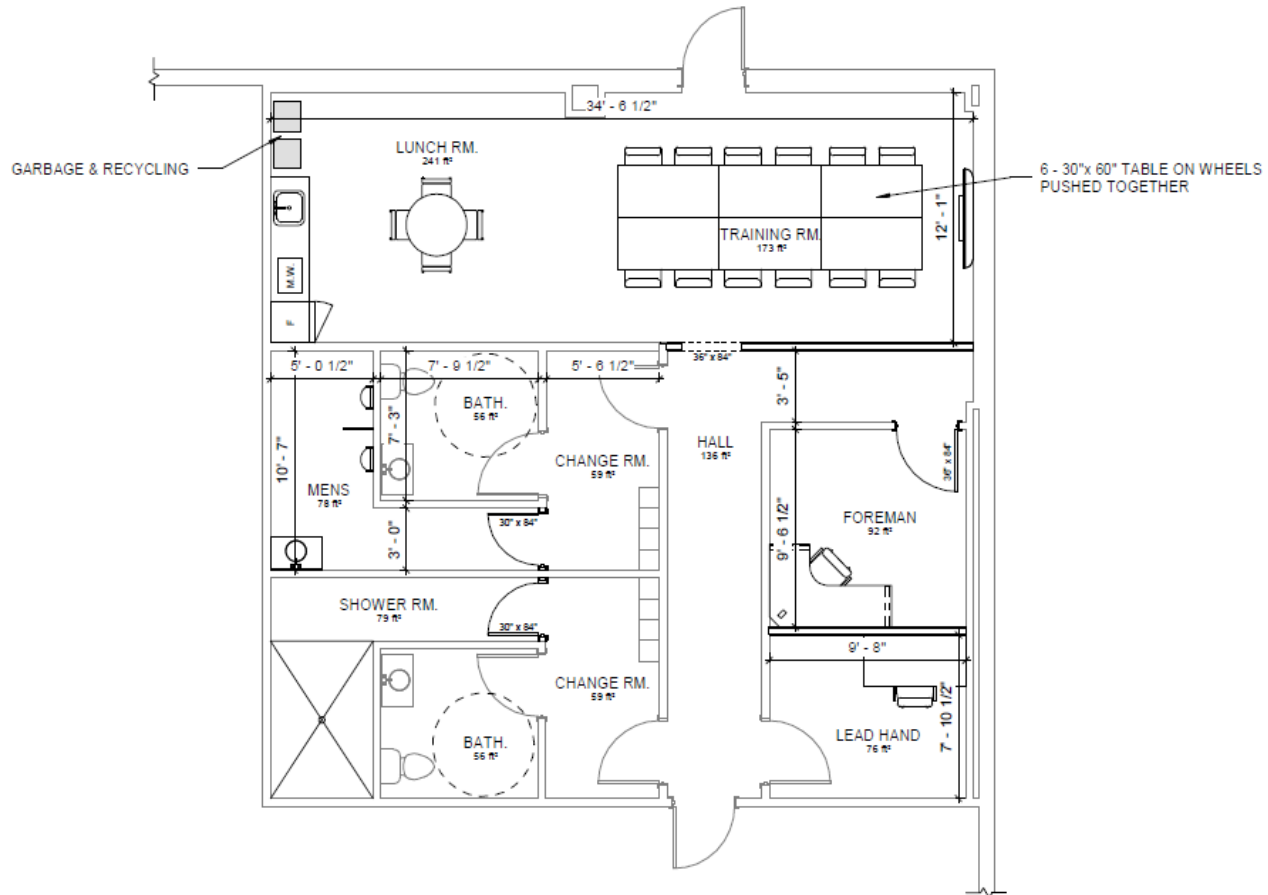
Conclusions

The above noted changes will provide for a more effective and appropriate onsite environment for Operator training, greater privacy for supervisor/lead hand/staff discussions via dedicated office space, additional Operator computer touchdown stations, adequate lunchroom space and universal, gender-neutral, accessible washroom and change rooms for all staff and external training vendors which utilize this facility.

BUDGET REQUIREMENTS

| | One-time | Base | Total Budget |
|------------------------------------------|---------------|----------------|----------------|
| Revenues | | | |
| Reserve Funding: Ingersoll Water Reserve | \$95,000 | | \$95,000 |
| Total revenues | 95,000 | - | 95,000 |
| Operating expenses | | | |
| Janitorial Service | | 1,200 | 1,200 |
| Total operating expenses | - | 1,200 | 1,200 |
| Capital | | | |
| Training Room / Lunch Room | 20,000 | - | 20,000 |
| Washroom Renovation | 55,000 | - | 55,000 |
| Tables/Chairs/IT for training | 20,000 | - | 20,000 |
| Total capital | 95,000 | - | 95,000 |
| Water and Wastewater Rates | \$- | \$1,200 | \$1,200 |

ATTACHMENT



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OXFORD COUNTY
OFFICE ADDITION

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DESIGN OPTION #2A

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| Date | AUG 3, 2023 |
| Drawn by | R.S. |
| Checked by | M.A. |

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Scale 3/16" = 1'-0"

New Initiative – Forklift for George Johnson Blvd Ingersoll

NI 2024-08

SUMMARY

The purpose of this new initiative is to request an indoor/outdoor electric forklift with a 5000 lb. lift capacity for the Oxford County Water Distribution and Collection team located at 59 George Johnson Bld. Ingersoll. It will be used to receive and store water and sanitary materials in the storage building on the appropriate shelves. These materials include pipe lengths up to six meters and weights as high as 456 kg.

STRATEGIC PLAN



Continuous improvement and results-driven solutions

REQUEST DETAILS

Background

The Water Distribution and Wastewater Collection division operates and maintains watermain and sanitary services across Oxford County with the exception of Tillsonburg and Woodstock.

In 2023, the construction of a new storage building was completed at the Water Distribution Facility at 59 George Johnson Blvd Ingersoll.

The goal of this new build was to bring all water and sanitary materials indoors to protect from the outdoor elements and theft and to have a supply of materials available for emergency and planned work. This work and the associated needed materials have been increasing due to growth in the communities and the increasing demands on our distribution and collection teams.

Comments

Water and sanitary materials range in weights up to 450 kg and can be cumbersome with lengths up to 6 m for pipe. Currently, the John Deer 310 backhoe using detachable forks is utilized as a means of unloading and loading heavy material and equipment outdoors. This equipment cannot turn and load all items onto the shelves inside the building due to its size and the limited indoor space, which leaves staff having to lift some items manually.

The manual loading of materials by staff has the potential to cause a strain injury. Utilization of an indoor/outdoor forklift would prevent possible health and safety issues that may arise from lifting heavy items.

A proposed electric indoor/outdoor forklift with a 5000 lb. lift capacity would be utilized to unload, store and retrieve materials in the newly constructed storage facility with a better turning ratio compared to a backhoe but still able to travel outside and unload a truck when there are deliveries.

REQUEST DETAILS

Conclusions

The need for materials for emergency repairs and for work orders requires a supply of parts and pipe. A dedicated forklift is a necessary tool for receiving and loading these materials onto the steel shelving with the weights ranging up to 450kg.

BUDGET REQUIREMENTS

| | One-time | Base | Total Budget |
|-----------------------------------------------------|---------------|----------------|----------------|
| Revenues | | | |
| Contribution From Reserves | \$58,750 | \$- | \$58,750 |
| Total revenues | 58,750 | - | 58,750 |
| Operating expenses | | | |
| Repairs & Maintenance | - | 1,800 | 1,800 |
| Fuel (Electric) | - | 100 | 100 |
| Insurance | - | 80 | 80 |
| Contribution to Reserve: Annual Capital Replacement | - | 5,800 | 5,800 |
| Total operating expenses | - | 7,780 | 7,780 |
| Capital | | | |
| Hyundai 25BC-9 Forklift | 58,750 | - | 58,750 |
| Total capital | 58,750 | - | 58,750 |
| Water and Wastewater Rates | \$- | \$7,780 | \$7,780 |
| <i>Initiative Gapping</i> | - | 3,890 | 3,890 |
| 2025 Budget Impact | - | 3,890 | 3,890 |
| 2024 Budget Impact | \$- | \$- | \$3,890 |

New Initiative – Ingersoll WWTP: Construction of a Wastewater Treatment Foreperson Office

NI 2024-09

SUMMARY

The purpose of this new initiative is to provide dedicated office space for the Wastewater Treatment South Foreperson at the Ingersoll Wastewater Treatment Plant at 56 McKeand St., Ingersoll. The dedicated space will appropriately afford increased levels of privacy, confidentiality and focus for their discussions with unionized staff while decreasing the risk of compromising private employee information.

STRATEGIC PLAN



Continuous improvement and results-driven solutions

REQUEST DETAILS

Background

The Ingersoll WWTP Administration Building was constructed in 1974. The existing open office space was constructed in a common area, and positioned beside an actively operated motor control center that is regularly accessed by Operators each day. The office space is also intersected by a staff thruway as it connects the laboratory to the rest of the administration building.

This facility is the foreperson's location for operations of the south wastewater treatment unionized staff that operate plants in Ingersoll, Thamesford, Mount Elgin, Norwich and Tillsonburg. An unused area of the Ingersoll WWTP Administration Building is available to be converted to a private office space.

Comments

Privacy, Confidentiality and Focus

The existing Wastewater Treatment Foreperson office space does not afford suitable privacy. The office is located in between the laboratory and Staff facilities (washroom/change room and lunchroom), which means the office space is subject to a constant flow of Staff and contractor traffic. The constant interruptions impact focus and concentration for the Foreperson. Equally concerning, privacy can not be maintained during necessary confidential discussions between the Foreperson and Union Operations team members (i.e. performance appraisals, performance improvement plans, daily work reviews, etc.). Online meetings and training is also impacted by this lack of dedicated private office space.

Conclusions

The potential construction of a private Foreperson office within the existing Ingersoll WWTP Administration Building envelope will provide increased levels of privacy, confidentiality and focus for the Wastewater Foreperson, while decreasing the risk of compromising private Employee information.

BUDGET REQUIREMENTS

| | One-time | Base | Total Budget |
|-----------------------------------|-----------------|--------------|-----------------|
| Operating expenses | | | |
| Janitorial | - | \$550 | \$550 |
| Hydro | - | 100 | 100 |
| Total operating expenses | - | 650 | 650 |
| Capital | | | |
| Foreperson Office Construction | 50,000 | - | 50,000 |
| Total capital | 50,000 | - | 50,000 |
| Water and Wastewater Rates | \$50,000 | \$650 | \$50,650 |

ATTACHMENT

**56 MCKEAND ST. INGERSOLL, ONTARIO, N5C 3H8
OXFORD COUNTY
OFFICE RENOVATION**



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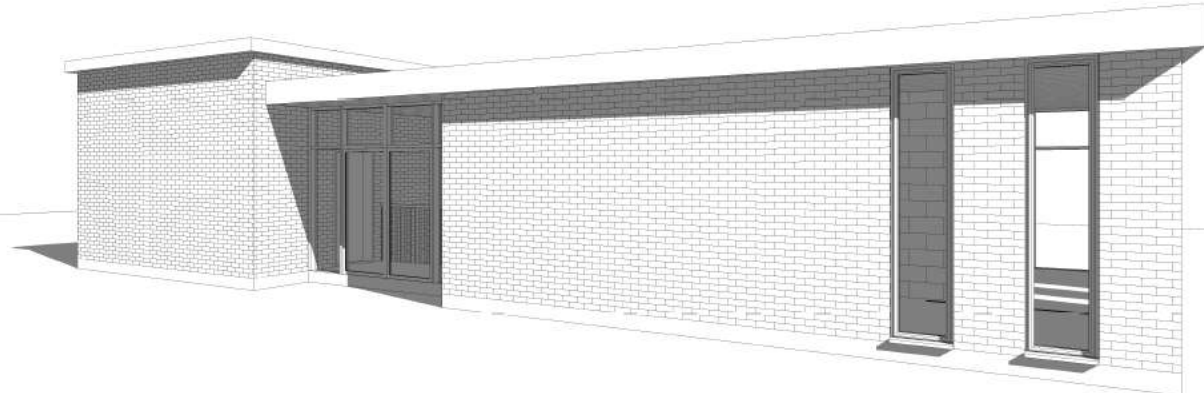
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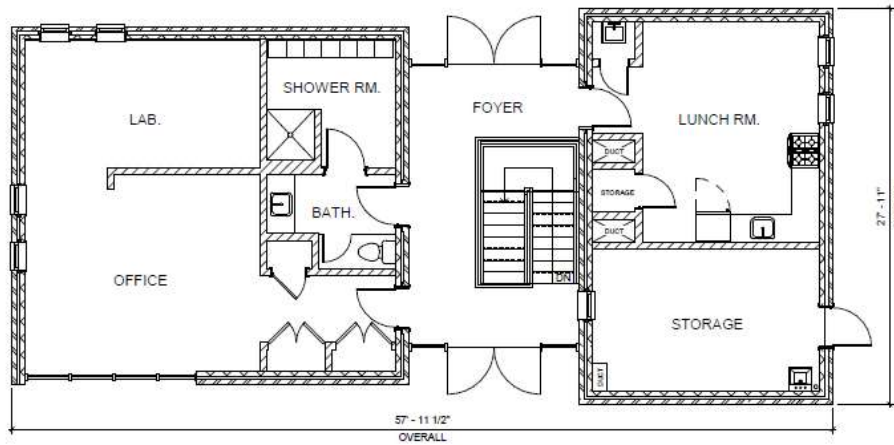
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Checked by D.F.

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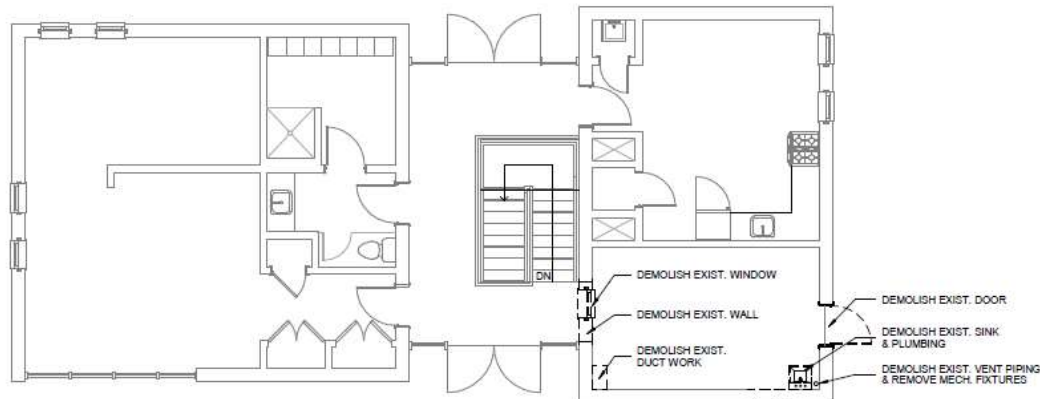
Scale



ATTACHMENT



1 AS-BUILT MAIN FLOOR
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2 DEMOLITION PLAN
3/16" = 1'-0"



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56 MCKEAND ST.

OFFICE RENO

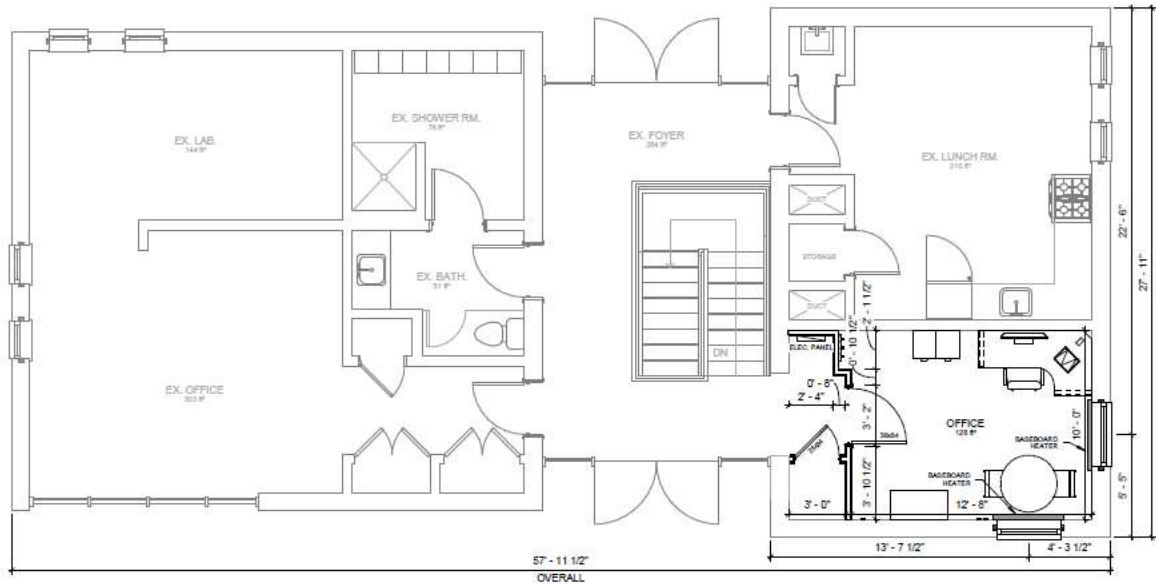
AS BUILT & DEMO

Project number 001
Date AUG 15, 2023
Drawn by R.S.
Checked by D.F.

A1

Scale 3/16" = 1'-0"

ATTACHMENT



- NOTES:**
1. ALL NEW WALL CONSTRUCTION TO BE METAL STUDS WITH 5/8" DRYWALL, PACKED WITH SAFE & SECURED ROLUX INSULATION
 2. ALL NEW WALL CONSTRUCTION TO BE SEALED TIGHTLY TO EXISTING CONSTRUCTION
 3. ALL EXIST. WALLS TO BE FURRED OUT TO ACCEPT R16 INSULATION AND FINISHED DRYWALL
 4. FLOORING TO BE EXPOXY
 5. DOOR FRAME TO BE METAL W/ LIGHT 2x3 GEORGIAN WIRE
 6. DOOR TO HAVE LATCH AND LOCK KEYED TO SARGENT (OXFORD COUNTY MASTER SYSTEM)
 7. AWNING STYLE WINDOWS W/ CRANK AND BUG SCREEN



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56 MCKEAND ST.

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FLOOR PLAN




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| Project number: | 001 |
| Date: | AUG 16, 2023 |
| Drawn by: | R. S. |
| Checked by: | D. F. |

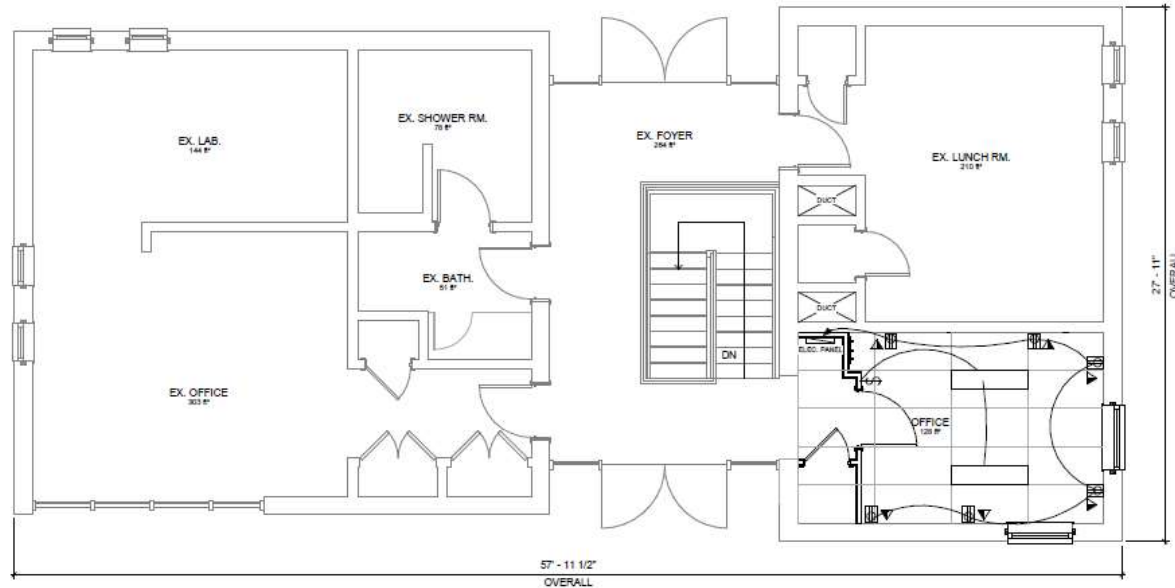
A2

Scale 1/4" = 1'-0"

ATTACHMENT

LEGEND:

-  DUPLEX OUTLET
-  TELE-DATA OUTLET
-  LIGHT SWITCH



NOTES:

1. DROP CEILING HEIGHT TO MATCH EXISTING DROP CEILING HEIGHT
2. LIGHT FIXTURES ARE 1'x 4' LED
3. 6 TOTAL DUPLEX RECEPTACLE



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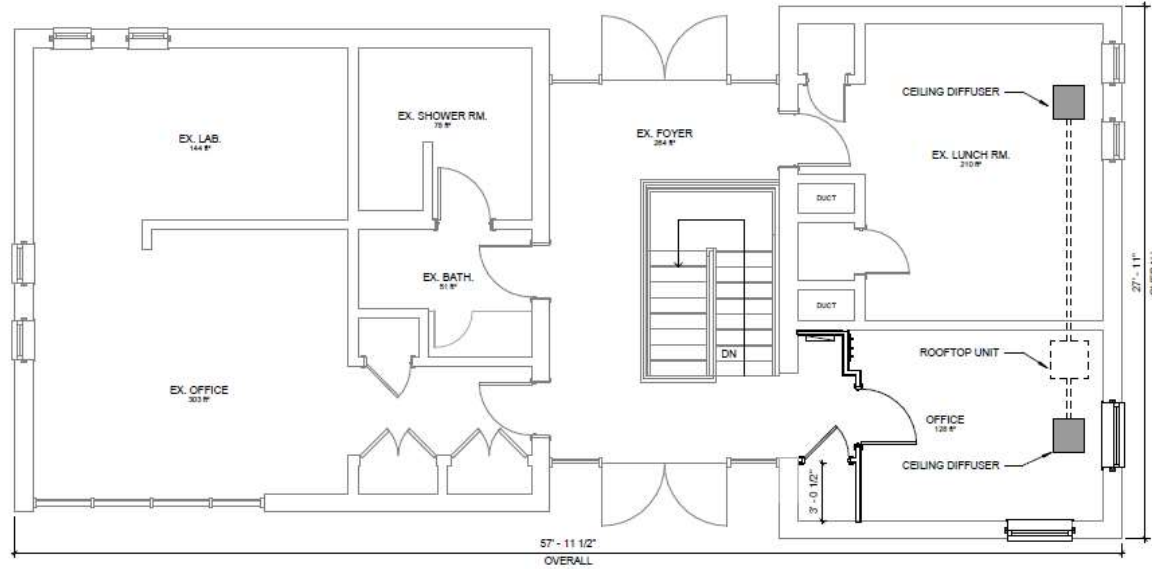
ELECTRICAL PLAN

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| Project number | 001 |
| Date | AUG 15, 2023 |
| Drawn by | R. S. |
| Checked by | D. F. |

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Scale 1/4" = 1'-0"

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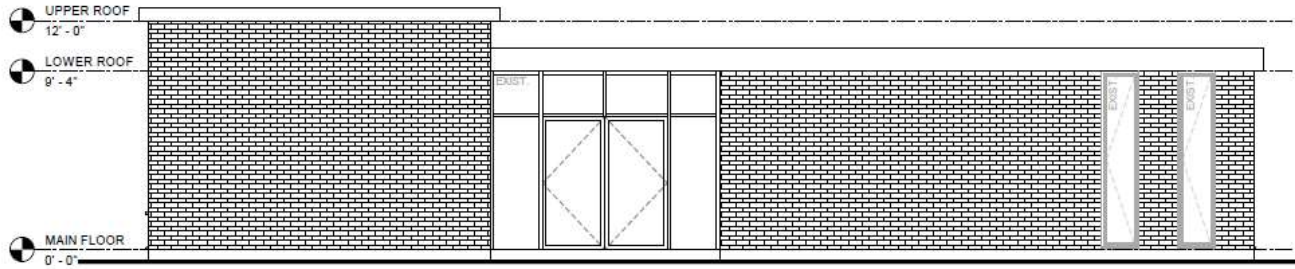
HVAC PLAN

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| Date | AUG 15, 2023 |
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| Checked by | D.F. |

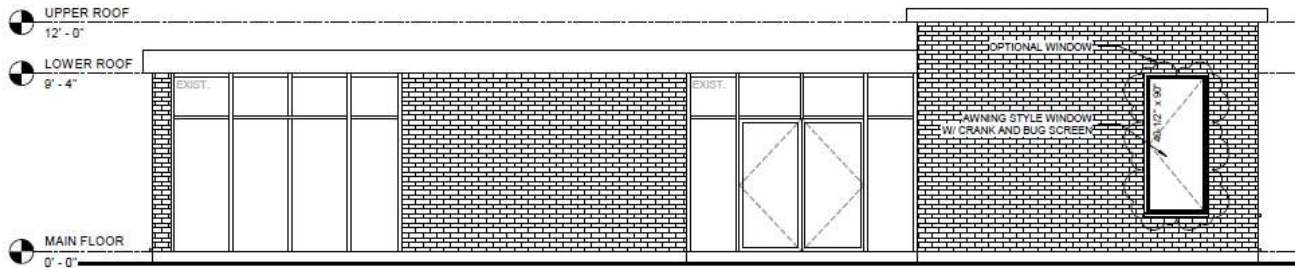
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Scale 1/4" = 1'-0"

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1 NORTH
1/4" = 1'-0"



2 SOUTH
1/4" = 1'-0"



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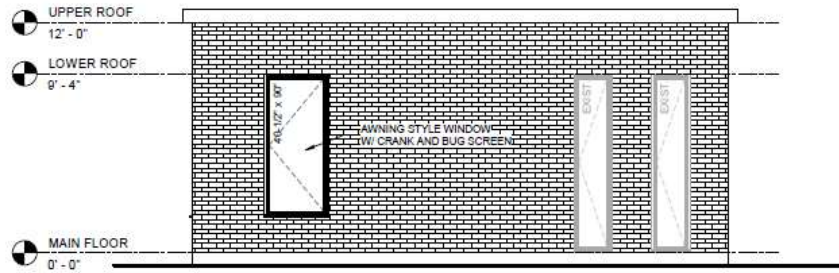
ELEVATIONS

Project number 001
Date AUG 15, 2023
Drawn by R.S.
Checked by D.F.

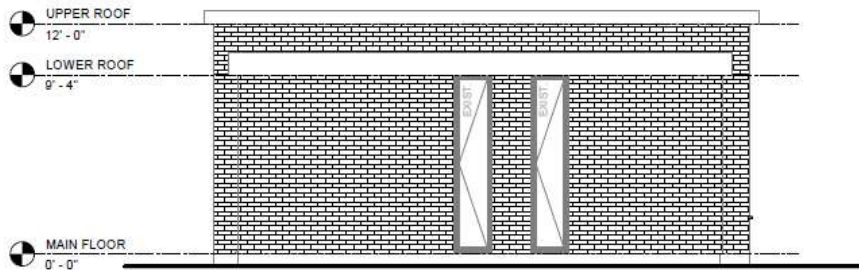
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Scale 1/4" = 1'-0"

ATTACHMENT



① EAST
1/4" = 1'-0"



② WEST
1/4" = 1'-0"



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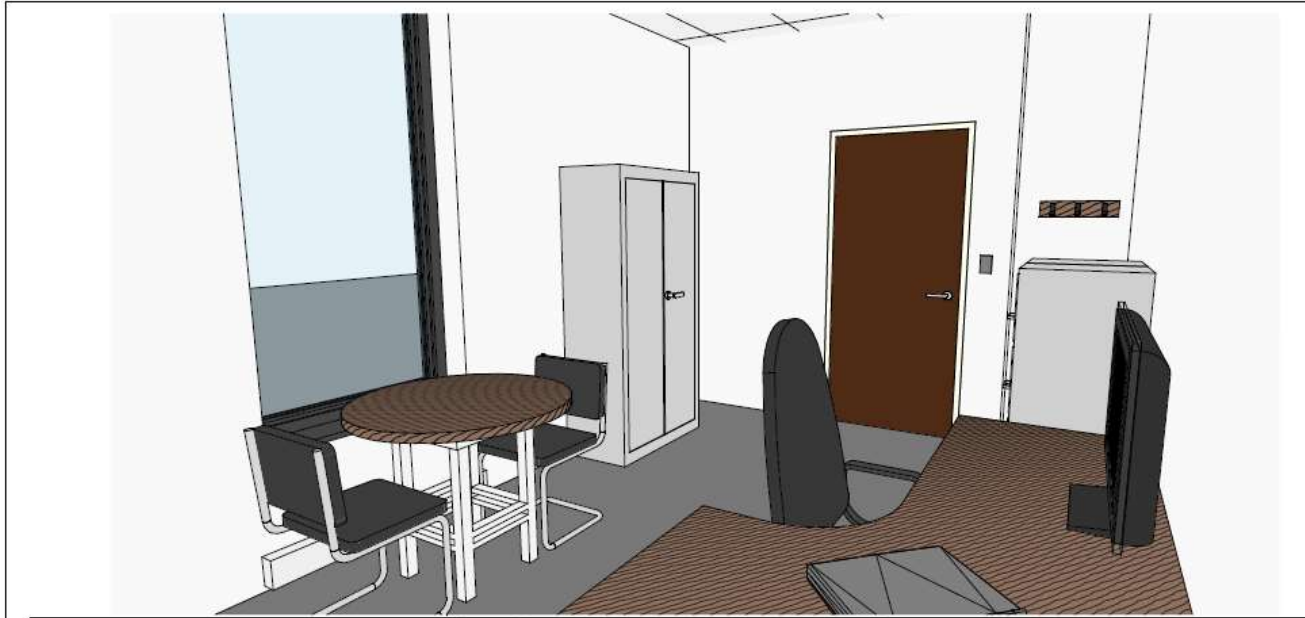
ELEVATIONS

Project number 001
Date AUG 15, 2023
Drawn by R.S.
Checked by D.F.

A6

Scale 1/4" = 1'-0"

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3D VIEWS

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| Project number | 001 |
| Date | AUG 15, 2023 |
| Drawn by | R.S. |
| Checked by | D.F. |

A7

Scale



Human Services

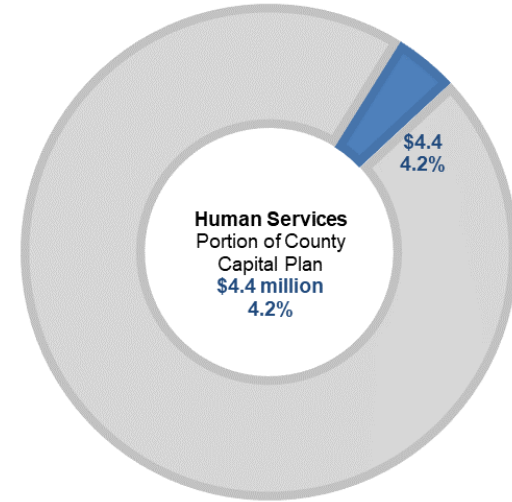
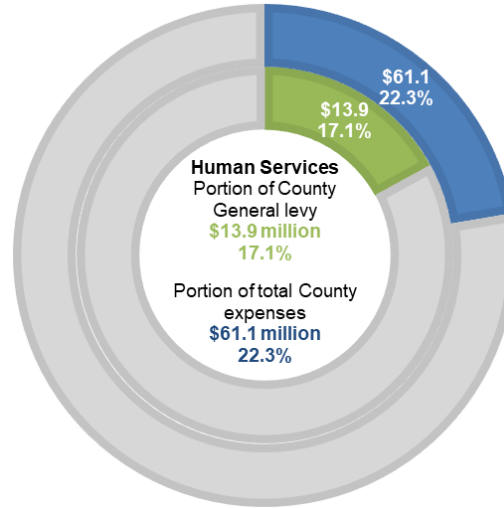
2024

**BUSINESS
PLAN &
BUDGET**



www.oxfordcounty.ca/budget

Provide integrated human services; financial assistance, child care, EarlyON and shelter, based on Quality of Life assessments and subsequent interventions. Services are delivered in a community based partnership model.



| Division | Division Description | Services | 2024 FTE Base | 2024 FTE Temp | |
|----------------------------------------------|-------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|-----|
| Human Services Director of Human Services | Community Services | Provision of financial and coordination with community services for residents of Oxford County to improve their quality of life. | <ul style="list-style-type: none"> Ontario Works Housing with Related Supports Discretionary Benefits | 32.8 | 0.7 |
| | Child Care and EarlyON | Child care and early years plans and manages quality child care (through external partners), provides child care fee subsidy for qualifying families and delivers early years programming for families with children aged 0-6 years throughout the County. | <ul style="list-style-type: none"> Licensed Child Care Service System Management Child Care Subsidy EarlyON Child and Family Centres Special Needs Resourcing (SNR) | 12.0 | - |
| | Housing Service | Housing Services offers various programs to help people who don't have suitable housing, which is about 1 in 14 families in Oxford. | <ul style="list-style-type: none"> Shelter (Direct Delivered) Shelter (Subsidy) | 3.5 | 0.7 |
| Total | | | 48.3 | 1.4 | |

5 Year Projected Budget

| | 2024 | 2025 | 2026 | 2027 | 2027 |
|--------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| | BUDGET | PROJECTED | PROJECTED | PROJECTED | PROJECTED |
| | BUDGET | BUDGET | BUDGET | BUDGET | BUDGET |
| OPERATING | | | | | |
| REVENUES | | | | | |
| GENERAL REVENUES | (39,427,704) | (30,058,689) | (29,802,126) | (29,656,347) | (29,683,440) |
| OTHER REVENUES | (3,365,000) | (3,000,000) | (3,000,000) | (3,000,000) | (3,000,000) |
| TOTAL REVENUES | (42,792,704) | (33,058,689) | (32,802,126) | (32,656,347) | (32,683,440) |
| | | | | | |
| EXPENSES | | | | | |
| SALARIES AND BENEFITS | 5,116,059 | 5,226,546 | 5,409,769 | 5,581,217 | 5,737,445 |
| OPERATING EXPENSES | 45,902,287 | 36,801,405 | 36,820,905 | 36,954,120 | 33,384,394 |
| DEBT REPAYMENT | 194,132 | 179,197 | - | - | - |
| RESERVE TRANSFERS | 4,045,000 | 4,300,000 | 4,450,000 | 4,475,000 | 4,500,000 |
| INTERDEPARTMENTAL CHARGES | 1,450,083 | 1,461,840 | 1,499,717 | 1,541,460 | 1,564,989 |
| TOTAL EXPENSES | 56,707,561 | 47,968,988 | 48,180,391 | 48,551,797 | 45,186,828 |
| | | | | | |
| NET OPERATING | 13,914,857 | 14,910,299 | 15,378,265 | 15,895,450 | 12,503,388 |
| | | | | | |
| CAPITAL | | | | | |
| CAPITAL REVENUES | (4,351,650) | (1,452,600) | (1,266,500) | (945,900) | (1,270,500) |
| CAPITAL EXPENSES | 4,353,650 | 1,452,600 | 1,266,500 | 945,900 | 1,270,500 |
| NET CAPITAL | 2,000 | - | - | - | - |
| | | | | | |
| SUMMARY | | | | | |
| TOTAL REVENUES | (47,144,354) | (34,511,289) | (34,068,626) | (33,602,247) | (33,953,940) |
| TOTAL EXPENSES | 61,061,211 | 49,421,588 | 49,446,891 | 49,497,697 | 46,457,328 |
| TOTAL PROGRAM SURPLUS/DEFICIT | - | - | - | - | - |
| TOTAL LEVY | 13,916,857 | 14,910,299 | 15,378,265 | 15,895,450 | 12,503,388 |

Services Overview

Full-Time Equivalents **12.0 FTE**

→ 0.0
Base





| Service | Service Description | 2022 Service Level | Service Type |
|-----------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|--------------|
| Licensed Child Care Service System Management | Oxford County is the designated child care service system manager responsible for planning and managing licensed child care services in our community. | 2,454 Child Care Spaces 11 Licensed Operators | Community |
| Child Care Subsidy | A service that provides funding to child care service providers to support affordable child care options for families in Oxford County. | 636 Children Served | Community |
| EarlyON Child and Family Centres | Oxford EarlyON Child and Family Centres offer free, high-quality early learning and family support programs for parents and caregivers with children aged 0-6 years. | 1,310 Parent/Caregiver & Children Served 10,015 Parent/Caregiver & Child Visits | Community |
| Special Needs Resourcing (SNR) | Special Needs Resourcing (SNR) supports the inclusion of children with special needs in licensed child care settings, including home child care and camps at no extra cost to parents/guardians. | 173 Children Served | Community |

Key Performance Indicators

| | 2020 Actual | 2021 Actual | 2022 Actual | 2023 Forecast | 2024 Budget | Target |
|---------------------------------------------------------------|-------------|-------------|-------------|---------------|-------------|--------|
| Total # of purchase of service licensed child care spaces | 2,296 | 2,433 | 2,454 | 2,506 | 2,594 | ↑ |
| Total # child care purchase of service contracts | 9 | 10 | 11 | 11 | 11 | N/A |
| Total # of licensed home child care providers | 8 | 8 | 12 | 18 | 20 | ↑ |
| Total # children served through SNR | 137 | 154 | 173 | 190 | 213 | ↑ |
| % of licensed child care spaces operational 0-4 years of age | 59% | 87% | 91% | 97% | 97% | ↑ |
| % of licensed child care spaces operational 5-12 years of age | 25% | 40% | 39% | 47% | 47% | ↑ |
| Total # of children served through fee subsidy | 802 | 660 | 636 | 600 | 632 | ↑ |
| Total # children (0-6) served in EarlyON programs* | N/A | 287 | 749 | 1,680 | 1,800 | ↑ |
| Total # parents/caregivers served in EarlyON programs* | N/A | 221 | 561 | 1,172 | 1,400 | ↑ |
| Total # child visits in EarlyON programs* | N/A | 981 | 5,674 | 14,725 | 15,000 | ↑ |
| Total # parent/caregiver visits in EarlyON programs* | N/A | 768 | 4,341 | 11,019 | 12,000 | ↑ |

*Oxford County assumed delivery of EarlyON programs in 2021.

Goals and Objectives

| Description | 2024 | 2025 | 2026 | Strategic Plan | Other Plan Alignment |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|------|------|---------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|
| <p>Growing the EarlyON Program</p> <p>Building on the current EarlyON programming, the goal is to increase the number of programs offered to meet the needs of communities across Oxford County. The County has been responsible for the delivery of EarlyON Child and Family Centre programming since January 2021 and has developed the programming over the past 3 years. 230 programming hours have been delivered on average each month across 13 communities, seeing an average of 96 visits per day by parents/caregivers and children.</p> | ● | ● | ● |  Community health, safety and well-being | Child Care and Early Years Service System Plan |
| <p>Child Care Space Expansion</p> <p>In 2022 the Province entered into an Agreement with the Federal Government for the delivery of the Canada-Wide-Early-Learning and Childcare Program. Part of the implementation is to expand the number of childcare spaces in Oxford County to increase access to affordable childcare for families. The Provincial target is 37% of the children aged 0-5 have access to a childcare space. Our current rate of access for children aged 0-5 years is 16% (2021 Census). The goal is for Oxford County to reach 25% or an additional 800 spaces by 2026. In December 2022 the Province released their Access and Inclusion Framework to support service managers in the development and implementation of local service plans with increased focus on access as it relates to inclusion.</p> | ● | ● | ● |  Community health, safety and well-being | Child Care and Early Years Service System Plan |
| <p>Child Care and Early Years Five Year Service Plan</p> <p>Oxford County is the designated child care and early years service system manager responsible for planning and managing licensed child care services and EarlyON Child and Family Centres in our community. As part of our responsibility under the Child Care and Early Years Act, we will implement an updated service plan that will strengthen the quality of child care and early years experiences and enhance system integration, with updated targets and objectives.</p> | ● | | |  Continuous improvement and results-driven solutions | Child Care and Early Years Service System Plan |
| <p>Community Partnerships and Awareness</p> <p>Establish and strengthen collaborative partnerships to improve outcomes for children and families and increase access to information related to children's services by developing tools and resources for families, improving the use of the County website and social media platforms and making connections to the broader community. The Community Planning Network is made up of community partners to lead the planning, design and monitoring of initiatives in the community for children aged 0-12 years. The work of the Community Planning Network was paused during the Pandemic and as co-lead the County will support re-establishing the work of the Network starting in 2024.</p> | ● | ● | ● |  Collaborate with our partners and communities | |

Budget

| | 2023 | 2023 | LESS: 2023 | 2024 | 2024 | 2024 | \$ OVER | % OVER |
|----------------------------------------|---------------------|---------------------|------------------|--------------------|----------------|---------------------|--------------------|-----------------|
| | FORECAST | BUDGET* | NON-RECURRING | BASE BUDGET | BUDGET IMPACTS | BUDGET | 2023 BUDGET | 2023 BUDGET |
| OPERATING | | | | | | | | |
| REVENUES | | | | | | | | |
| GENERAL REVENUES | | | | | | | | |
| PROVINCIAL GRANTS | (17,336,644) | (12,618,215) | 150,028 | (4,718,429) | - | (17,186,616) | (4,568,401) | 36.2% |
| TOTAL GENERAL REVENUES | (17,336,644) | (12,618,215) | 150,028 | (4,718,429) | - | (17,186,616) | (4,568,401) | 36.2% |
| TOTAL REVENUES | (17,336,644) | (12,618,215) | 150,028 | (4,718,429) | - | (17,186,616) | (4,568,401) | 36.2% |
| EXPENSES | | | | | | | | |
| SALARIES AND BENEFITS | | | | | | | | |
| SALARIES | 697,800 | 824,342 | (57,415) | 164,231 | - | 931,158 | 106,816 | 13.0% |
| BENEFITS | 245,170 | 269,958 | (5,597) | 76,908 | - | 341,269 | 71,311 | 26.4% |
| TOTAL SALARIES AND BENEFITS | 942,970 | 1,094,300 | (63,012) | 241,139 | - | 1,272,427 | 178,127 | 16.3% |
| OPERATING EXPENSES | | | | | | | | |
| MATERIALS | 431,323 | 271,044 | - | (117,584) | - | 153,460 | (117,584) | (43.4%) |
| RENTS AND FINANCIAL EXPENSES | 21,200 | 21,200 | - | (11,580) | - | 9,620 | (11,580) | (54.6%) |
| EXTERNAL TRANSFERS | 16,484,768 | 11,818,912 | (87,016) | 4,621,606 | - | 16,353,502 | 4,534,590 | 38.4% |
| TOTAL OPERATING EXPENSES | 16,937,291 | 12,111,156 | (87,016) | 4,492,442 | - | 16,516,582 | 4,405,426 | 36.4% |
| INTERDEPARTMENTAL CHARGES | | | | | | | | |
| INTERDEPARTMENTAL CHARGES | 310,283 | 276,942 | - | 29,098 | - | 306,040 | 29,098 | 10.5% |
| TOTAL INTERDEPARTMENTAL CHARGES | 310,283 | 276,942 | - | 29,098 | - | 306,040 | 29,098 | 10.5% |
| TOTAL EXPENSES | 18,190,544 | 13,482,398 | (150,028) | 4,762,679 | - | 18,095,049 | 4,612,651 | 34.2% |
| NET OPERATING | 853,900 | 864,183 | - | 44,250 | - | 908,433 | 44,250 | 5.1% |
| CAPITAL | | | | | | | | |
| CAPITAL REVENUES | | | | | | | | |
| CAPITAL PROVINCIAL GRANTS | (49,611) | (50,000) | - | 50,000 | - | - | 50,000 | (100.0%) |
| CAPITAL RESERVE TRANSFER | (188,181) | (5,425) | - | 5,425 | - | - | 5,425 | (100.0%) |
| TOTAL CAPITAL REVENUES | (237,792) | (55,425) | - | 55,425 | - | - | 55,425 | (100.0%) |
| CAPITAL EXPENSES | 237,792 | 55,425 | - | (55,425) | - | - | (55,425) | (100.0%) |
| NET CAPITAL | - | - | - | - | - | - | - | - |

| | 2023 | 2023 | LESS: 2023 | 2024 | 2024 | 2024 | \$ OVER | % OVER |
|------------------------------|--------------|--------------|------------|-------------|---------|--------------|-------------|--------|
| | FORECAST | BUDGET* | NON- | BASE | BUDGET | BUDGET | 2023 | 2023 |
| | | | RECURRING | BUDGET | IMPACTS | BUDGET | BUDGET | BUDGET |
| SUMMARY | | | | | | | | |
| TOTAL REVENUES | (17,574,436) | (12,673,640) | 150,028 | (4,663,004) | - | (17,186,616) | (4,512,976) | 35.6% |
| TOTAL EXPENSES | 18,428,336 | 13,537,823 | (150,028) | 4,707,254 | - | 18,095,049 | 4,557,226 | 33.7% |
| TOTAL LEVY | 853,900 | 864,183 | - | 44,250 | - | 908,433 | 44,250 | 5.1% |
| % BUDGET INCREASE (DECREASE) | | | - | 5.1% | - | 5.1% | | |

* May include in-year approved transfer and/or account reclassifications in accordance with Purchasing Policy No. 6.07

Services Overview

Full-Time Equivalents **32.8 FTE**

→ 0.0 Base +0.7 Temporary





| Service | Service Description | 2022 Service Level | Service Type |
|-------------------------------|---------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|--------------|
| Ontario Works | Financial Assistance of Basic Needs and shelter costs for those eligible Oxford residents. | \$10,275,861 Payment (\$ of financial assistance) | Community |
| Housing with Related Supports | Provision of housing for people who require assistance with the activities of daily living, with financial subsidy. | \$353,853 Payment (\$ of financial assistance) | Community |
| Discretionary Benefits | Provision of funeral costs, health, mobility and assistive devices for those eligible Oxford residents. | \$276,118 Payment (\$ of financial assistance) | Community |

▪ **0.7 FTE Integrated Program Coordinator Full-time** - The Integrated Program Coordinator was approved as part of the 2023 Q2 Financial Report and will support the Human Services Team with advancing Employment Services Transformation, implementation of Technology with wait list and tenant management software, improving resources available for staff and community and supporting the communications team with social media and website content to raise awareness of available programs. Carryover from 2023. **BI2023-09**

Key Performance Indicators

| | 2020 Actual | 2021 Actual | 2022 Actual | 2023 Forecast | 2024 Budget | Target |
|---------------------------------------------------------------------------------|-------------|-------------|-------------|---------------|-------------|--------|
| Average employment earnings per case | \$839.00 | \$792.00 | \$843.00 | \$800.00 | \$900.00 | ↓ |
| % of cases with earnings | 11.75% | 11.61% | 13.68% | 11.37% | 14.00% | ↑ |
| # of Ontario Works cases | 1,234 | 1,152 | 1,177 | 1,350 | 1,300 | N/A |
| % of terminations exiting to employment | 27.24% | 25.49% | 35.71% | 25.50% | 30.00% | ↑ |
| # of people assisted with discretionary funds | 2,543 | 2,548 | 2,555 | 2,700 | 2,500 | ↓ |
| # of residents assisted with Housing with Related Supports financial assistance | 62 | 64 | 51 | 65 | 65 | ↑ |

Goals and Objectives

| Description | 2024 | 2025 | 2026 | Strategic Plan | Other Plan Alignment |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|------|------|---------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|
| <p>Implement Employment Services Transformation</p> <p>As part of the Province of Ontario's Social Assistance Modernization Initiative Employment Services Transformation will be implemented in Oxford County starting in 2024. With an emphasis on employment readiness and enhanced collaboration with Employment Ontario Partners Human Services will be tasked with service delivery targets and intense case management using the Common Assessment Tool. Building upon current practices the goal will be to successfully and seamlessly transition to the new framework for Employment Ontario services with a client centered approach.</p> | ● | ● | |  <i>Community health, safety and well-being</i> | |
| <p>Advancing Use of Technology</p> <p>Integrated Human Services staff will implement use of technology to enhance service delivery and reduce the administrative burden for staff. The advances in the use of technology include implementation of new housing wait list software and tenant management software. Building on current systems the goal will be to streamline processes for clients and staff with digitization for more efficient use of resources.</p> | ● | | |  <i>Continuous improvement and results-driven solutions</i> | |
| <p>Advancing Integration</p> <p>Human Services operates with an integrated approach to the delivery of programs and services. The objective is to further the pathway to integration in Human Services by working collaboratively with positions in the department that currently are more siloed. Working to optimize intersections where a collaborative approach to case management to benefit and support clients in achieving positive outcomes.</p> | ● | ● | ● |  <i>Collaborate with our partners and communities</i> | |
| <p>Community Awareness</p> <p>Improve access to information pertaining to services available by developing resources and improving on the use of the County website and social media platforms to share information with communities related to services, programs and events. The goal is to be more proactive in pushing information out to the community.</p> | ● | ● | ● |  <i>Collaborate with our partners and communities</i> | |

Budget

| | 2023 | 2023 | LESS: 2023 | 2024 | 2024 | 2024 | \$ OVER | % OVER |
|----------------------------------------|---------------------|---------------------|----------------|------------------|-----------------|---------------------|------------------|---------------|
| | FORECAST | BUDGET* | NON-RECURRING | BASE BUDGET | BUDGET IMPACTS | BUDGET | 2023 BUDGET | 2023 BUDGET |
| OPERATING | | | | | | | | |
| REVENUES | | | | | | | | |
| GENERAL REVENUES | | | | | | | | |
| PROVINCIAL GRANTS | (14,335,562) | (14,523,728) | 9,800 | 741,514 | (58,286) | (13,830,700) | 693,028 | (4.8%) |
| USER FEES AND CHARGES | (174,900) | (174,900) | - | (54,300) | - | (229,200) | (54,300) | 31.0% |
| TOTAL GENERAL REVENUES | (14,510,462) | (14,698,628) | 9,800 | 687,214 | (58,286) | (14,059,900) | 638,728 | (4.3%) |
| TOTAL REVENUES | (14,510,462) | (14,698,628) | 9,800 | 687,214 | (58,286) | (14,059,900) | 638,728 | (4.3%) |
| EXPENSES | | | | | | | | |
| SALARIES AND BENEFITS | | | | | | | | |
| SALARIES | 2,386,090 | 2,515,034 | - | (23,884) | 52,860 | 2,544,010 | 28,976 | 1.2% |
| BENEFITS | 781,050 | 821,817 | - | 9,326 | 5,426 | 836,569 | 14,752 | 1.8% |
| TOTAL SALARIES AND BENEFITS | 3,167,140 | 3,336,851 | - | (14,558) | 58,286 | 3,380,579 | 43,728 | 1.3% |
| OPERATING EXPENSES | | | | | | | | |
| MATERIALS | 1,112,248 | 1,135,343 | (800) | (796,640) | - | 337,903 | (797,440) | (70.2%) |
| CONTRACTED SERVICES | 31,000 | 21,000 | (9,000) | 8,000 | - | 20,000 | (1,000) | (4.8%) |
| RENTS AND FINANCIAL EXPENSES | 50,400 | 50,400 | - | (400) | - | 50,000 | (400) | (0.8%) |
| EXTERNAL TRANSFERS | 11,627,000 | 11,627,000 | - | 46,500 | - | 11,673,500 | 46,500 | 0.4% |
| TOTAL OPERATING EXPENSES | 12,820,648 | 12,833,743 | (9,800) | (742,540) | - | 12,081,403 | (752,340) | (5.9%) |
| INTERDEPARTMENTAL CHARGES | | | | | | | | |
| INTERDEPARTMENTAL CHARGES | 525,946 | 526,776 | - | 70,312 | - | 597,088 | 70,312 | 13.3% |
| TOTAL INTERDEPARTMENTAL CHARGES | 525,946 | 526,776 | - | 70,312 | - | 597,088 | 70,312 | 13.3% |
| TOTAL EXPENSES | 16,513,734 | 16,697,370 | (9,800) | (686,786) | 58,286 | 16,059,070 | (638,300) | (3.8%) |
| NET OPERATING | 2,003,272 | 1,998,742 | - | 428 | - | 1,999,170 | 428 | 0.0% |
| SUMMARY | | | | | | | | |
| TOTAL REVENUES | (14,510,462) | (14,698,628) | 9,800 | 687,214 | (58,286) | (14,059,900) | 638,728 | (4.3%) |
| TOTAL EXPENSES | 16,513,734 | 16,697,370 | (9,800) | (686,786) | 58,286 | 16,059,070 | (638,300) | (3.8%) |
| TOTAL PROGRAM SURPLUS/DEFICIT | - | - | - | - | - | - | - | - |
| TOTAL LEVY | 2,003,272 | 1,998,742 | - | 428 | - | 1,999,170 | 428 | 0.0% |
| % BUDGET INCREASE (DECREASE) | | | - | 0.0% | - | 0.0% | | |

* May include in-year approved transfer and/or account reclassifications in accordance with Purchasing Policy No. 6.07

Budget Impact Details

| | REFERENCE | OPERATING EXPENSES | CAPITAL EXPENSES | REVENUES | TAXATION | % |
|------------------------------------|------------------|--------------------|------------------|----------|----------|---|
| CARRYOVER/IN-YEAR APPROVAL | | | | | | |
| HS-Integrated Program Co-ordinator | BI2023-09 | 58,286 | - | 58,286 | - | |
| | | 58,286 | - | 58,286 | - | |
| TOTAL | | 58,286 | - | 58,286 | - | |

Services Overview

Full-Time Equivalents **3.5 FTE**

↑ **1.0** Base
 + **0.7** Temporary




| Service | Service Description | 2022 Service Level | Service Type |
|----------------------------|---------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------|--------------|
| Shelter (Direct Delivered) | Oxford County owns and operates deeply affordable rental units (rent-g geared-to-income) throughout the County to eligible residents. | 628 Shelter (Direct Delivered) | Community |
| Shelter (Subsidy) | A service that provides subsidies to community partners delivering shelter to residents of Oxford County. | \$2,381,318 Shelter (Subsidy) | Community |



- 1.0 FTE Supervisor of Human Services-Housing Portfolio Full-time** - Provide day to day oversight to a multi-functional workforce engaged in supporting Housing Services staff, clients, visitors and guests. Working collaboratively with other supervisors, ensures that the access to housing, rent supplement, housing allowance and financial assistance programs are effectively administered and delivered within the standards, allocations and mandates of all pertinent legislation, policies and procedures **FTE 2024-06**
- 0.7 FTE Community Outreach Navigator Full-time** - Works with those at risk of or experiencing homelessness; work closely with our community partners around housing stability; support BNL initiatives; and attend to encampments, as required. 1.0 FTE carried over from 2023. **HS 2023-09**

Key Performance Indicators

| | 2020 Actual | 2021 Actual | 2022 Actual | 2023 Forecast | 2024 Budget | Target |
|----------------------------------------------------------------------------|-------------|-------------|-------------|---------------|-------------|--------|
| # of clients served through Homelessness Prevention Program | 730 | 765 | 755 | 735 | 750 | 1,325 |
| # of new clients housed (RGI, rent supplement programs) | 134 | 145 | 90 | 125 | 150 | 300 |
| # of new Affordable Housing units created (rental, ownership, second unit) | 3 | 24 | 88 | 55 | 50 | 50 |
| % of clients served / housed from waitlist | 6.00% | 5.80% | 7.12% | 8.00% | 8.00% | 15.00% |
| # of clients housed from the By Name List | N/A | N/A | 24 | 10 | 25 | 50 |

Goals and Objectives

| Description | 2024 | 2025 | 2026 | Strategic Plan | Other Plan Alignment |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|------|------|----------------------------------------------------------------------------------------------------------------------------------|----------------------|
| <p>Support Affordable Housing Projects / Programs and Community Housing Redevelopment</p> <ul style="list-style-type: none"> ➤ Support the completion of the following affordable housing projects: <ul style="list-style-type: none"> • 52 unit housing project, including 29 affordable units, at 785 Southwood Way, Woodstock. • 43 unit housing project, including 23 affordable units, at 175 Springbank Avenue North, Woodstock. ➤ Expend up to \$3 million in County Funding in support of future affordable housing projects, including partnerships with Area Municipalities. ➤ Continue to implement the priority projects identified in the Master Housing Strategy. ➤ Advocate for additional funding and explore additional opportunities to provide more affordable housing units. ➤ Continue to monitor and evaluate the successfulness of the 'My Second Unit' Program, 'Housing Repair' and 'Home Ownership' programs, with the intent of promoting continued effectiveness. ➤ Explore redevelopment opportunities with Housing Providers and within the Oxford County housing portfolio | ● | ● | ● |  100% Housed | 10 Year Shelter Plan |
| <p>By Name List and Coordinated Access System</p> <p>Continue to build the Coordinated Access and By Name List system (BNL) as a means to assist individuals experiencing homelessness to gain access to the right supports at the right time including access to housing options that meet an individual's needs. Building the Coordinated Access system with community partners to maximize access to community supports for those experiencing homelessness. Utilize the BNL system to reduce chronic homelessness in Oxford County.</p> | ● | ● | ● |  100% Housed | |
| <p>Community Awareness</p> <p>Provide factual information pertaining to the Housing Continuum, homelessness programs and housing stability programs funded and facilitated by the Department of Human Services.</p> <p>Improve access to information pertaining to services available by developing resources and improving on the use of the County website and social media platforms to share information with communities related to services, programs and events.</p> | ● | ● | ● |  Community health, safety and well-being | |

| Description | 2024 | 2025 | 2026 | Strategic Plan | Other Plan Alignment |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|------|------|---------------------------------------------------------------------------------------------------------------------------------------------|----------------------|
| <p>Update 10-Year Shelter Plan</p> <p>Oxford County is the designated housing and homelessness system manager responsible for administration and oversight of the housing and homelessness system for our communities. As part of our responsibility the County must have a 10-Year Shelter Plan that includes updated targets and goals for housing and homelessness. The 10-Year Shelter Plan was implemented in 2014. The revised plan will be informed by community input and will include goals and targets to address housing and homelessness in a more strategic direction focused on achieving positive housing outcomes.</p> | ● | | |  <i>100% Housed</i> | 10 Year Shelter Plan |
| <p>Review Existing Operating Agreements and Collaborate with Community Partners on Housing Opportunities</p> <p>Review existing Agreements with Housing Providers with the intent of negotiating new Agreements in alignment with current legislative requirements and in the best interest of the community for the continued delivery of deeply affordable rental units. Explore opportunities to provide additional support services to those in need and explore potential collaborations that seek to combine both supports, shelter and affordable housing.</p> | ● | ● | ● |  <i>Collaborate with our partners and communities</i> | 10 Year Shelter Plan |

Budget

| | 2023 | 2023 | LESS: 2023 | 2024 | 2024 | 2024 | \$ OVER | % OVER |
|------------------------------------|---------------------|---------------------|--------------------|------------------|--------------------|---------------------|------------------|----------------|
| | FORECAST | BUDGET* | NON-RECURRING | BASE BUDGET | BUDGET IMPACTS | BUDGET | 2023 BUDGET | 2023 BUDGET |
| OPERATING | | | | | | | | |
| REVENUES | | | | | | | | |
| GENERAL REVENUES | | | | | | | | |
| PROVINCIAL GRANTS | (5,321,813) | (4,346,057) | 1,005,000 | (1,133,149) | (359,924) | (4,834,130) | (488,073) | 11.2% |
| FEDERAL GRANTS | (1,120,317) | (1,120,317) | - | 385,760 | - | (734,557) | 385,760 | (34.4%) |
| USER FEES AND CHARGES | (283,927) | (283,927) | - | (8,517) | - | (292,444) | (8,517) | 3.0% |
| OTHER REVENUE | (2,314,110) | (2,308,780) | - | (11,277) | - | (2,320,057) | (11,277) | 0.5% |
| TOTAL GENERAL REVENUES | (9,040,167) | (8,059,081) | 1,005,000 | (767,183) | (359,924) | (8,181,188) | (122,107) | 1.5% |
| OTHER REVENUES | | | | | | | | |
| RESERVE TRANSFER | (3,498,720) | (3,903,720) | 1,865,000 | 2,038,720 | (3,365,000) | (3,365,000) | 538,720 | (13.8%) |
| TOTAL OTHER REVENUES | (3,498,720) | (3,903,720) | 1,865,000 | 2,038,720 | (3,365,000) | (3,365,000) | 538,720 | (13.8%) |
| TOTAL REVENUES | (12,538,887) | (11,962,801) | 2,870,000 | 1,271,537 | (3,724,924) | (11,546,188) | 416,613 | (3.5%) |
| EXPENSES | | | | | | | | |
| SALARIES AND BENEFITS | | | | | | | | |
| SALARIES | 293,330 | 314,303 | (42,396) | (26,952) | 139,183 | 384,138 | 69,835 | 22.2% |
| BENEFITS | 88,320 | 91,043 | (12,781) | (2,650) | 33,303 | 108,915 | 17,872 | 19.6% |
| GAPPING ALLOCATION | - | - | - | - | (30,000) | (30,000) | (30,000) | - |
| TOTAL SALARIES AND BENEFITS | 381,650 | 405,346 | (55,177) | (29,602) | 142,486 | 463,053 | 57,707 | 14.2% |
| OPERATING EXPENSES | | | | | | | | |
| MATERIALS | 2,699,622 | 2,606,530 | (10,150) | 183,732 | - | 2,780,112 | 173,582 | 6.7% |
| CONTRACTED SERVICES | 2,609,155 | 2,367,425 | (25,000) | 353,025 | 50,000 | 2,745,450 | 378,025 | 16.0% |
| EXTERNAL TRANSFERS | 12,287,626 | 11,698,474 | (2,831,273) | (1,103,461) | 4,015,000 | 11,778,740 | 80,266 | 0.7% |
| TOTAL OPERATING EXPENSES | 17,596,403 | 16,672,429 | (2,866,423) | (566,704) | 4,065,000 | 17,304,302 | 631,873 | 3.8% |
| DEBT REPAYMENT | | | | | | | | |
| PRINCIPAL REPAYMENT | 240,546 | 240,546 | - | (81,686) | - | 158,860 | (81,686) | (34.0%) |
| INTEREST REPAYMENT | 35,727 | 35,727 | - | (455) | - | 35,272 | (455) | (1.3%) |
| TOTAL DEBT REPAYMENT | 276,273 | 276,273 | - | (82,141) | - | 194,132 | (82,141) | (29.7%) |
| RESERVE TRANSFERS | | | | | | | | |
| CONTRIBUTIONS TO RESERVES | 950,000 | 950,000 | - | (200,000) | 2,250,000 | 3,000,000 | 2,050,000 | 215.8% |
| CONTRIBUTIONS TO CAPITAL RESERVES | 965,250 | 965,250 | - | 79,750 | - | 1,045,000 | 79,750 | 8.3% |
| TOTAL RESERVE TRANSFERS | 1,915,250 | 1,915,250 | - | (120,250) | 2,250,000 | 4,045,000 | 2,129,750 | 111.2% |
| INTERDEPARTMENTAL CHARGES | | | | | | | | |

| | 2023 | 2023 | LESS: 2023 | 2024 | 2024 | | \$ OVER | % OVER |
|----------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|----------------|
| | 2023 | 2023 | NON- | BASE | BUDGET | 2024 | 2023 | 2023 |
| | FORECAST | BUDGET* | RECURRING | BUDGET | IMPACTS | BUDGET | BUDGET | BUDGET |
| INTERDEPARTMENTAL CHARGES | 490,733 | 506,034 | - | 6,617 | 34,304 | 546,955 | 40,921 | 8.1% |
| DEPARTMENTAL CHARGES | - | - | - | - | - | - | - | - |
| TOTAL INTERDEPARTMENTAL CHARGES | 490,733 | 506,034 | - | 6,617 | 34,304 | 546,955 | 40,921 | 8.1% |
| TOTAL EXPENSES | 20,660,309 | 19,775,332 | (2,921,600) | (792,080) | 6,491,790 | 22,553,442 | 2,778,110 | 14.0% |
| NET OPERATING | 8,121,422 | 7,812,531 | (51,600) | 479,457 | 2,766,866 | 11,007,254 | 3,194,723 | 40.9% |
| CAPITAL | | | | | | | | |
| CAPITAL REVENUES | | | | | | | | |
| CAPITAL FEDERAL GRANTS | (40,624) | (55,375) | - | 55,375 | - | - | 55,375 | (100.0%) |
| CAPITAL PROVINCIAL GRANTS | (10,156) | (13,843) | - | (199,727) | (2,100,000) | (2,313,570) | (2,299,727) | 16,612.9% |
| CAPITAL RESERVE TRANSFER | (5,766,275) | (6,061,331) | - | 4,531,251 | (508,000) | (2,038,080) | 4,023,251 | (66.4%) |
| TOTAL CAPITAL REVENUES | (5,817,055) | (6,130,549) | - | 4,386,899 | (2,608,000) | (4,351,650) | 1,778,899 | (29.0%) |
| CAPITAL EXPENSES | 5,817,055 | 6,130,549 | - | (4,386,899) | 2,610,000 | 4,353,650 | (1,776,899) | (29.0%) |
| NET CAPITAL | - | - | - | - | 2,000 | 2,000 | 2,000 | - |
| SUMMARY | | | | | | | | |
| TOTAL REVENUES | (18,355,942) | (18,093,350) | 2,870,000 | 5,658,436 | (6,332,924) | (15,897,838) | 2,195,512 | (12.1%) |
| TOTAL EXPENSES | 26,477,364 | 25,905,881 | (2,921,600) | (5,178,979) | 9,101,790 | 26,907,092 | 1,001,211 | 3.9% |
| TOTAL PROGRAM SURPLUS/DEFICIT | - | - | - | - | - | - | - | - |
| TOTAL LEVY | 8,121,422 | 7,812,531 | (51,600) | 479,457 | 2,768,866 | 11,009,254 | 3,196,723 | 40.9% |
| % BUDGET INCREASE (DECREASE) | | | (0.7%) | 6.1% | 35.4% | 40.9% | | |

* May include in-year approved transfer and/or account reclassifications in accordance with Purchasing Policy No. 6.07

Budget Impact Details

| | REFERENCE | OPERATING EXPENSES | CAPITAL EXPENSES | REVENUES | TAXATION | % |
|-----------------------------------------------------------------------|-------------------|--------------------|------------------|------------------|------------------|---------------|
| ONE-TIME ITEMS | | | | | | |
| HSG-Legal | | 50,000 | - | 50,000 | - | |
| HSG-Affordable housing projects | | 3,000,000 | - | 3,000,000 | - | |
| HSG-CMHC Grant Funding (Housing Turnover) 3-year | | - | - | 108,000 | (108,000) | (1.4%) |
| | | 3,050,000 | - | 3,158,000 | (108,000) | (1.4%) |
| SERVICE LEVEL | | | | | | |
| HSG-Supervisor of Human Services-Housing Portfolio | FTE2024-06 | 117,869 | 2,000 | - | 119,869 | 1.5% |
| HSG-Increase in affordable housing reserve contribution to \$3million | | 2,250,000 | - | - | 2,250,000 | 28.8% |
| | | 2,367,869 | 2,000 | - | 2,369,869 | 30.3% |
| NEW INITIATIVES | | | | | | |
| HSG-Homelessness Response | NI2024-10 | 700,000 | 2,100,000 | 2,300,000 | 500,000 | 6.4% |
| | | 700,000 | 2,100,000 | 2,300,000 | 500,000 | 6.4% |
| INTERDEPARTMENTAL INITIATIVES | | | | | | |
| HSG-Facilities Technician | | 34,304 | - | - | 34,304 | 0.4% |
| | | 34,304 | - | - | 34,304 | 0.4% |
| CARRYOVER/IN-YEAR APPROVAL | | | | | | |
| HSG-Community Outreach Navigator FTE | HS2023-09 | 54,617 | - | 51,924 | 2,693 | 0.0% |
| HSG-Secondary Affordable Unit Program | NI2023-07 | 200,000 | - | 200,000 | - | |
| HSG-Housing Repair Program | NI2023-07 | 115,000 | - | 115,000 | - | |
| | | 369,617 | - | 366,924 | 2,693 | 0.0% |
| INITIATIVE GAPPING | | | | | | |
| HSG-Supervisor of Human Services-Housing Portfolio | FTE2024-06 | (30,000) | - | - | (30,000) | (0.4%) |
| | | (30,000) | - | - | (30,000) | (0.4%) |
| MINOR CAPITAL | | | | | | |
| HSG-Tillsonburg AHP Project | | - | 508,000 | 508,000 | - | |
| | | - | 508,000 | 508,000 | - | |
| TOTAL | | 6,491,790 | 2,610,000 | 6,332,924 | 2,768,866 | 35.4% |

Capital Budget

| PROJECT # AND NAME | DESCRIPTION | ASSET ACTIVITY | ASSET RATING | TOTAL | 2024 REQUEST** | 2025 | 2026-2033 |
|--------------------------------------------------|------------------------------------------------------------------------|----------------|--------------|-----------|----------------|------|-----------|
| BUILDING | | | | | | | |
| 360425 - Social Housing Building - 16 George St | Various projects as identified from the Building Condition Assessments | Replacement | Poor | \$13,000 | 13,000 | - | - |
| 360435 - Social Housing Building - 70 Maria | Various projects as identified from the Building Condition Assessments | Replacement | Poor | \$121,500 | 121,500 | - | - |
| 360440 - Social Housing Building - 111 Brock St | Various projects as identified from the Building Condition Assessments | Renewal | Poor | \$52,000 | 52,000 | - | - |
| 360451 - Social Housing Building - 235 Thames St | Various projects as identified from the Building Condition Assessments | Replacement | Poor | \$55,000 | 55,000 | - | - |
| 360452 - Social Housing Building - 221 Thames St | Various projects as identified from the Building Condition Assessments | Replacement | Poor | \$4,000 | 4,000 | - | - |
| 360453 - Social Housing Building - 272 Harris St | Various projects as identified from the Building Condition Assessments | Replacement | Poor | \$3,300 | 3,300 | - | - |
| 360454 - Social Housing Building - 178 Earl St | Various projects as identified from the Building Condition Assessments | Replacement | Poor | \$12,000 | 12,000 | - | - |
| 360455 - Social Housing Building - 135 Carroll | Various projects as identified from the Building Condition Assessments | Replacement | Poor | \$40,500 | 40,500 | - | - |
| 360456 - Social Housing Building - 329 Tunis | Various projects as identified from the Building Condition Assessments | Replacement | Poor | \$3,900 | 3,900 | - | - |
| 360461 - Social Housing Building - 57 Rolph | Various projects as identified from the Building Condition Assessments | Replacement | Poor | \$201,900 | 201,900 | - | - |
| 360462 - Social Housing Building - 174 Lisgar | Various projects as identified from the Building Condition Assessments | Replacement | Poor | \$27,500 | 27,500 | - | - |
| 360463 - Social Housing Building - 215 Lisgar | Various projects as identified from the Building Condition Assessments | Replacement | Poor | \$51,200 | 51,200 | - | - |
| 360464 - Social Housing Building - Earle St | Various projects as identified from the Building Condition Assessments | Renewal | Poor | \$11,000 | 11,000 | - | - |
| 360465 - Social Housing Building - Verna Dr | Various projects as identified from the Building Condition Assessments | Renewal | Poor | \$110,000 | 110,000 | - | - |
| 360470 - Social Housing Building - Pavay/Alice | Various projects as identified from the Building Condition Assessments | Renewal | Poor | \$41,700 | 41,700 | - | - |
| 360471 - Social Housing Building - James St | Various projects as identified from the Building Condition Assessments | Replacement | Poor | \$60,100 | 60,100 | - | - |
| 360472 - Social Housing Building - 816 Alice St | Various projects as identified from the Building Condition Assessments | Replacement | Poor | \$20,300 | 20,300 | - | - |

| PROJECT # AND NAME | DESCRIPTION | ASSET ACTIVITY | ASSET RATING | TOTAL | 2024 REQUEST** | 2025 | 2026-2033 |
|-----------------------------------------------------|---------------------------------------------------------------------------|----------------|--------------|--------------------|--------------------|------------|------------|
| 360473 - Social Housing Building - Cross Pl | Various projects as identified from the Building Condition Assessments | Renewal | Poor | \$106,450 | 106,450 | - | - |
| 360474 - Social Housing Building - Karn Ave | Various projects as identified from the Building Condition Assessments | Renewal | Poor | \$245,900 | 245,900 | - | - |
| 360475 - Social Housing Building - 742 Pavey | Various projects as identified from the Building Condition Assessments | Renewal | Poor | \$38,500 | 38,500 | - | - |
| 360476 - Social Housing Building - 82 Finkle | Various projects as identified from the Building Condition Assessments | Renewal | Poor | \$118,000 | 118,000 | - | - |
| 360477 - Social Housing Building - 161 Fyfe Ave | Various projects as identified from the Building Condition Assessments | Renewal | Poor | \$319,700 | 319,700 | - | - |
| 360478 - Social Housing Building - 738 Parkinson Rd | Various projects as identified from the Building Condition Assessments | Replacement | Poor | \$14,000 | 14,000 | - | - |
| 361060 - AHP - Tillsonburg | Tillsonburg AHP Project (HS (CS) 2023-08) | Expansion | N/A | \$508,000 | 508,000 | - | - |
| 360600 - Transitional Housing | Land/Building Purchase for Transitional/Supportive Housing (NI 2024-10) | Expansion | N/A | \$2,100,000 | 2,100,000 | - | - |
| COMPUTER EQUIPMENT | | | | | | | |
| 361000 - Computer Equipment | Laptop for Supervisor of Human Services - Housing Portfolio (FTE 2024-06) | Expansion | N/A | \$2,000 | 2,000 | - | - |
| EQUIPMENT | | | | | | | |
| 360476 - Equipment | Three cameras on back of facility - 82 Finkle | Expansion | N/A | \$15,000 | 15,000 | - | - |
| FURNISHINGS | | | | | | | |
| 360000 - Furnishings | Appliances at various Social Housing Buildings | Replacement | Poor | \$36,200 | 36,200 | - | - |
| | | | | \$4,332,650 | \$4,332,650 | \$0 | \$0 |

** The 2024 Request represents the additional or new project budget requested and does not include the Carry Forward Budget for prior year's approved budget not spent.

FTE Change – Supervisor of Human Services – Housing Portfolio

FTE 2024-06

| SUMMARY | |
|----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Type of FTE request | Service Level |
| Classification | Full-time - Permanent |
| Job Title | Supervisor of Human Services – Housing Portfolio |
| FTE | 1 |
| Description | Reporting to the Manager of Housing Development, the Supervisor of Human Services – Housing Portfolio, provides day to day oversight to a multi-functional workforce engaged in supporting Human Services staff, clients, visitors and guests. Working collaboratively with other supervisors, ensures that the access to system navigation, housing, rent supplement, housing allowances and financial assistance programs are effectively administered and delivered within the standards, allocations and mandates of all pertinent legislation, policies and procedures. |

STRATEGIC PLAN



Continuous improvement and results-driven solutions

REQUEST DETAILS

Human Services operates with an integrated service delivery model that requires staff to be knowledgeable across all of the primary programs – Community Services, Housing/Homelessness and Childcare/EarlyON. Many of our staff roles are integrated, requiring knowledge across all programs: however, in a few situations expert knowledge is required to be able to successfully navigate and deliver services to clients. Oxford County Housing portfolio require specialized knowledge and leadership for achieving successful outcomes and supporting clients, staff and community partners. Human Services has a dedicated Supervisor for the EarlyON program and Integrated Caseworkers however currently do not have Supervisory oversight for the housing portfolio. Critical and comprehensive knowledge is necessary to support evolving changes in relation to housing and homelessness, particularly as the system becomes more complex with more focus needed on long-term strategic pathways to housing stability.

In 2023 Human Services started their reorganization within the department to better support staff on the front line and the leadership of the County at a strategic level. The addition of two Supervisors for Integrated Caseworker oversight has been a positive change as comments reflected in the employee engagement survey focus group sessions. As Human Services progressed through the department reorganization over the past 12 months it became clear that additional support was needed at the Supervisory level. In particular, the proposed new position is necessary to address the following gaps in the department.

REQUEST DETAILS

Housing Providers (Rent-Geared to Income Units)

Most importantly is the County’s role in End of Mortgage (EOM) and End of Operating Agreements (EOA), where housing provider mortgages and operating agreements are maturing as outlined in Table 1, and further work is necessary to maintain existing community housing units. This work revolves around the Federal and Provincially funded projects that were downloaded to the County in 2001. As part of the transfer, these federally funded housing projects became regulated by the County, as the Service Manager, pursuant to the *Housing Services Act, 2011* (the “Act”) for the remaining duration of the original operating agreements (or term of the mortgage). These projects currently receive a subsidy to ensure they remain financially stable until the end of the mortgage at which point either a new Agreement is entered into or the Housing Provider will leave the system representing a loss of deeply affordable units. In light of the significantly low rents provided in these projects, it is becoming increasingly more challenging to ensure these projects remain financially feasible into the long-term. In light of this, and to ensure these subsidized units are not converted to market rentals, the County is committed to negotiate new agreements with these housing providers (i.e. non-profit housing and co-ops), to ensure appropriate funding and oversight continues to be provided.

Part of this work includes full operational and financial reviews to determine appropriate funding allocations required to sustain ongoing housing operations, as well as educating Housing Provider boards and staff on rules, regulations and legislative requirements. The proposed new supervisor requires increased decision-making skills to assist in executing new agreements with providers to sustain funding and ensure the units are maintained in the County’s social housing stock. It is critical that these deeply affordable units be maintained.

Table 1: EOM/EOA Dates for Housing Providers

| YEAR | # PROVIDERS |
|-----------|-------------|
| 2017-2022 | 5 |
| 2023 | 2 |
| 2024 | 4 |
| 2025 | 2 |
| 2026 | 1 |

A situation that is becoming more apparent is the viability of some housing providers due to a few factors such as inability to hire qualified staff, use of Property Management Companies that are expensive, challenges in board member recruitment and deficit budgets, all of which impact a housing providers ability to maintain operations. While we have a number of providers that operate a sound business, there are some that are not sustainable with their current operational model. As the Service Manager, the County is obligated to step in should a housing provider be at

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risk of dissolving or experiencing operational difficulties. As these circumstances arise, a significant time commitment is required to transition the provider into a better financial position to ensure subsidized housing units are not converted to market rentals.

Small housing providers are the ones finding it increasingly challenging to maintain operations as they do not have the economies of scale to cover costs. The County has been providing additional financial assistance to a number of housing providers for a number of years especially during the pandemic, however, the County cannot maintain this practice long-term. As the County considers either supporting the housing provider to become financially stable or taking over management of these struggling housing providers to maintain valuable deeply affordable rental units in the County, there will be a significant increase in workload, which requires increased leadership and oversight during these transitions.

In addition to the above work, the Supervisor will be responsible for the ongoing oversight of housing provider budgets, including the extensive follow-up that is currently being completed by Corporate Services. Housing provider staff require ongoing direction and training on expectations for completing budget and reporting tools and in a timely manner. As Corporate Services should not be expected to perform these task, it is proposed to become part of the supervisor's role going forward. This will also include improvements to the current housing provider process, while holding them accountable for operations and tenant management.

County Rent-Geared-to-Income Waitlist

The proposed Supervisor will oversee the administration of the rent-geared-to-income waitlist in Rent Café, the new waitlist software implemented this past September and the tenant management system (Voyager) that will be implemented in early 2024. The supervisor will be responsible for managing the daily activities and operations of a staff team that supports individuals who require access to social housing (i.e. County housing units) and other related housing stability supports (i.e. rent supplement, housing allowance, supportive housing). The new supervisor will provide direct staff support for the implementation of new policies and procedures, including supporting housing providers. Implementation of technology will change workflows and staff will need additional support to make the necessary adjustments to find efficiencies in day-to-day business procedures.

Housing Portfolio

The proposed position will also act as a liaison with Public Works facilities staff as it relates to property management of our existing County housing units, ongoing short and long term repairs to our housing portfolio, as well as general oversight of ongoing tenant needs in both County and Housing Provider units. As tenant needs and concerns continue to become increasing more complicated, a more comprehensive and consistent approach is necessary from a position with elevated decision-making authority.

REQUEST DETAILS

Staff Oversight

There are currently three Coordinators who work to support housing providers and tenants with day to day operational requirements, as well as one Coordinator that administers the Homelessness portfolio, including the By-Name List, coordinated access system, along with execution of the rent supplement program. The current organizational chart has these four staff reporting to the Manager of Human Services who also supervises eight other staff across 3 programs as well as providing direct support to the department Director. The housing portfolio staff expressed in the employee engagement follow up sessions that a more cohesive approach with greater access to management is required to support staff in their day to day tasks as tenant issues have become more complex requiring significant staff time to manage or resolve.

Conclusion

The proposed position is being proposed as permanent full-time. Human Services has been looking at the organizational structure of the department to implement changes that better align staff resources with the needs of staff, guests and community. In 2023 we created two Supervisor roles overseeing the Integrated Caseworkers which has been a positive shift for the department. However, we have identified there is a gap in the housing portfolio that needs to be addressed to meet service level demands. The addition of one Supervisor will alleviate demands on the Manager and Director for front line supports that will provide staff with improved supports and response times while allowing the Manager and Director to focus on supporting strategic initiatives for the County and the department.

BUDGET REQUIREMENTS

| | One-time | Base | Total Budget |
|------------------------------------------------------------------------------------|----------------|------------------|------------------|
| Salaries and benefits | \$- | \$117,869 | \$117,869 |
| Capital | | | |
| Computer equipment: Laptop | 2,000 | - | 2,000 |
| Total capital | 2,000 | - | 2,000 |
| County Levy | \$2,000 | \$117,869 | \$119,869 |
| <i>Initiative Gapping – position start April 2024</i> 2025 Budget Impact | - | -30,000 | -30,000 |
| 2024 Budget Impact | \$2,000 | \$87,869 | \$89,869 |

New Initiative – Homelessness Response Strategy

NI 2024-10

SUMMARY

The number of individuals experiencing homelessness, or those who are at risk of becoming homeless, has been increasing over the past several years. This is in part due to a variety of factors including the pandemic, a lack of available housing options, affordability, mental illness and addictions. The stress of being unhoused can both trigger mental illness and worsen existing conditions, which in turn may lead to substance use disorders. At the same time, symptoms of mental illness and substance use can impact one’s ability to obtain and maintain permanent housing.

In light of these increasing concerns, significant efforts have been made to improve the current shelter system, including the implementation of 24/7 emergency shelter services in the City of Woodstock, increased focus on encampment response, additional shelter space in the Town of Tillsonburg and housing people with supports directly from the By-Name List (BNL) into community housing and rent supplement units. While these efforts have been made, the nature of these improvements have been more reactive due to the immediate need of homelessness response measures. Furthermore, while shelter space is important, there continues to be a lack of available supports that focus on moving individuals who have a variety of housing support needs into more permanent housing.

Given the magnified concerns around homelessness, there is an increasing need to build a homelessness service system that more strategically addresses current pressures, while creating a more sustainable system long term. To support this need, staff are proposing a ‘Homelessness Response Strategy’, which will allow for more strategic decision-making, with the intent of reducing homelessness in a variety of ways. The Strategy will be people centered and housing centric focusing on the left side of the Housing Continuum including emergency shelter systems, transitional housing and supportive housing across Oxford County. While the County will be the lead the Strategy will be developed by the community, for the community.

Specifically, with a focus on the left side of the Housing Continuum, the Strategy will include a review of current resources and services, identify potential service gaps, identify possible duplication or lack of coordination, provide projections for housing needs in the identified areas of focus and outline recommendations for improvements to service delivery as a critical first step in implementing strategies to most effectively address current pressures around homelessness. The development of a ‘Homelessness Response Strategy’ will build upon the directives and targets of the 10-Year Shelter Plan, with a deeper dive into a range of housing options including emergency shelters, and development of housing with supports with a low-barrier model. Costs associated with the operation and development of emergency shelters, transitional housing and supportive housing are significant. In order to have a proactive approach to address concerns around homelessness an understanding of the current system and costs associated with net new units is required for strategic decision-making. Overall, the Strategy will be an implementation plan to support a pathway out of homelessness for individuals who are ready to take a step towards housing stability, life stabilization and

STRATEGIC PLAN



100% Housed

employment. Reducing homelessness and chronic homelessness in Oxford County will not be possible without access to appropriate housing with a variety of support options.

As approved at the October 25th County Council Meeting, the use of a Consultant was supported to facilitate discussions bringing partners together to co-design the Strategy to develop a pathway that is agreed upon by partners working in this space and align efforts with a collective vision moving forward and with a commitment to support the Strategy initiatives and their role in it. A consultant will bring an objective unbiased perspective to the consultations and development of the strategy by leading open honest discussions about the desired future state of the homelessness support system to co-design pathways out of homelessness. The challenges communities face cannot be addressed by one agency or by one sector alone and a whole community approach is needed.

The Strategy is proposed to follow a four phased approach, as follows:

- Phase 1 in 2023 – Expansion of 24/7 Emergency Shelter Services: As shelter needs continue to evolve, continued support is necessary to ensure effective homelessness response in the short-term. This phase includes adapting shelter spaces according to evolving needs (i.e. increased space, overflow motels spaces, etc.), supporting financial needs of overnight shelter services, and considering an alternate shelter space in the City of Woodstock. Interim solutions are underway as temporary measures to address current pressures more immediately.
- Phase 2 - A Formal Homelessness Response Strategy: The development of a formal Homelessness Response Strategy will outline short and long-term strategies and resources to assist in reducing homelessness throughout the County. The strategy will more specifically examine gaps/overlap in the current system, barriers to access, root causes, and will seek creative recommendations and support to improve such services. The development of this Strategy will include significant involvement and input from community partner organizations and persons with lived and living experience to ensure effective homelessness service delivery. This portion of the response is expected to be completed by mid-2024.
- Phase 3 - Creation of Transitional and/or Supportive Housing beds: While emergency shelter space is important, it is equally crucial to ensure adequate housing options are available to promote housing stability for those that are able to transition out of homelessness into more permanent housing. As waitlists for the limited supportive/transitional housing beds that are currently available in the County continue to increase, there is a significant need to focus on developing more of this housing. This phase will include the issuance of both capital and operating funds through the RFP process, to support the creation of such housing throughout the County.
- Phase 4 – Continued Implementation of the Homelessness Response Strategy: Homelessness and housing stability are not expected to be resolved in the short-term. Ongoing implementation and review of the recommendations and strategies provided in the formal Homelessness Response Strategy will be necessary into the future, with the potential for ongoing business and budget plan considerations.

This proposal is intended to be a multi-year initiative commencing in 2024 with the development of a formal Homelessness Response Strategy and issuing an RFP for increasing supportive housing units. The Homelessness Response Strategy to be developed is intended to inform planning and decision-making in relation to the homelessness service system into the future, in an effort to assist in reducing homelessness throughout the County and to understand the financial commitments required to adequately address the existing supportive and transitional housing shortfall.

The Homelessness response Strategy will be a fluid document to guide decision making in the development of housing options and supports intended on reducing chronic homelessness in Oxford County.

REQUEST DETAILS

Overview

Since the onset of the pandemic, the pressures around homelessness have been increasing significantly, with many service related responses being reactive, with the focus on resolving specific situations in the short-term. In an effort to mitigate this reactive approach and ensure a more strategic response to homelessness, staff are proposing to develop a formal 'Homelessness Response Strategy' that will assist to support more intentional decision-making, with a lens of reducing homelessness in the long-term. Overall, this approach will ensure a more effective use of resources, human and financial, as well as a collective approach by all community partners.

This initiative endeavors to include both short and long-term solutions, through phases of development. It is important to note that the phases listed below are not intended to work in isolation, rather collectively.

Phase 1 in 2023: Expansion of 24/7 Emergency Shelter Services

The creation of a 24/7 emergency shelter in Woodstock in 2022 was one of the first steps in building a stronger system to address the challenges of supporting those experiencing homelessness as an immediate response for temporary shelter solutions. Building on this momentum, additional shelter space will become available in Woodstock, as well as Tillsonburg (Out of the Cold Shelter and daytime Hub), into 2024. In addition, motel rooms will continue to be used for overflow purposes, and for individuals/households that are not a suitable fit for congregate shelter space (i.e. families with children).

With increased shelter capacity and the use of overflow motel space, the current allocated costs under HPP may not be sufficient to cover all costs associated with the operation of overnight emergency shelter services. Additional funds are required under this New Initiative to cover the total forecasted costs for the delivery of emergency shelter services into 2024.

Furthermore, as part of this phase, staff will continue to search for an alternate site to accommodate the daytime and overnight shelter spaces in Woodstock, as directed by County Council. While a suitable site has not yet been determined, costs associated with a purchase, build and/or renovation, will need to be considered into 2024 but have not been included in the 2024 draft budget. These anticipated costs are proposed to be covered using debt financing should a suitable space be identified and approved by Council in 2024 rather than be included in this new initiative.

It is important to note that while increased shelter capacity is crucial in responding to the immediate need in the community, more focus is needed on supporting housing stability and prompting transitions to permanent housing solutions with a housing first lens. Many individuals

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experiencing homelessness require some form of support in order to successfully transition into permanent housing and maintain housing stability. Lack of affordable housing options, and capacity of community partners to provide housing supports, is compromising the ability to transition individuals out of homelessness and into permanent housing. In order to shift efforts away from the growth of our shelter systems, the County needs to consider creating additional transitional and supportive housing options to increase access to permanent housing options for those experiencing homelessness with the goal of reducing chronic homelessness.

Phase 2: A Formal Homelessness Response Strategy (commencement in 2024)

At the October 25th meeting, County Council approved staff's proposal to retain a consultant to oversee the development of a formal Homelessness Response Strategy that will specifically examine gaps/overlap, potential duplication and lack of coordination in the current system, barriers to access, root causes, and will seek creative recommendations and support to improve such services to assist in reducing homelessness throughout the County. The overall intent of the Strategy is to provide a collective framework, outline short and long-term strategies and resources that will provide pathways out of homelessness by building on available low-barrier housing options and supports, as well as focusing on a 'housing first' approach.

The development of the Strategy will include a fulsome community engagement process, involving service providers, community partners and those with lived and living experience, to ensure appropriate understanding of service gaps, redundancies, as well as short-term and long-term strategies/resources to address homelessness in the County. The Strategy will be developed by the community for the community and will align with the goals and targets of the County's 10-Year Shelter Plan. The Homelessness Response Strategy will dive deeper into housing options on the left side of the Housing Continuum and the growing urgency and complexity of the health and housing needs of those who are marginalized and experiencing homelessness in Oxford County. The Strategy will be developed by community partners who will have a stake in ownership and deliverables to support successful outcomes in our communities.

Homelessness is a complex issue that cannot be solved by any one organization or sector. In light of this, a collective effort is necessary to develop a strategic approach to prevent homelessness and improve pathways to housing stability. Oxford County community partners bring a breadth of knowledge and expertise in their respective areas that collectively can deliver positive outcomes in response to pressures around homelessness. The use of a consultant to facilitate open and honest conversations with community partners is the best approach. Facilitation by an unbiased objective third party is critical in order to have difficult conversations to identify what is working well, opportunities for improvement and addressing real or perceived mistrust in the system, without laying blame but with a focus on improvements. The proposed Strategy is critical to ensure the current homelessness service system is housing centric to appropriately support pathways out of homelessness.

Phase 3: Creation of Transitional and/or Supportive Housing (2024 and beyond)

In order to reduce homelessness and improve quality of life outcomes for those experiencing or at risk of homelessness additional supportive housing beds are needed that address a variety of support needs. Supportive housing is necessary to support the transition of individuals to

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more permanent housing options with a housing first approach. The initial step to housing stability is to assist individuals with obtaining and maintaining a home, in a way that takes into account unique needs. Such supports may address housing stability, health and mental health needs, and life skills. A housing first approach with low-barrier housing pathways is critical.

Supportive/transitional housing is currently available in the following locations in the County:

- 14 transitional housing beds in Woodstock (Huron Transition House) and 7 Transitional Housing beds in Tillsonburg (Light House) with minimal supports.
- Housing with Related Supports: 32 beds in Woodstock (Caressant Care, Sunfair Retirement Living) lower acuity residents and seniors.
- 12 residents supported with higher acuity needs in Tillsonburg (Prospect House)
- 130 units owned by Indwell, with supports that are optional designed for lower acuity residents.

The current waitlists for the above noted housing locations are extensive, with 73 individuals on the waitlist for Huron Transition House, 14 on the wait list for Tillsonburg Light House, over 260 on the wait list for Indwell buildings, and 10 on the waitlist for Prospect House in Tillsonburg. In light of these long waitlists, it is clear that additional space is needed to support those individuals moving out of homelessness, with appropriate supports to promote successful outcomes. Oxford County does not have crisis beds, withdrawal treatment beds or rehabilitation beds although the County does have shared access to crisis beds located in Elgin County. Continued advocacy to address the lack of access to or available crisis beds, withdrawal management beds and rehabilitation beds in the County will continue however is not part of this new initiative.

In light of this need, upon the approval of the 2024 budget, staff are proposing to offer both capital and operating funding by way of an RFP process, to support the creation of small-scale congregate housing that will provide low-barrier housing with supports for up to 25 individuals. Tenants for the proposed supportive housing beds will come from the County's By-Name List (BNL), which as of September 30, 2023, consisted of 99 active individuals. The County's BNL works to match people experiencing homelessness with appropriate supports and services, at the right time, when the individual is ready to take that step. With greater availability of supportive housing units, additional successful housing placements are expected, with an overall reduction in the number of homeless individuals over time. With appropriate housing, staff will be able to divert people from homelessness to supportive and/or transitional housing. To date, a total of 34 individuals have been housed from the BNL since implementation in July 2022

It should be noted that both capital and operating funding are required on an ongoing basis to support this form of housing. The existing supportive/transitional housing units in the County are currently supported through HPP funding or an existing subsidy that continued for the former Domiciliary Hostels that were downloaded from the Province in 2000. Ongoing operating funding for new projects will be subject to the annual reconciliation and review process currently in place for existing supportive housing providers. As part of this New Initiative, a total of \$2.1 million in capital funding and \$700,000 in operating funding is proposed for 2024 to support this phase.

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Overall, in order to reduce homelessness and chronic homelessness, in alignment with Provincial Policy and funding guidelines, there needs to be additional transitional and supportive housing throughout the County. The successfulness of this project in consultation with community stakeholders will inform future decision-making and potential budget requests beyond 2024.

Phase 4: Continued Implementation of the Homelessness Response Strategy (beyond 2024)

Homelessness and housing stability are not expected to be resolved in the short-term. Ongoing implementation of the recommendations and strategies provided in the formal Homelessness Response Strategy and evaluation of current initiatives will be necessary into the future, with the potential for ongoing business and budget plan requests. Overtime, staff will work to build a homelessness service system, and develop appropriate housing, to bridge gaps in service levels, address redundancies and build a solid foundation to move and divert individuals from homelessness to transitional/supportive housing, and further into permanent housing with the intention to reduce chronic homelessness in Oxford County.

Summary

This new initiative will provide a framework to take action in reducing homelessness in Oxford County with an approach that is people centered and housing centric. Collaborative approaches to the development of low-barrier housing and access to supports are essential to the overall health and well-being of individuals and communities. Emergency shelter solutions, transitional housing and supportive housing are costly from a financial and human resource perspective, however the benefits to individuals in being able to access these supports along their journey in achieving housing stability is invaluable. The proposed initiative will support a more strategic approach to the County’s homelessness response and will ensure resources and efforts are efficiently and appropriately aligned to reduce homelessness throughout the County, both short and long-term.

BUDGET REQUIREMENTS

| | One-time | Base | Total Budget |
|-----------------------------------------|------------------|----------|------------------|
| Revenues | | | |
| Reserve Funding: Federal Restart Grant | \$2,300,000 | \$- | \$2,300,000 |
| Total revenues | 2,300,000 | - | 2,300,000 |
| Operating expenses | | | |
| External transfer: Emergency Shelter | 200,000 | - | 200,000 |
| External transfer: Transitional Housing | - | 500,000 | 500,000 |

BUDGET REQUIREMENTS

| | | | |
|-------------------------------------|------------------|------------------|------------------|
| Total operating expenses | 200,000 | 500,000 | 700,000 |
| Capital | | | |
| Land/Building: Transitional Housing | 2,100,000 | - | 2,100,000 |
| Total capital | 2,100,000 | 0 | 2,100,000 |
| County Levy | \$- | \$500,000 | \$500,000 |



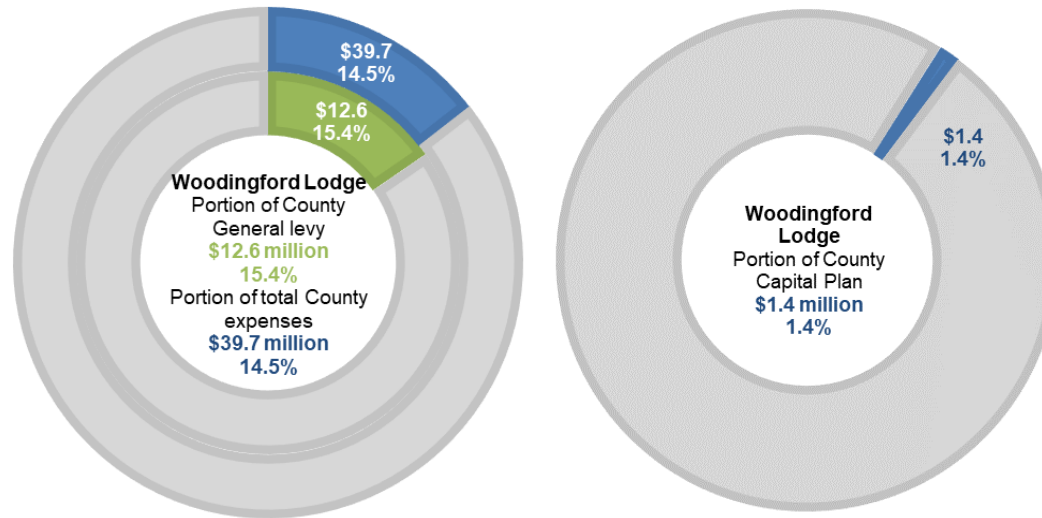
06

Woodingford Lodge

2024

**BUSINESS
PLAN &
BUDGET**

www.oxfordcounty.ca/budget



| Division | Division Description | Services | 2024 FTE Base | 2024 FTE Temp |
|----------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------|---------------|---------------|
| Woodingford Lodge Director of Woodingford Lodge | <p>A trio of long term care homes that continually engage in innovation for the benefit of residents, staff and the community of Oxford County. We are aligning with community partners and stakeholders to enhance service delivery. Woodingford Lodge provides person and family centered care by a multidisciplinary team comprised of Nursing & Personal Care, Nutritional Services, Recreation & Social Activities, Housekeeping, Laundry, Maintenance, Administrative Services and Volunteer Support.</p> | <ul style="list-style-type: none"> Long Term Care | 229.9 | 1.0 |
| | | | Total | 229.9 |

5 Year Projected Budget

| | 2024 | 2025 | 2026 | 2027 | 2027 |
|--------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| | BUDGET | PROJECTED | PROJECTED | PROJECTED | PROJECTED |
| | BUDGET | BUDGET | BUDGET | BUDGET | BUDGET |
| OPERATING | | | | | |
| REVENUES | | | | | |
| GENERAL REVENUES | (25,743,776) | (26,305,282) | (26,704,505) | (27,073,902) | (26,848,301) |
| TOTAL REVENUES | (25,743,776) | (26,305,282) | (26,704,505) | (27,073,902) | (26,848,301) |
| | | | | | |
| EXPENSES | | | | | |
| SALARIES AND BENEFITS | 27,985,669 | 28,651,470 | 29,371,902 | 30,105,942 | 30,854,012 |
| OPERATING EXPENSES | 6,096,525 | 6,323,783 | 6,534,783 | 6,746,055 | 6,879,306 |
| DEBT REPAYMENT | 776,033 | 740,857 | 706,018 | 671,177 | - |
| RESERVE TRANSFERS | 1,364,000 | 1,403,000 | 1,443,000 | 1,474,000 | 1,507,000 |
| INTERDEPARTMENTAL CHARGES | 2,037,597 | 2,058,180 | 2,126,480 | 2,197,872 | 2,257,103 |
| TOTAL EXPENSES | 38,259,824 | 39,177,290 | 40,182,183 | 41,195,046 | 41,497,421 |
| | | | | | |
| NET OPERATING | 12,516,048 | 12,872,008 | 13,477,678 | 14,121,144 | 14,649,120 |
| | | | | | |
| CAPITAL | | | | | |
| CAPITAL REVENUES | (1,376,163) | (718,460) | (1,393,620) | (1,085,730) | (1,486,950) |
| CAPITAL EXPENSES | 1,415,369 | 718,460 | 1,393,620 | 1,085,730 | 1,486,950 |
| NET CAPITAL | 39,206 | - | - | - | - |
| | | | | | |
| SUMMARY | | | | | |
| TOTAL REVENUES | (27,119,939) | (27,023,742) | (28,098,125) | (28,159,632) | (28,335,251) |
| TOTAL EXPENSES | 39,675,193 | 39,895,750 | 41,575,803 | 42,280,776 | 42,984,371 |
| TOTAL PROGRAM SURPLUS/DEFICIT | - | - | - | - | - |
| TOTAL LEVY | 12,555,254 | 12,872,008 | 13,477,678 | 14,121,144 | 14,649,120 |

Services Overview

Full-Time Equivalents **229.9 FTE** ↑6.9
Base +1.0
Temporary

| Service | Service Description | 2022 Service Level | Service Type |
|----------------|--------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|
| Long Term Care | Providing long term and supportive health care services to individuals whose needs cannot be met in the community. | 228 long term care beds with 24 hours-per-day, 7-days-per week direct care for residents in across three homes in Ingersoll, Tillsonburg, and Woodstock | Public Health & Safety |






- **1.0 FTE Nurse Practitioner Full-time** - A Nurse Practitioner to join the medical team in providing comprehensive primary health care to Woodingford residents utilizing advance knowledge and decision-making skills in assessment, diagnosis and health care management **FTE 2024-07**

- **0.1 FTE Maintenance Full-time** - Re-implement the maintenance lead hand responsibilities by promoting a current maintenance worker to this position. **FTE 2024-08**
- **5.6 FTE PSW Full-time** - Increase Woodstock PSW hours to support the nursing and personal care services **FTE 2024-09**
- **0.2 FTE Support Service Clerks Part-time** - Increase hours weekly by 7.5 hours to ensure strong customer service, consistency in coverage and backup support throughout the seven day work week **FTE 2024-10**
- **1.0 FTE Family Transition Support Positions Full-time** - One time funding through the Ontario Health's Local Priorities Fund to expand the Family Transition Program. The plan includes offering day programming and caregiver respite support for community residents awaiting Long-Term Care residency. FTE carryover from 2023 **BI 2023-10**

Key Performance Indicators

| | 2020 Actual | 2021 Actual | 2022 Actual | 2023 Forecast | 2024 Budget | Target |
|------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------------|-------------|---------------|-------------|--------|
| Residents who indicate complete global satisfaction (Excellent rating) | N/A | 38% | 37% | 45% | 50% | 100% |
| Residents who would recommend living at Woodingford Lodge (Excellent rating) | N/A | 59% | 64% | 70% | 75% | 100% |
| Compliance rate (Orders received for areas of non-compliance) | 1 | 5 | 0 | 0 | 0 | 0 |
| # community members on the waitlist for placement: Woodstock | 658 | 812 | 927 | 677 | - | - |
| # community members on the waitlist for placement: Ingersoll | 396 | 532 | 649 | 454 | - | - |
| # community members on the waitlist for placement: Tillsonburg | 430 | 523 | 587 | 410 | - | - |
| Avoidable emergency department transfers (100x # visits / # residents Ontario average 19.4%)* | 10.05% | 21.65% | 16.75% | 16% | 15% | 10% |
| % Occupancy of the Family Transition Program (8 participants/day) | N/A | N/A | N/A | 100% | 100% | 100% |
| % of the Family Transition Program capacity (8) vs. # of Community members on crisis wait list for LTC bed at Woodingford Lodge(s) (218) | N/A | N/A | N/A | 3.7% | 5% | 10% |
| % of outbreaks greater than 30 days in length vs amount of outbreaks | 17% | 20% | 0% | 0% | 0% | 0% |

Goals and Objectives

| Description | 2024 | 2025 | 2026 | Strategic Plan | Other Plan Alignment |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|------|------|---------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|
| <p>Continual Assessment of Long Term Care Needs Review number of municipal long term care beds against the community need for long term care placement and ensure adequate beds and/or services are offered to the community.</p> | ● | ● | ● |  100% Housed | Woodingford Master Plan |
| <p>Promote Quality Excellence through Accreditation Woodingford Lodge will receive and maintain full accreditation through Accreditation Canada in 2024. Areas of review include governance and leadership, delivery of care, emergency preparedness, infection prevention and control, medication management and resident experience.</p> | ● | ● | ● |  Continuous improvement and results-driven solutions | Our People, Our Stength Plan |
| <p>Effective Infection Prevention and Control Management (IPAC) The home will implement a robust IPAC program resulting in prevention or reduction of the spread of infection, ensuring the safety of our Woodingford Lodge community.</p> | ● | ● | ● |  Community health, safety and well-being | Our People, Our Stength Plan |
| <p>Development of Continuous Quality Improvement Initiatives (CQI) The Woodingford Lodge CQI program will effectively provide continual improvement of operations, outcomes, systems processes, improved work environment and regulatory compliance.</p> | ● | ● | ● |  Continuous improvement and results-driven solutions | Woodingford Master Plan |
| <p>Develop a thorough Emergency Preparedness Program Determine and develop capabilities required to prevent, protect against, mitigate, respond to, and recover from the threats and hazards that pose risk through collaboration with our community partners.</p> | ● | ● | ● |  Community health, safety and well-being | Emergency Management Plan |

Budget

| | 2023 | 2023 | LESS: 2023 | 2024 | 2024 | 2024 | \$ OVER | % OVER |
|----------------------------------------|---------------------|---------------------|------------------|--------------------|--------------------|---------------------|--------------------|----------------|
| | FORECAST | BUDGET* | NON-RECURRING | BASE BUDGET | BUDGET IMPACTS | BUDGET | 2023 BUDGET | 2023 BUDGET |
| OPERATING | | | | | | | | |
| REVENUES | | | | | | | | |
| GENERAL REVENUES | | | | | | | | |
| PROVINCIAL GRANTS | (18,445,803) | (17,338,026) | 201,330 | (1,211,290) | (1,082,190) | (19,430,176) | (2,092,150) | 12.1% |
| USER FEES AND CHARGES | (6,238,875) | (6,746,549) | - | 435,349 | - | (6,311,200) | 435,349 | (6.5%) |
| OTHER REVENUE | (400) | - | - | (2,400) | - | (2,400) | (2,400) | - |
| TOTAL GENERAL REVENUES | (24,685,078) | (24,084,575) | 201,330 | (778,341) | (1,082,190) | (25,743,776) | (1,659,201) | 6.9% |
| TOTAL REVENUES | (24,685,078) | (24,084,575) | 201,330 | (778,341) | (1,082,190) | (25,743,776) | (1,659,201) | 6.9% |
| EXPENSES | | | | | | | | |
| SALARIES AND BENEFITS | | | | | | | | |
| SALARIES | 20,295,348 | 20,463,019 | (142,482) | 730,101 | 722,460 | 21,773,098 | 1,310,079 | 6.4% |
| BENEFITS | 5,147,852 | 5,201,413 | (26,431) | 829,794 | 207,795 | 6,212,571 | 1,011,158 | 19.4% |
| TOTAL SALARIES AND BENEFITS | 25,443,200 | 25,664,432 | (168,913) | 1,559,895 | 930,255 | 27,985,669 | 2,321,237 | 9.0% |
| OPERATING EXPENSES | | | | | | | | |
| MATERIALS | 3,968,693 | 3,727,059 | (43,017) | 365,622 | 65,701 | 4,115,365 | 388,306 | 10.4% |
| CONTRACTED SERVICES | 2,042,813 | 1,746,479 | - | 236,991 | (18,121) | 1,965,349 | 218,870 | 12.5% |
| RENTS AND FINANCIAL EXPENSES | 52,273 | 85,173 | - | (69,362) | - | 15,811 | (69,362) | (81.4%) |
| TOTAL OPERATING EXPENSES | 6,063,779 | 5,558,711 | (43,017) | 533,251 | 47,580 | 6,096,525 | 537,814 | 9.7% |
| DEBT REPAYMENT | | | | | | | | |
| PRINCIPAL REPAYMENT | 1,879,795 | 1,879,795 | - | (1,218,688) | - | 661,107 | (1,218,688) | (64.8%) |
| INTEREST REPAYMENT | 169,762 | 169,762 | - | (54,836) | - | 114,926 | (54,836) | (32.3%) |
| TOTAL DEBT REPAYMENT | 2,049,557 | 2,049,557 | - | (1,273,524) | - | 776,033 | (1,273,524) | (62.1%) |
| RESERVE TRANSFERS | | | | | | | | |
| CONTRIBUTIONS TO CAPITAL RESERVES | 619,574 | 619,574 | - | 744,426 | - | 1,364,000 | 744,426 | 120.2% |
| TOTAL RESERVE TRANSFERS | 619,574 | 619,574 | - | 744,426 | - | 1,364,000 | 744,426 | 120.2% |
| INTERDEPARTMENTAL CHARGES | | | | | | | | |
| INTERDEPARTMENTAL CHARGES | 1,818,512 | 1,819,676 | 16,585 | 178,468 | 22,868 | 2,037,597 | 217,921 | 12.0% |
| TOTAL INTERDEPARTMENTAL CHARGES | 1,818,512 | 1,819,676 | 16,585 | 178,468 | 22,868 | 2,037,597 | 217,921 | 12.0% |
| TOTAL EXPENSES | 35,994,622 | 35,711,950 | (195,345) | 1,742,516 | 1,000,703 | 38,259,824 | 2,547,874 | 7.1% |
| NET OPERATING | 11,309,544 | 11,627,375 | 5,985 | 964,175 | (81,487) | 12,516,048 | 888,673 | 7.6% |

| | 2023 | 2023 | LESS: 2023 | 2024 | 2024 | 2024 | \$ OVER | % OVER |
|-------------------------------------|--------------------|--------------------|------------------|--------------------|-----------------|--------------------|--------------------|----------------|
| | FORECAST | BUDGET* | NON-RECURRING | BASE BUDGET | BUDGET IMPACTS | BUDGET | 2023 BUDGET | 2023 BUDGET |
| CAPITAL | | | | | | | | |
| CAPITAL REVENUES | | | | | | | | |
| USER FEES AND CHARGES | - | - | - | - | - | - | - | - |
| CAPITAL PROVINCIAL GRANTS | (625,461) | (399,096) | 239,096 | 160,000 | (77,000) | (77,000) | 322,096 | (80.7%) |
| CAPITAL RESERVE TRANSFER | (2,264,966) | (2,466,226) | - | 1,167,063 | - | (1,299,163) | 1,167,063 | (47.3%) |
| TOTAL CAPITAL REVENUES | (2,890,427) | (2,865,322) | 239,096 | 1,327,063 | (77,000) | (1,376,163) | 1,489,159 | (52.0%) |
| CAPITAL EXPENSES | 2,916,149 | 2,916,322 | (290,096) | (1,327,063) | 116,206 | 1,415,369 | (1,500,953) | (51.5%) |
| NET CAPITAL | 25,722 | 51,000 | (51,000) | - | 39,206 | 39,206 | (11,794) | (23.1%) |
| SUMMARY | | | | | | | | |
| TOTAL REVENUES | (27,575,505) | (26,949,897) | 440,426 | 548,722 | (1,159,190) | (27,119,939) | (170,042) | 0.6% |
| TOTAL EXPENSES | 38,910,771 | 38,628,272 | (485,441) | 415,453 | 1,116,909 | 39,675,193 | 1,046,921 | 2.7% |
| TOTAL PROGRAM SURPLUS/DEFICIT | - | - | - | - | - | - | - | - |
| TOTAL LEVY | 11,335,266 | 11,678,375 | (45,015) | 964,175 | (42,281) | 12,555,254 | 876,879 | 7.5% |
| % BUDGET INCREASE (DECREASE) | | | (0.4%) | 8.3% | (0.4%) | 7.5% | | |

* May include in-year approved transfer and/or account reclassifications in accordance with Purchasing Policy No. 6.07

Budget Impact Details

| | REFERENCE | OPERATING EXPENSES | CAPITAL EXPENSES | REVENUES | TAXATION | % |
|-----------------------------------------------------------------------------------------|------------|--------------------|------------------|------------------|------------------|---------------|
| ONE-TIME ITEMS | | | | | | |
| WFL-Document Manager/Analytic Compliance | | 3,400 | - | - | 3,400 | 0.0% |
| | | 3,400 | - | - | 3,400 | 0.0% |
| SERVICE LEVEL | | | | | | |
| WFL-Nurse Practitioner FTE | FTE2024-07 | 150,284 | 5,000 | 132,819 | 22,465 | 0.2% |
| WFL-Maintenance PT to FT FTE | FTE2024-08 | 33,760 | - | - | 33,760 | 0.3% |
| WFL-Personal Support Worker Change | FTE2024-09 | 589,109 | - | 589,109 | (0) | (0.0%) |
| WFL-Support Services Clerk FTE | FTE2024-10 | 16,262 | - | - | 16,262 | 0.1% |
| WFL-In-Person Training for Mandatory Annual Training | | 43,346 | - | 43,348 | (2) | (0.0%) |
| WFL-Building keypads | | 9,000 | - | - | 9,000 | 0.1% |
| | | 841,762 | 5,000 | 765,276 | 81,486 | 0.7% |
| NEW INITIATIVES | | | | | | |
| WFL-MealSuite-Food Management System (Woodstock) | NI2024-11 | 14,195 | 21,206 | - | 35,401 | 0.3% |
| | | 14,195 | 21,206 | - | 35,401 | 0.3% |
| INTERDEPARTMENTAL INITIATIVES | | | | | | |
| WFL-Facilities Technician | | 22,868 | - | - | 22,868 | 0.2% |
| WFL-WFL Impact for SR Co-ordinator of EE Health & Disability Management (HR Initiative) | | (18,121) | - | - | (18,121) | (0.2%) |
| | | 4,747 | - | - | 4,747 | 0.0% |
| CARRYOVER/IN-YEAR APPROVAL | | | | | | |
| WFL-Hairdressing FTE - moved to contracted services | | (39,469) | - | - | (39,469) | (0.3%) |
| WFL-Not proceeding with FTE 2023-10 | | (178,000) | - | - | (178,000) | (1.5%) |
| WFL-Family Transition - Local Priorities Fund 2023-24 | BI2023-09 | 141,745 | - | 141,745 | 0 | 0.0% |
| WFL-Recreation Aide | BI2023-03 | 79,952 | - | 73,297 | 6,655 | 0.1% |
| WFL-IPAC Lead | BI2023-08 | 132,370 | - | 103,872 | 28,498 | 0.2% |
| | | 136,597 | - | 318,914 | (182,317) | (1.6%) |
| MINOR CAPITAL | | | | | | |
| WFL-Monitors for front desk and hotelling station | | - | 1,500 | - | 1,500 | 0.0% |
| WFL-Recreation Smart TV (3) | | - | 4,500 | - | 4,500 | 0.0% |
| WFL-Recreation Snoozlen Equipment | | - | 9,000 | - | 9,000 | 0.1% |
| WFL-Comprehensive Minor Capital Funding | | - | 75,000 | 75,000 | - | - |
| | | - | 90,000 | 75,000 | 15,000 | 0.1% |
| TOTAL | | 1,000,701 | 116,206 | 1,159,190 | (42,283) | (0.4%) |

Capital Budget

| PROJECT # AND NAME | DESCRIPTION | ASSET ACTIVITY | ASSET RATING | TOTAL | 2024 REQUEST** | 2025 | 2026-2033 |
|--------------------------------------------------|-----------------------------------------------------------------------------------------|----------------|--------------|-----------|----------------|------|-----------|
| BUILDING | | | | | | | |
| 391000 - Woodingford Lodge Woodstock Buildings | Various projects as identified from the Building Condition Assessments | Replacement | Poor | \$716,250 | 716,250 | - | - |
| 392000 - Woodingford Lodge Ingersoll Buildings | Various projects as identified from the Building Condition Assessments | Replacement | Poor | \$20,000 | 20,000 | - | - |
| 393000 - Woodingford Lodge Tillsonburg Buildings | Various projects as identified from the Building Condition Assessments | Replacement | Poor | \$20,000 | 20,000 | - | - |
| COMPUTER EQUIPMENT | | | | | | | |
| 391000 - Computer Equipment | Equipment for MealSuite Food Management System - Tablet, mounts and cables (NI 2024-11) | Expansion | N/A | \$21,206 | 21,206 | - | - |
| 391000 - Computer Equipment | Second Monitors for Front and Hotelling Desks | Expansion | N/A | \$1,500 | 1,500 | - | - |
| 391000 - Computer Equipment | Nurse Practitioner Laptop (FTE 2024-07) | Expansion | N/A | \$2,000 | 2,000 | - | - |
| 392000 - Computer Equipment | Two tablets with brackets | Replacement | Poor | \$1,221 | 1,221 | - | - |
| 393000 - Computer Equipment | Two tablets with brackets | Replacement | Poor | \$1,221 | 1,221 | - | - |
| EQUIPMENT | | | | | | | |
| 391000 - Equipment | Recreation Equipment - Snoezelen multi-sensory equipment | Expansion | N/A | \$5,000 | 5,000 | - | - |
| 391000 - Equipment | Recreation Equipment - Smart TV | Expansion | N/A | \$4,500 | 4,500 | - | - |
| 392000 - Equipment | Recreation Equipment - Snoezelen multi-sensory equipment | Expansion | N/A | \$2,000 | 2,000 | - | - |
| 392000 - Equipment | Comprehensive Minor Capital | Expansion | N/A | \$5,000 | 5,000 | - | - |
| 393000 - Equipment | Comprehensive Minor Capital | Expansion | N/A | \$5,000 | 5,000 | - | - |
| 393000 - Equipment | Recreation Equipment - Snoezelen multi-sensory equipment | Expansion | N/A | \$2,000 | 2,000 | - | - |
| 391000 - Equipment | Hot well insert, dishwasher, dishes | Replacement | Poor | \$47,800 | 47,800 | - | - |
| 391000 - Equipment | Lifts | Replacement | Poor | \$31,981 | 31,981 | - | - |
| 391000 - Equipment | Floor Scrubbers and Misc Equipment | Expansion | N/A | \$35,000 | 35,000 | - | - |
| 391000 - Equipment | Laundry Dryers | Replacement | Poor | \$33,000 | 33,000 | - | - |
| 392000 - Equipment | Hot well insert, dishwasher, laundry carts | Replacement | Poor | \$19,000 | 19,000 | - | - |
| 392000 - Equipment | Blanket Warmer | Replacement | Poor | \$4,430 | 4,430 | - | - |
| 393000 - Equipment | Dishwasher, laundry carts | Replacement | Poor | \$13,000 | 13,000 | - | - |
| 393000 - Equipment | Lifts | Replacement | Poor | \$19,000 | 19,000 | - | - |
| FURNISHINGS | | | | | | | |
| 391000 - Furnishings | New Office Furniture - Nurse Practitioner (FTE 2024-07) | Expansion | N/A | \$3,000 | 3,000 | - | - |
| 393000 - Furnishings | Various furnishings Comprehensive Minor Capital | Expansion | N/A | \$5,000 | 5,000 | - | - |
| 392000 - Furnishings | Various furnishings Comprehensive Minor Capital | Expansion | N/A | \$5,000 | 5,000 | - | - |
| 391000 - Furnishings | Various furnishings Comprehensive Minor Capital | Expansion | N/A | \$20,000 | 20,000 | - | - |

| PROJECT # AND NAME | DESCRIPTION | ASSET ACTIVITY | ASSET RATING | TOTAL | 2024 REQUEST** | 2025 | 2026-2033 |
|----------------------|---------------------------------------------------------------------------------------------------------------------|----------------|--------------|-------------|----------------|------|-----------|
| 391000 - Furnishings | Various furnishings including chairs, bed & mattress replacements, bath furniture, appliances and armoires | Replacement | Poor | \$327,440 | 327,440 | - | - |
| 392000 - Furnishings | Various furnishings including chairs, bed & mattress replacements, bath furniture, appliances, and privacy curtains | Replacement | Poor | \$18,450 | 18,450 | - | - |
| 393000 - Furnishings | Various furnishings including chairs, bed & mattress replacements, bath furniture, appliances, and privacy curtains | Replacement | Poor | \$12,800 | 12,800 | - | - |
| | | | | \$1,401,799 | \$1,401,799 | \$0 | \$0 |

** The 2024 Request represents the additional or new project budget requested and does not include the Carry Forward Budget for prior year's approved budget not spent.

Special Report – Per Diem


| | 2023 | 2023 | 2024 | PER DIEM | PER DIEM | PER DIEM |
|-------------------------------------------|------------------|------------------|------------------|--------------|--------------|--------------|
| | FORECAST | BUDGET* | BUDGET | 2023 | 2023 | 2024 |
| | | | | FORECAST | BUDGET | BUDGET |
| NURSING AND PERSONAL CARE | | | | | | |
| MINISTRY FUNDING | (12,726,021) | (12,463,952) | (13,926,113) | (152.92) | (149.77) | (166.88) |
| OTHER REVENUES | (39,000) | (205,900) | (29,000) | (0.47) | (2.47) | (0.35) |
| SALARIES AND BENEFITS | 16,779,982 | 17,106,582 | 18,528,825 | 201.63 | 205.56 | 222.04 |
| OPERATING COSTS | 499,695 | 485,601 | 512,837 | 6.00 | 5.84 | 6.15 |
| TOTAL NURSING AND PERSONAL CARE | 4,514,656 | 4,922,331 | 5,086,549 | 54.25 | 59.15 | 60.95 |
| PROGRAM AND SUPPORT SERVICES | | | | | | |
| MINISTRY FUNDING | (1,412,166) | (1,039,839) | (1,432,790) | (16.97) | (12.50) | (17.17) |
| OTHER REVENUES | (150) | (300) | - | (0.00) | (0.00) | - |
| SALARIES AND BENEFITS | 1,092,620 | 871,628 | 1,202,746 | 13.13 | 10.47 | 14.41 |
| OPERATING COSTS | 341,909 | 322,215 | 367,101 | 4.11 | 3.87 | 4.40 |
| TOTAL PROGRAM AND SUPPORT SERVICES | 22,213 | 153,704 | 137,057 | 0.27 | 1.85 | 1.64 |
| RAW FOOD | | | | | | |
| MINISTRY FUNDING | (982,195) | (915,420) | (1,019,540) | (11.80) | (11.00) | (12.22) |
| OTHER REVENUES | (20,000) | - | (20,000) | (0.24) | - | (0.24) |
| OPERATING COSTS | 1,108,554 | 1,054,422 | 1,136,122 | 13.32 | 12.67 | 13.61 |
| TOTAL RAW FOOD | 106,359 | 139,002 | 96,582 | 1.28 | 1.67 | 1.16 |
| OTHER ACCOMODATIONS | | | | | | |
| MINISTRY FUNDING | (320,914) | (186,219) | (142,141) | (3.86) | (2.24) | (1.70) |
| RESIDENT REVENUE | (6,035,991) | (6,471,000) | (6,171,995) | (72.53) | (77.76) | (73.96) |
| RESERVE FUNDING | (2,264,966) | (2,466,226) | (1,299,163) | (27.22) | (29.64) | (15.57) |
| OTHER REVENUES | (11,700) | (21,000) | (12,200) | (0.14) | (0.25) | (0.15) |
| SALARIES AND BENEFITS | 5,697,720 | 5,856,962 | 6,224,192 | 68.47 | 70.38 | 74.59 |
| OPERATING COSTS | 7,663,922 | 7,564,778 | 6,903,096 | 92.09 | 90.90 | 82.72 |
| RESERVE CONTRIBUTION | 619,574 | 619,574 | 1,364,000 | 7.45 | 7.45 | 16.35 |
| TOTAL OTHER ACCOMODATIONS | 5,347,645 | 4,896,869 | 6,865,789 | 64.26 | 58.84 | 82.28 |
| DEBT REPAYMENT | | | | | | |
| MINISTRY FUNDING | (861,300) | (861,300) | (604,428) | (10.35) | (10.35) | (7.24) |
| DEBENTURE | 2,049,557 | 2,049,558 | 776,033 | 24.63 | 24.63 | 9.30 |
| TOTAL DEBT REPAYMENT | 1,188,257 | 1,188,258 | 171,605 | 14.28 | 14.28 | 2.06 |
| OTHER FUNDING | | | | | | |
| MINISTRY FUNDING | (1,849,975) | (1,873,675) | (1,754,696) | (22.23) | (22.51) | (21.03) |
| OTHER REVENUES | (62,363) | (48,349) | (80,405) | (0.75) | (0.58) | (0.96) |
| SALARIES AND BENEFITS | 1,339,207 | 1,576,984 | 1,502,191 | 16.09 | 18.95 | 18.00 |
| OPERATING COSTS | 941,932 | 704,655 | 350,631 | 11.32 | 8.47 | 4.20 |
| TOTAL OTHER FUNDING | 368,801 | 359,615 | 17,721 | 4.43 | 4.32 | 0.21 |
| ONE TIME FUNDING | | | | | | |

| | 2023 | 2023 | 2024 | PER DIEM | PER DIEM | PER DIEM |
|----------------------------------|-------------------|-------------------|-------------------|---------------|---------------|---------------|
| | FORECAST | BUDGET* | BUDGET | 2023 | 2023 | 2024 |
| | | | | FORECAST | BUDGET | BUDGET |
| MINISTRY FUNDING | (566,817) | (47,717) | (627,466) | (6.81) | (0.57) | (7.52) |
| RESERVE FUNDING | (351,876) | (349,000) | - | (4.23) | (4.19) | - |
| OTHER REVENUES | (50) | - | - | (0.00) | - | - |
| SALARIES AND BENEFITS | 463,650 | 252,276 | 527,715 | 5.57 | 3.03 | 6.32 |
| OPERATING COSTS | 238,471 | 108,317 | 275,688 | 2.87 | 1.30 | 3.30 |
| TOTAL ONE TIME FUNDING | (216,622) | (36,124) | 175,937 | (2.60) | (0.43) | 2.11 |
| ACCREDITATION | | | | | | |
| OPERATING COSTS | 3,957 | 54,721 | 4,016 | 0.05 | 0.66 | 0.05 |
| TOTAL ACCREDITATION | 3,957 | 54,721 | 4,016 | 0.05 | 0.66 | 0.05 |
| UNION COST RECOVERY | | | | | | |
| OTHER REVENUES | (70,021) | - | - | (0.84) | - | - |
| SALARIES AND BENEFITS | 70,021 | - | - | 0.84 | - | - |
| TOTAL UNION COST RECOVERY | - | - | - | - | - | - |
| TOTAL WOODINGFORD LODGE | 11,335,266 | 11,678,376 | 12,555,256 | 136.21 | 140.33 | 150.46 |

FTE Change – Nurse Practitioner

FTE 2024-07

| SUMMARY | |
|----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Type of FTE request | Service Level |
| Classification | Full-time - Permanent |
| Job Title | Nurse Practitioner |
| FTE | 1.0 |
| Description | Woodingford Lodge is requesting an additional Full-time Nurse Practitioner to join the medical team in providing comprehensive primary health care to Woodingford residents utilizing advanced knowledge and decision-making skills in assessment, diagnosis and health care management. |

| STRATEGIC PLAN |
|-------------------------------------------------------------------------------------|
|  |
| <p><i>Continuous improvement and results-driven solutions</i></p> |

REQUEST DETAILS

The purpose of this report is to advocate for the inclusion of a second Nurse Practitioner at our long-term care homes to join our current Nurse Practitioner and physician in addressing the pressing issues stemming from increased work demand and evolving factors affecting our organization. This report delves into the factors contributing to this demand, outlines the role and scope of work of a Nurse Practitioner, and provides evidence to support the benefits of having a second Nurse Practitioner in long-term care. We will also highlight the potential positive impacts on residents, their families, staff, and the organization.

Background

Our long-term care home has a rich history of providing quality care to our elderly residents. However, the landscape of long-term care has undergone significant changes in recent years, necessitating a comprehensive review of our staffing model. Currently, we have one Nurse Practitioner working alongside our physician serving all residents in the three sites and serving a growing population of residents with complex healthcare needs. The Fixing Long Term Care Act has set new standards for care and expectations, requiring us to adapt and enhance our services accordingly.

In 2022, the Ministry of Health identified the need and introduced funding to support the hiring of Nurse Practitioners in LTC. This funding will be applied to the role.

REQUEST DETAILS

Woodingford Lodge has a need for a second Nurse Practitioner within our long-term care homes due to several factors contributing to increased work demand. These factors include:

1. **Increase in Admissions to Long-Term Care:** Due to acuity we are seeing a 20% increase in our resident turnover year after year resulting in a higher volume of admissions. Our nurse practitioners play a vital role in our admission process, reviewing medication, setting up care plans and completing initial assessments. This influx strains our existing resources and demands additional clinical expertise.
2. **Increase in Acuity of the Residents:** Residents' health conditions have become increasingly complex, requiring frequent medical assessments, monitoring, and interventions. A second Nurse Practitioner can assist in managing these acutely ill residents effectively.
3. **Increase in the Need for Medication Management:** Proper medication management is crucial in a long-term care setting. A second Nurse Practitioner can help optimize medication regimens, reduce adverse events, and enhance overall health outcomes.
4. **Need for On-Call Coverage Support:** Emergencies can arise at any time. Having a second Nurse Practitioner shares the demand and ensures 24/7 coverage, allowing for timely response and intervention.
5. **Reference Fixing Long Term Care Act:** This legislation emphasizes the importance of improving care quality in long-term care homes. Adequate staffing, including additional Nurse Practitioners, aligns with these goals.
6. **Increase in Family Demand:** Families play a pivotal role in residents' lives and care decisions. Addressing their concerns and involving them in care planning requires additional clinical support.
7. **Improve Communication:** Effective communication is essential for interdisciplinary care teams. A second Nurse Practitioner can facilitate better communication, leading to improved care coordination.
8. **Treat Proactively and Increase Organization's Acute Treatment Abilities:** Having a second Nurse Practitioner enables proactive care planning and interventions, reducing the need for hospital transfers and enhancing resident comfort.

A Nurse Practitioner in a long-term care setting assumes a pivotal role encompassing resident assessment, diagnosis, treatment, and coordination of care. They collaborate with the healthcare team to optimize resident outcomes, manage chronic conditions, and address acute health issues promptly. A second Nurse Practitioner would complement and support these responsibilities, ensuring residents receive timely, comprehensive care.

Research and best practices consistently demonstrate the benefits of having dedicated Nurse Practitioner supports in long-term care. Studies indicate improved resident outcomes, reduced hospitalizations, enhanced medication management, and increased family satisfaction. Furthermore, organizations with a second Nurse Practitioner often report improved staff morale and decreased burnout rates.

REQUEST DETAILS

Potential Positive Impacts

The inclusion of a second Nurse Practitioner at our long-term care home could lead to various positive impacts, including:

- **Enhanced Resident Care:** Improved clinical oversight and timely interventions will result in better resident health and satisfaction.
- **Reduced Hospital Transfers:** Proactive care and acute treatment abilities will reduce the need for residents to be transferred to hospitals, minimizing stress and disruption.
- **Improved Family Relations:** Families will have increased confidence in our facility, knowing that their loved ones are receiving the best possible care.
- **Staff Well-being:** A second Nurse Practitioner can ease the workload burden on our existing healthcare staff, improving their job satisfaction and retention.
- **Organizational Compliance:** Aligning with the Fixing Long Term Care Act ensures we meet regulatory requirements and maintain a positive reputation.

In conclusion, the increased work demand and evolving factors affecting our long-term care home necessitate the inclusion of a second Nurse Practitioner. The evidence overwhelmingly supports this recommendation, with potential positive impacts across various dimensions of our organization.

By adopting this proposal, we will continue our tradition of providing exemplary care to our residents, ensuring their well-being, and remaining at the forefront of long-term care services in our community.

BUDGET REQUIREMENTS

| | One-time | Base | Total Budget |
|--------------------------------------------------|----------------|-----------------|-----------------|
| Revenues | | | |
| Nurse Practitioner Funding - Salaries & Benefits | \$- | \$123,340 | \$123,340 |
| Nurse Practitioner Funding - Overhead | 2,000 | 6,513 | 8,513 |
| CDS Tools Funding – Subscriptions | | 966 | 966 |
| Total revenues | 2,000 | 130,819 | 132,819 |
| Salaries and benefits | - | 142,780 | 142,780 |
| Operating expenses | | | |
| Telecommunications: Cell phone and monthly fee | 300 | 300 | 600 |
| Memberships/Software Subscriptions | | 1,966 | 1,966 |
| Training and Seminars | - | 1,500 | 1,500 |
| Travel | | 1,000 | 1,000 |
| Tools and Equipment | | 2,438 | 2,438 |
| Total operating expenses | 300 | 7,204 | 7,504 |
| Capital | | | |
| Computer Equipment: Laptop | 2,000 | - | 2,000 |
| Furniture: Office Furniture | 3,000 | - | 3,000 |
| Total capital | 5,000 | - | 5,000 |
| County Levy | \$3,300 | \$19,165 | \$22,465 |

FTE Change – Maintenance

FTE 2024-08

| SUMMARY | |
|---------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Type of FTE request | Service Level |
| Classification | Full-time – Permanent |
| Job Title | Maintenance |
| FTE | 0.1 |
| Description | Re-implement the Maintenance Lead hand responsibilities by promoting a current Maintenance worker to this position. Increase a maintenance worker 8 hours per pay to bring a Part-time employee (72 hours) to Full-time employee (80 hours). |

STRATEGIC PLAN



Attract, retain and engage staff

REQUEST DETAILS

An efficient maintenance department can provide several benefits to long-term care organizations including:

Improved equipment reliability: An efficient maintenance department can help ensure that equipment is well-maintained and in good working condition, which can help reduce downtime and improve equipment reliability.

Increased safety: An efficient maintenance department can help ensure that equipment is safe to use, which can help reduce the risk of accidents and injuries.

Improved regulatory compliance: An efficient maintenance department can help ensure that equipment is following regulatory requirements, which can help avoid costly fines and penalties through the Ministry of Labour. Long Term Care homes have a responsibility under 'The Fixing Long Term Care Act' to ensure a safe and secure home is provided. This compliance requirement requires strong auditing, documentation, and timely repair of noted areas of deficiency.

Increased resident and employee satisfaction: An efficient maintenance department can help ensure that facilities and equipment is well-maintained and in good working condition, which can help increase resident satisfaction and timeliness of service.

Currently Woodingford Lodge has the following personnel within the Maintenance Department:

Coordinator of Environmental Services– 80 hours

REQUEST DETAILS

FT – 80 hours (proposal to move to Lead Hand title and responsibilities)

PT – 72 hours (proposal to increase 8 hours per week to Fulltime)

PT – 48 hours

PT – 24 hours

Woodingford Lodge had a Maintenance lead hand position up to 2021. This position's responsibilities were to: inspect, provide service on maintenance and building systems, life systems, building contents and grounds, and provide direction to the maintenance workers. This oversight position has been dissolved into the Coordinator of Environmental Services' role.

The Coordinator of Environmental Services' role has grown in capacity to include oversight of increasing ministry standards requiring compliance, increased committee requirements such as Joint Occupational Health and Safety, pandemic planning, accreditation, and increased maintenance demands due to aging systems. These increases in administrative requirements have decreased the role's capacity to supervise and be a hands on support within all three sites.

The oversight and supervision of the increasing maintenance demands requires the re-implementation of a Lead Hand position. The request is for a title change and not a new FTE position.

Woodingford Lodge is also seeking an increase in maintenance hours (8 hours) to bring a Part-time employee to Full-time.

The aging building demands for all three sites require more attention and care to ensure that the facilities are safe and comfortable for our residents. This includes regular inspections, repairs, and replacements of equipment and infrastructure.

The increase in daily maintenance tickets due to wear and tear of the home is a clear indication that more maintenance hours are needed. The number of work orders has gone up from 106 in 2018 to 135 in the first 8 months of 2023, which is already an increase of 52%. This trend is likely to continue unless more resources are allocated to maintenance.

Additional maintenance hours will aid in providing assistance to our home operations when needed. This will help ensure that the facilities run smoothly and efficiently, with minimal disruptions to residents' daily routines. This includes additional Infection and Control roles and responsibilities, room preparedness for special events and room preparation for resident admissions. Resident turnover rate has increased by 20% from 2022 to 2023. This directly impacts maintenance as time is required to move items, repair and paint each room prior to admission.

Increasing maintenance hours will lead to improved coverage in all three locations. This means that all areas of the organization will receive adequate attention and care, which can help prevent issues from arising in the first place, saving the organization the money this increase in hours would generate. This increase in hours would assist in vacation and sick time coverage, decreasing overtime and maintaining consistent service standards.

REQUEST DETAILS

Finally, increased annual education requirements within the Fixing Long Term Care Act will be met with additional maintenance hours. This can help ensure that staff members are up to date with the latest best practices and techniques for maintaining long-term care facilities.

Overall, increasing maintenance supervision and hours in your long-term care homes will have numerous benefits for both residents and staff members. It will help ensure that the facility is safe, comfortable, and efficient, which can lead to better outcomes for everyone involved.

By investing in additional maintenance hours to provide an effective repair and maintenance program, we can ensure that facilities systems and components operate efficiently throughout their service lives. Conversely, delaying repairs of facilities can shorten service life and result in an increase in sustainment cost. By increasing hours and supervision, allowing us to perform preventive maintenance, we can prolong the life of our equipment, reduce downtime, decrease reactive maintenance requests, manage compliance and inspection needs, and prevent emergency repairs from occurring.

BUDGET REQUIREMENTS

| | One-time | Base | Total Budget |
|-----------------------|------------|-----------------|-----------------|
| Salaries and benefits | \$- | \$33,760 | \$33,760 |
| County Levy | \$- | \$33,760 | \$33,760 |

FTE Change – Personal Support Worker

FTE 2024-09

| SUMMARY | |
|----------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|
| Type of FTE request | Service Level |
| Classification | Full-time - Permanent |
| Job Title | PSW |
| FTE | 5.6 |
| Description | Requesting increased Personal Support Worker (PSW) hours to support the nursing and personal care services department for Woodstock Woodingford Lodge. |

| STRATEGIC PLAN |
|-------------------------------------------------------------------------------------|
|  |
| <i>Continuous improvement and results-driven solutions</i> |

REQUEST DETAILS

The FTE change proposal is to add an additional 5.6 FTE PSW (extra 4 x 8 hrs shifts added 7 days per week).

Extra PSW staffing increases the amount of direct care time provided to the resident. Which is part of the government’s commitment that each resident receives four hours of direct care per day targets set out in the Fixing Long-term Care Home Act 2021. It will support the homes staffing contingency plan, support the needs of the more complex resident care needs we are seeing with goal that our seniors get the quality of care and quality of life they need and deserve both now and in the future.

PSW to resident ratio currently in Woodstock is one PSW per 9 residents on day and evening shift and one PSW per 26 residents on night shift. With added PSW FTE changes one PSW to resident ratio would be decreased. Resident care needs have increased and statistics back in 2011 show that 1 in 2 residents admitted to LTC require high level of care with 80% with cognitive impairment and physical frailty compared to 10 years ago. These complex care needs require more direct personal care hours.

BUDGET REQUIREMENTS

| | One-time | Base | Total Budget |
|------------------------------------|----------|----------------|----------------|
| Revenues | | | |
| RN, RPN & PSW Supplemental Funding | \$- | \$589,109 | \$589,109 |
| Total revenues | - | 589,109 | 589,109 |
| Salaries and benefits | - | 589,109 | 589,109 |
| County Levy | \$- | \$- | \$- |

FTE Change – Support Service Clerks

FTE 2024-10

| SUMMARY | |
|----------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Type of FTE request | Service Level |
| Classification | Part-time - Permanent |
| Job Title | Support Service Clerks |
| FTE | 0.2 |
| Description | Increase hours weekly by 7.5 (104.5 to 112) to ensure strong customer service, consistency in coverage and backup support throughout the seven day work week. |

STRATEGIC PLAN



Continuous improvement and results-driven solutions

REQUEST DETAILS

Woodingford Lodge is proud of the exceptional Customer Service we provide to our residents and on average 675 weekly visitors. A strong customer service program within the Long Term Care industry can help improve resident and visitor satisfaction, which can lead to better experience, decreased concerns and increased referrals. Currently the Woodstock location is budgeted for 104.5 hours support clerk coverage utilizing 1 FTE and 3 PTE to provide that coverage.

This role is responsible for:

- Being the face of the organization providing support and direction to our visitors and vendors, ensuring directives by Public Health and Ministry of Health on visiting guidelines are being followed.
- Supports resident daily requests including providing banking services, mail delivery and trust account management.
- Provides daily coverage for the organizations scheduling team ensuring staff vacancies are covered in all departments for all sites outside of the schedulers' hours.
- Provides admission support, covering for the admission coordinators absences and ensuring required documentation and process are completed in a timely manner and,
- Provides daily clerical support to all departments including but not limited to moving all organizations documents to Laserfiche, arranging resident care conferences and meetings and maintaining required databases.

REQUEST DETAILS

The current staffing levels and organization of the budgeted hours proves a challenge to cover all necessary shifts, especially on weekends. Weekend coverage is crucial as we see an increase in visitors and staff scheduling calls during this time. The ask of an increase in hours would allow us to hire a fourth PTE, redistribute hours equally between all PT staff and move to two staff scheduled on both Saturday and Sunday where we currently have one.

Having the two staff on weekends would ensure coverage for scheduling needs, resident and visitor support. This change in scheduling results in a 7.5 hour increase.

Current Master Schedule

| Position | POSITION NAME | Location | Mon | Tue | Wed | Thu | Fri | Sat | Sun | Total |
|----------|---------------------|----------|-------|-------|-------|-------|-------|------|------|--------|
| SSCWFL | SUPPORT CLERK - WFL | 391000 | 18.00 | 18.00 | 18.00 | 18.00 | 18.00 | 7.50 | 7.00 | 104.50 |

Proposed Maser Schedule for 2024

| Position | POSITION NAME | Location | Mon | Tue | Wed | Thu | Fri | Sat | Sun | Total Weekly |
|----------|---------------------|----------|-------|-------|-------|-------|-------|-------|-------|--------------|
| SSCWFL | SUPPORT CLERK - WFL | 391000 | 18.00 | 18.00 | 18.00 | 18.00 | 18.00 | 11.00 | 11.00 | 112.00 |

The need for this consistency in coverage that the increase of 7.5 hours weekly would allow us to ensure:

- Residents and their visitors receive prompt and courteous service, which can help improve their experience.
- That the entrance is being monitored to ensure resident safety by observing residents' ability to leave the home.
- Ensure safety of the home's residents and personal by monitoring appropriateness of visitors entering the home.
- Ensure staff vacancies are covered to ensure resident care needs are met.
- Long-term care organizations have directives around managing visitors, which can be time-consuming for staff. By having additional clerical hours, we can ensure that visitors are managed effectively, which can help reduce the burden on nursing staff allowing them to focus on clinical care.

REQUEST DETAILS

- Following the Fixing Long-Term Care Act, 2021, there has been an increased need for clerical and administrative support in long-term care organizations. By having additional and consistent clerical support we can ensure that we have the necessary support to meet these needs.
- Have additional personnel to support clerk vacancies in our satellite sites and provide coverage as needed.

Having additional part-time staff and the increase of 7.5 hours to ensure coverage would assist the home to maintain its strong customer service focus, meet requirements of governing bodies for overseeing visitors and assist in ensuring staff vacancies are filled to ensure resident care needs are met.

BUDGET REQUIREMENTS

| | One-time | Base | Total Budget |
|-----------------------|----------|----------|--------------|
| Salaries and benefits | \$- | \$16,262 | \$16,262 |
| County Levy | \$- | \$16,262 | \$16,262 |

New Initiative – MealSuite - Food Management System (Woodstock)

NI 2024-11

SUMMARY

Woodingford Lodge is asking to purchase a Food Service Management Software system called MealSuite to improve efficiencies, reduce costs associated with meal planning and waste and improve resident safety. Currently the department is utilizing two separate systems of ECPS and POS (Point of Service) that are not linked nor compatible with other departmental systems.

STRATEGIC PLAN

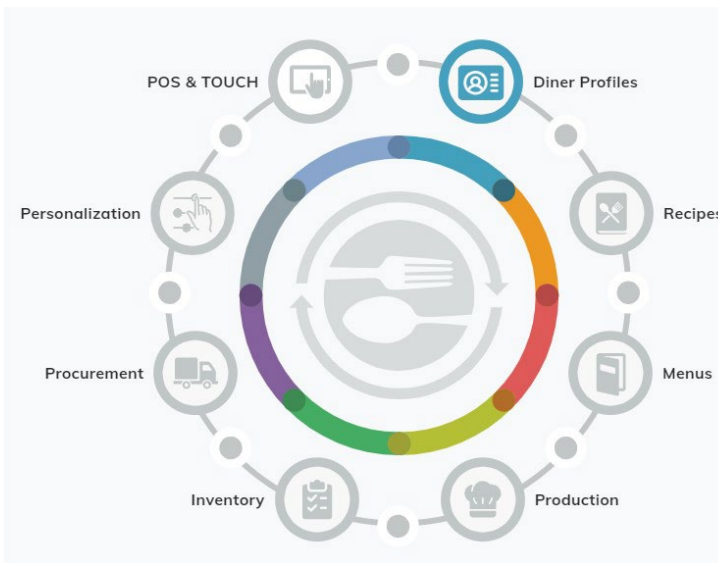


Continuous improvement and results-driven solutions

REQUEST DETAILS

MealSuite is an all-in-one technology platform that would assist our organization to digitize nutritional operations.

The key features this program includes:



Resident Profiles- Mealsuite integrates with our current clinical software Point Click Care (PCC) to alleviate risk as it delivers a personalized experience pulling and tracking resident preferences, locations, allergies, textures and diet orders as prescribed by their physicians and or dieticians. Our current system does not link to PCC and is managed by ongoing manual data entry requiring changes daily as our resident

profile changes. This increases our risk of error and is time consuming from nutritional leaders, taking time away from departmental operations and resident service.

Recipes- MealSuite hosts 9000+ regular and therapeutic recipes created by registered dietitians. The recipes come with specific nutritional data, dislikes and allergen flags to ensure resident safety. Recipes are displayed electronically and would substantially decrease the use of paper waste in the kitchen.

Menus- The system would allow us to easily plan menus that meet our imputed budget, ensure quality, reduce waste and meet our required nutritional standards.

Production Management – The system streamlines production and reduces waste by forecasting service requirements based on past usage and ordering trends. It will allow us to print production by area reducing paper usage.

Inventory- The system allows for the entering and tracking of inventory ensuring we know what is available to decrease ordering surplus and saving dollars. Current software does not have this capability.

Procurement- Integrates with our current Sysco ordering system, tracks products in storage to calculate and report inventory levels with values. The current system does not interface with our ordering partners, creating an increase in time and decrease in ability to track and run reports.

Personalization – Mealsuite supports tableside and in room dining which is imperative when residents are in isolation due to outbreak directives. It allows for table side/bedside ordering to tray tickets, snack labels and individualized menus.

POS and TOUCH – Eliminates need for paper recipes as all production requirements and recipes are on touch screens in the kitchen to improve order accuracy and remove the need for paper completely. TOUCH service allows residents to order online with flags for dietary concerns, order sent to dietary screens to complete plating of chosen meal, items then tracked for resident preference and meal supply inventory.

Overall benefits includes:

- Mealsuite interfaces with our current systems of Point Click Care and Sysco ordering to control resident safety, inventory and budget controls.
- Strong onboarding program and support 24/7
- Mealsuite is used by nursing and dietary to ensure collaboration between teams. Ensuring dietary and nursing are using the same data for risk management, and ensuring residents are served what was ordered by dietitian or physician.
- Designed to automate and simplify our end-to-end foodservice operations, so that staff can spend more time focusing on the quality of care for our residents
- Streamlined operations mean less administrative load, boosted efficiencies and more time for staff to spend with residents
- MealSuite provides a comprehensive card file with the ability to keep record of resident likes, dislikes, allergens, and diet orders so you can cultivate personalized dining experiences that ultimately boost satisfaction. Resident Satisfaction Survey results of 2022

indicated less than 20% of our residents indicated they were very satisfied with our meal choice and quality. This system would assist in providing the necessary improvements to ensure resident satisfaction improves.

Overall, the change to MealSuite over our current software platforms would allow us to decrease administrative workload, increase resident safety, decrease waste and assist us to effectively manage our budget. Savings will be reviewed after one year of implementation.

BUDGET REQUIREMENTS

| | One-time | Base | Total Budget |
|--------------------------------------------------------|-----------------|-----------------|-----------------|
| Operating expenses | | | |
| Monthly Recurring Fee - MealSuite Care Pro | - | 5,312 | 5,312 |
| Monthly Recurring Fee - Success + Program Care Edition | - | 965 | 965 |
| Monthly Recurring Fee - Connect Interface - PCC | - | 1,575 | 1,575 |
| Monthly Recurring Fee - Touch-Paperless Bundle | | 3,041 | 3,041 |
| Setup Fee - Success + Program Care Pro | 1,525 | | 1,525 |
| Setup Fee - Connect Interface - PCC | 1,017 | | 1,017 |
| Setup Fee -Touch - Paperless Bundle | 1,526 | | 1,526 |
| MDM Subscription | | 1,026 | 1,026 |
| SLA-Gold-Tablet Service Agreement | | 220 | 220 |
| SLA-Gold Monitor Service Agreement | | 488 | 488 |
| Cancellation of POS Software | | (2,500) | (2,500) |
| Total operating expenses | 4,068 | 10,126 | 14,195 |
| Capital | | | |
| Elo-Android - 22 - Qty 8 | 15,272 | - | 15,272 |
| Samsung-Tab A* - 10.5 w/Case | 2,558 | - | 2,558 |
| Ceiling Mount Long | 2,814 | | 2,814 |
| LX-Desk Mount | 475 | | 475 |
| Network Cables | 87 | - | 87 |
| Total capital | 21,206 | - | 21,206 |
| County Levy | \$25,275 | \$10,126 | \$35,401 |



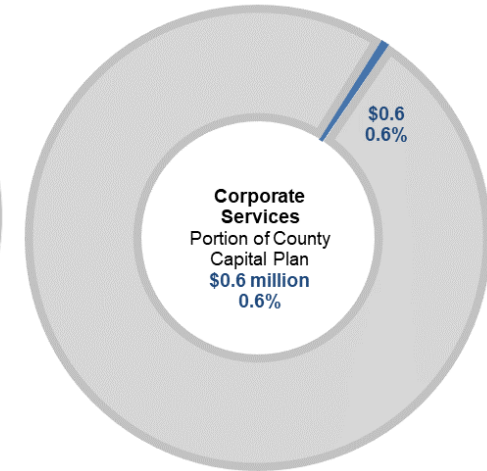
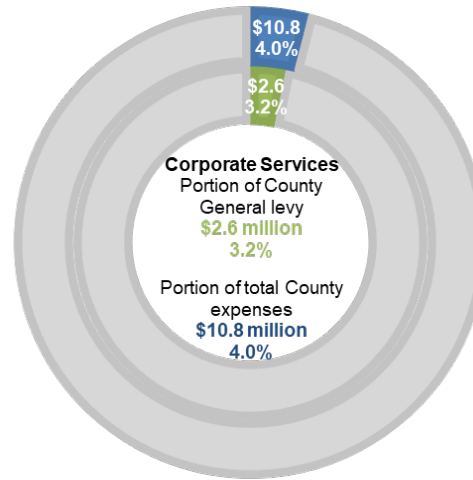
Corporate Services

2024

**BUSINESS
PLAN &
BUDGET**

www.oxfordcounty.ca/budget

Corporate services focuses on supporting internal services, area municipal services and the public.



| Division | Division Description | Services | 2024 FTE Base | 2024 FTE Temp |
|------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|---------------|
| Corporate Services Director of Corporate Services | Clerks Oversees and manages the legislative process and related activities of Council, providing administrative support including the preparation of Agendas, Minutes, Reports and By-laws. Includes Archives which acquires, conserves and provides access to the inactive historical records of the County of Oxford, its local boards and some of its area municipalities. | <ul style="list-style-type: none"> Archives Outreach, and Programming Archives Reference and Information Archives Collections and Resource Management Council Support Records Management Risk Management | 4.0 | 0.0 |
| | Customer Service Committed to supporting a culture of performance excellence and continuous improvement in meeting the needs of residents, stakeholders and employees of the County and Area Municipalities. | <ul style="list-style-type: none"> Administrative Support | 5.2 | 0.0 |

| Division | Division Description | Services | 2024 FTE Base | 2024 FTE Temp |
|-------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|---------------|
| Information Technology | Provides professional support services including: computer and other technology equipment related support for County Council, County departments, and staff. Provide network support and internet access to all County facilities, Area Municipal facilities, and community partners in Oxford County. | <ul style="list-style-type: none"> ▪ IT Infrastructure | 12.0 | 0.0 |
| Information Services | Provide professional support services including: Geographic Information System (GIS) and application development and programming support to County Council, County departments, staff, Area Municipalities and community partners. | <ul style="list-style-type: none"> ▪ Business Applications | 11.3 | 0.0 |
| Provincial Offences Administration | Responsible for the delivery of the administrative, prosecutorial, and court support functions as prescribed under the <i>Provincial Offences Act</i> . | <ul style="list-style-type: none"> ▪ Court Administration and Prosecution | 5.0 | 0.0 |
| Finance | Provides professional support services including: payroll, accounts receivable, accounts payable, budgeting, financial analysis, financial reporting and financial statement preparation. | <ul style="list-style-type: none"> ▪ Accounting ▪ Payroll ▪ Fiscal Management ▪ Treasury ▪ Asset Management | 18.0 | 0.0 |
| Assessment Management | | <ul style="list-style-type: none"> ▪ Assessment Base Management | 0.0 | 0.0 |
| Total | | | 55.5 | 0.0 |

5 Year Projected Budget

| | 2024 | 2025 | 2026 | 2027 | 2027 |
|------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| | BUDGET | PROJECTED | PROJECTED | PROJECTED | PROJECTED |
| | BUDGET | BUDGET | BUDGET | BUDGET | BUDGET |
| OPERATING | | | | | |
| REVENUES | | | | | |
| GENERAL REVENUES | (1,392,075) | (1,292,700) | (1,295,300) | (1,298,000) | (1,300,700) |
| OTHER REVENUES | (15,750) | (100,000) | - | - | (100,000) |
| INTERDEPARTMENTAL RECOVERIES | (6,179,313) | (5,999,133) | (6,128,132) | (6,324,504) | (6,481,120) |
| TOTAL REVENUES | (7,587,138) | (7,391,833) | (7,423,432) | (7,622,504) | (7,881,820) |
| EXPENSES | | | | | |
| SALARIES AND BENEFITS | 6,286,558 | 6,532,923 | 6,707,018 | 6,936,096 | 7,143,011 |
| OPERATING EXPENSES | 2,992,915 | 2,629,425 | 2,569,981 | 2,605,217 | 2,729,998 |
| RESERVE TRANSFERS | 270,618 | 260,618 | 260,618 | 260,618 | 260,618 |
| INTERDEPARTMENTAL CHARGES | 655,711 | 669,296 | 687,113 | 705,266 | 722,151 |
| TOTAL EXPENSES | 10,205,802 | 10,092,262 | 10,224,730 | 10,507,197 | 10,855,778 |
| NET OPERATING | 2,618,664 | 2,700,429 | 2,801,298 | 2,884,693 | 2,973,958 |
| CAPITAL | | | | | |
| CAPITAL REVENUES | (615,300) | (207,550) | (260,900) | (446,505) | (109,300) |
| CAPITAL EXPENSES | 624,800 | 207,550 | 260,900 | 446,505 | 109,300 |
| NET CAPITAL | 9,500 | - | - | - | - |
| SUMMARY | | | | | |
| TOTAL REVENUES | (8,202,438) | (7,599,383) | (7,684,332) | (8,069,009) | (7,991,120) |
| TOTAL EXPENSES | 10,830,602 | 10,299,812 | 10,485,630 | 10,953,702 | 10,965,078 |
| TOTAL LEVY | 2,628,164 | 2,700,429 | 2,801,298 | 2,884,693 | 2,973,958 |

Services Overview

| Service | Service Description | 2022 Service Level | Service Type |
|----------------------------|---------------------|----------------------------------------------------------------------------------------------|--------------|
| Assessment Base Management | | \$0.1M New and retained assessment annualized tax dollars (County and Area Municipal) | Support |

Budget

| | 2023 | 2023 | LESS: 2023 | 2024 | 2024 | 2024 | \$ OVER | % OVER |
|---------------------------------|----------|---------|---------------|-------------|----------------|---------|-------------|-------------|
| | FORECAST | BUDGET* | NON-RECURRING | BASE BUDGET | BUDGET IMPACTS | BUDGET | 2023 BUDGET | 2023 BUDGET |
| OPERATING EXPENSES | | | | | | | | |
| CONTRACTED SERVICES | 100,000 | 100,000 | - | - | - | 100,000 | - | - |
| TOTAL OPERATING EXPENSES | 100,000 | 100,000 | - | - | - | 100,000 | - | - |
| TOTAL EXPENSES | 100,000 | 100,000 | - | - | - | 100,000 | - | - |
| NET OPERATING | 100,000 | 100,000 | - | - | - | 100,000 | - | - |
| SUMMARY | | | | | | | | |
| TOTAL EXPENSES | 100,000 | 100,000 | - | - | - | 100,000 | - | - |
| TOTAL LEVY | 100,000 | 100,000 | - | - | - | 100,000 | - | - |
| % BUDGET INCREASE (DECREASE) | | | - | - | - | - | | |

* May include in-year approved transfer and/or account reclassifications in accordance with Purchasing Policy No. 6.07

Services Overview

Full-Time Equivalents **4.0 FTE**




→ **0.0**
 Base

| Service | Service Description | 2022 Service Level | Service Type |
|----------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------|--------------|
| Archives Outreach and Programming | An external service that provides educational opportunities to interested persons about the archives of the County of Oxford. | 7 Programmed activities | Information |
| Archives Reference and Information | An external service that provides access to the inactive historical records of the County of Oxford. | 971 Information Requests | Information |
| Archives Collections and Resource Management | An internal service that acquires and conserves the inactive historical records of the County of Oxford, its agencies, boards and commissions. | 1805 sq. ft of records managed | Support |
| Council Support | An internal service that supports County Council's lawful decision making process for the County of Oxford. | 27 Council meetings | Support |
| Records Management | An internal service that provides for the safekeeping of the County's official records, both paper and electronic, and facilitates compliance with applicable access and privacy laws. | 1636 sq. ft and 876,681 electronic records managed | Support |
| Risk Management | An internal service which exists to protect the municipality and its officers, employees, volunteers and Councillors against risks that may involve pecuniary loss or liability, property damage or injury. | 2 Claims resolved | Support |

Key Performance Indicators

| | 2020 Actual | 2021 Actual | 2022 Actual | 2023 Forecast | 2024 Budget | Target |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|-------------|-------------|---------------|-------------|--------|
| Total fonds in ARCHEION | 76 | 76 | 89 | 142 | 150 | ↑ |
| Presentations: Education/youth groups and misc. service clubs/organizations | 11 | 5 | 7 | 15 | 20 | ↑ |
| Special projects: conservation and preservation of paper documents, photographs, and other media; transcriptions/digitization; preparation of special displays/online content | 38 | 32 | 40 | 42 | 45 | ↑ |
| Research inquiries: internal, telephone, mail/email, research, visitors, social media | 643 | 696 | 971 | 1000 | 1050 | ↑ |
| Instagram Followers | 818 | 989 | 1097 | 1250 | 1300 | ↑ |
| Claims against the Municipality | 7 | 1 | 7 | 3 | 3 | ↓ |
| Claims Closed | 1 | 1 | 1 | 2 | 3 | ↑ |
| Total MFIPPA requests for reporting year | 13 | 28 | 22 | 35 | 50 | N/A |
| Total PHIPA requests for reporting year | 50 | 49 | 73 | 100 | 100 | N/A |
| Percentage of MFIPPA responses within statutory time frame | 100% | 100% | 100% | 100% | 100% | 100% |
| Records Managed (sq. ft) | 1,637 | 1,636 | 1,636 | 1,636 | 1,500 | ↓ |
| Records Managed (electronic) | 606,839 | 698,697 | 876,681 | 1,000,000 | 1,200,000 | ↑ |

Goals and Objectives

| Description | 2024 | 2025 | 2026 | Strategic Plan | Other Plan Alignment |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|------|------|--------------------------------------------------------------------------------------------------------------------------------------------|----------------------|
| <p>Oxford Anniversaries Planning and coordinating of events and promotional materials celebrating 175 years since incorporation, 50 years since restructuring, and 25 years since the establishment of the Oxford County Archives; all in 2025; starting with the creation of three promotional banners highlighting the evolution and history of the Oxford County.</p> | ● | ● | |  Collaborate with our partners and communities | |
| <p>Online Exhibit Digital Museums Canada Online exhibit in collaboration with the Woodstock Art Gallery “Through Ella’s Eyes: A Year in the life of a Victorian Canadian Woman” covering the 1860 diary of Ella Youmans, mother of artist, Florence Carlyle, while teaching in North Carolina at the brink of the American Civil War.</p> | ● | ● | ● |  Community health, safety and well-being | |
| <p>Records Management Program review Review of the County’s current records management program including physical holdings, retention schedules, EDRMS, and pertinent policies to improve service and efficiency, and implementation of new technologies, such as barcoding, to assist with the County’s record management procedures.</p> | ● | ● | ● |  Continuous improvement and results-driven solutions | |

Budget

| | 2023 | 2023 | LESS: 2023 | 2024 | 2024 | 2024 | \$ OVER | % OVER |
|----------------------------------------|----------------|----------------|---------------|----------------|----------------|----------------|----------------|--------------|
| | FORECAST | BUDGET* | NON-RECURRING | BASE BUDGET | BUDGET IMPACTS | BUDGET | 2023 BUDGET | 2023 BUDGET |
| OPERATING | | | | | | | | |
| REVENUES | | | | | | | | |
| GENERAL REVENUES | | | | | | | | |
| USER FEES AND CHARGES | (5,500) | (3,500) | - | (1,500) | - | (5,000) | (1,500) | 42.9% |
| TOTAL GENERAL REVENUES | (5,500) | (3,500) | - | (1,500) | - | (5,000) | (1,500) | 42.9% |
| TOTAL REVENUES | (5,500) | (3,500) | - | (1,500) | - | (5,000) | (1,500) | 42.9% |
| EXPENSES | | | | | | | | |
| SALARIES AND BENEFITS | | | | | | | | |
| SALARIES | 339,000 | 345,227 | - | 19,417 | - | 364,644 | 19,417 | 5.6% |
| BENEFITS | 107,883 | 99,848 | - | 9,780 | - | 109,628 | 9,780 | 9.8% |
| TOTAL SALARIES AND BENEFITS | 446,883 | 445,075 | - | 29,197 | - | 474,272 | 29,197 | 6.6% |
| OPERATING EXPENSES | | | | | | | | |
| MATERIALS | 49,218 | 47,275 | - | 2,915 | 10,000 | 60,190 | 12,915 | 27.3% |
| CONTRACTED SERVICES | 4,222 | 4,000 | - | - | - | 4,000 | - | - |
| TOTAL OPERATING EXPENSES | 53,440 | 51,275 | - | 2,915 | 10,000 | 64,190 | 12,915 | 25.2% |
| INTERDEPARTMENTAL CHARGES | | | | | | | | |
| INTERDEPARTMENTAL CHARGES | 136,927 | 136,927 | - | 4,813 | - | 141,740 | 4,813 | 3.5% |
| TOTAL INTERDEPARTMENTAL CHARGES | 136,927 | 136,927 | - | 4,813 | - | 141,740 | 4,813 | 3.5% |
| TOTAL EXPENSES | 637,250 | 633,277 | - | 36,925 | 10,000 | 680,202 | 46,925 | 7.4% |
| NET OPERATING | 631,750 | 629,777 | - | 35,425 | 10,000 | 675,202 | 45,425 | 7.2% |
| SUMMARY | | | | | | | | |
| TOTAL REVENUES | (5,500) | (3,500) | - | (1,500) | - | (5,000) | (1,500) | 42.9% |
| TOTAL EXPENSES | 637,250 | 633,277 | - | 36,925 | 10,000 | 680,202 | 46,925 | 7.4% |
| TOTAL PROGRAM SURPLUS/DEFICIT | - | - | - | - | - | - | - | - |
| TOTAL LEVY | 631,750 | 629,777 | - | 35,425 | 10,000 | 675,202 | 45,425 | 7.2% |
| % BUDGET INCREASE (DECREASE) | | | - | 5.6% | 1.6% | 7.2% | | |

* May include in-year approved transfer and/or account reclassifications in accordance with Purchasing Policy No. 6.07

Budget Impact Details

| | REFERENCE | OPERATING EXPENSES | CAPITAL EXPENSES | REVENUES | TAXATION | % |
|----------------------------|-----------|--------------------|------------------|----------|---------------|-------------|
| ONE-TIME ITEMS | | | | | | |
| CLK-History display panels | | 3,500 | - | - | 3,500 | 0.6% |
| | | 3,500 | - | - | 3,500 | 0.6% |
| NEW INITIATIVES | | | | | | |
| CLK-FOI Solutions | NI2024-12 | 6,500 | - | - | 6,500 | 1.0% |
| | | 6,500 | - | - | 6,500 | 1.0% |
| TOTAL | | 10,000 | - | - | 10,000 | 1.6% |

New Initiative – Corporate Services – FOI Solutions

NI 2024-12

SUMMARY

This request is for the approval of the implementation of Vayle FOI Solutions.

With the continual increase of MFIPPA and PHIPA requests being received by the County annually, this request would enable staff to streamline and automate the County’s FOI compliance programs by using one single platform to record, track, and respond to Freedom of Information (FOI) inquiries.

STRATEGIC PLAN



Continuous improvement and results-driven solutions

REQUEST DETAILS

Under the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA), municipal governments are required to respond to public information requests within legislated timelines. Over the last few years, the County has seen a rise in Freedom of Information requests received, including over 100 requests received to date this year, which has impacted staff time due to the volume and nature of the requests. As these requests continue to rise, it is important that the County find a way to efficiently tract requests and responses, while effectively freeing up valuable staff time and ensuring compliance with the law.

The Association of Municipalities of Ontario (AMO) has partnered with Vayle FOI software to offers a secure cost-effective digital platform to automate the time-consuming elements of FOI programs. It includes request tracking, due date compliance, fee calculations, task reminders, written responses, program analytics, and “one-click” annual report generation for the Information and Privacy Commissioner of Ontario (IPC), which is a requirement under the Act. Vayle FOI software is already widely adopted among Ontario municipal organizations of all sizes, saving considerable time and resources while reducing compliance risks.

Implementing FOI Solutions to support the County’s Legislative Services program, will enable staff to work more efficiently in responding to FOI inquires within the legislated timelines, ensuring accurate and detailed responses to all requests, and mitigate compliance risk.

BUDGET REQUIREMENTS

| | One-time | Base | Total Budget |
|---------------------------------------------------------------------------|----------------|----------------|----------------|
| Operating expenses | | | |
| Computer Software and Support - Setup fee and training | \$2,000 | \$- | \$2,000 |
| Computer Software and Support - Annual fee (including 2 additional users) | - | 4,500 | 4,500 |
| Total operating expenses | 2,000 | 4,500 | 6,500 |
| County Levy | \$2,000 | \$4,500 | \$6,500 |

Services Overview

Full-Time Equivalents **5.2 FTE**

↑1.0 Base
+0.0 Temporary


| Service | Service Description | 2022 Service Level | Service Type |
|------------------------|---------------------------------------------------------------------------------------------------|-------------------------------|--------------|
| Administrative Support | An internal service which provides administrative support to all County departments and services. | 2,111 service requests | Support |

- 1.0 FTE Business and Policy Analyst Full-time** - support analyzing, developing, and implementing corporate business processes and policies that enhance the efficiency, transparency, and accountability of our services **FTE 2024-11**

Key Performance Indicators

| | 2020 Actual | 2021 Actual | 2022 Actual | 2023 Forecast | 2024 Budget | Target |
|------------------------------------------------------------------------------------|-------------|-------------|-------------|---------------|-------------|--------|
| Service Requests initiated at Customer Service (Cityworks, Cartegraph and WorxHub) | 2,203 | 2,053 | 2,111 | 2,299 | 2,200 | N/A |

Goals and Objectives

| Description | 2024 | 2025 | 2026 | Strategic Plan | Other Plan Alignment |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|------|------|----------------------------------------------------------------------------------------------------------------------------------------------|----------------------|
| CRM Software Implement a Customer Relationship Management software solution to optimize our operations, improve citizen satisfaction, and deliver efficient and responsive services to the community. | ● | ● | ● |  Continuous improvement and results-driven solutions | |

Budget

| | 2023 | 2023 | LESS: 2023 | 2024 | 2024 | 2024 | \$ OVER | % OVER |
|-------------------------------------------|------------------|------------------|---------------|-----------------|------------------|------------------|------------------|--------------|
| | FORECAST | BUDGET* | NON-RECURRING | BASE BUDGET | BUDGET IMPACTS | BUDGET | 2023 BUDGET | 2023 BUDGET |
| OPERATING | | | | | | | | |
| REVENUES | | | | | | | | |
| GENERAL REVENUES | | | | | | | | |
| PROVINCIAL GRANTS | - | - | - | - | (34,091) | (34,091) | (34,091) | - |
| USER FEES AND CHARGES | (539) | (120) | - | (380) | - | (500) | (380) | 316.7% |
| TOTAL GENERAL REVENUES | (539) | (120) | - | (380) | (34,091) | (34,591) | (34,471) | 28,725.8% |
| INTERDEPARTMENTAL RECOVERIES | | | | | | | | |
| INTERDEPARTMENTAL RECOVERIES | (693,699) | (693,699) | - | 97,747 | (163,361) | (759,313) | (65,614) | 9.5% |
| TOTAL INTERDEPARTMENTAL RECOVERIES | (693,699) | (693,699) | - | 97,747 | (163,361) | (759,313) | (65,614) | 9.5% |
| TOTAL REVENUES | (694,238) | (693,819) | - | 97,367 | (197,452) | (793,904) | (100,085) | 14.4% |
| EXPENSES | | | | | | | | |
| SALARIES AND BENEFITS | | | | | | | | |
| SALARIES | 407,471 | 458,774 | - | (77,308) | 81,825 | 463,291 | 4,517 | 1.0% |
| BENEFITS | 110,898 | 130,270 | - | (19,124) | 26,527 | 137,673 | 7,403 | 5.7% |
| TOTAL SALARIES AND BENEFITS | 518,369 | 589,044 | - | (96,432) | 108,352 | 600,964 | 11,920 | 2.0% |
| OPERATING EXPENSES | | | | | | | | |
| MATERIALS | 18,087 | 18,715 | - | (1,745) | 87,100 | 104,070 | 85,355 | 456.1% |
| CONTRACTED SERVICES | 4,569 | 9,560 | - | 10 | - | 9,570 | 10 | 0.1% |
| RENTS AND FINANCIAL EXPENSES | 44,000 | 44,000 | - | 1,000 | - | 45,000 | 1,000 | 2.3% |
| TOTAL OPERATING EXPENSES | 66,656 | 72,275 | - | (735) | 87,100 | 158,640 | 86,365 | 119.5% |
| INTERDEPARTMENTAL CHARGES | | | | | | | | |
| INTERDEPARTMENTAL CHARGES | 32,500 | 32,500 | - | (200) | - | 32,300 | (200) | (0.6%) |
| TOTAL INTERDEPARTMENTAL CHARGES | 32,500 | 32,500 | - | (200) | - | 32,300 | (200) | (0.6%) |
| TOTAL EXPENSES | 617,525 | 693,819 | - | (97,367) | 195,452 | 791,904 | 98,085 | 14.1% |
| NET OPERATING | (76,713) | - | - | - | (2,000) | (2,000) | (2,000) | - |
| CAPITAL | | | | | | | | |
| CAPITAL EXPENSES | - | - | - | - | 2,000 | 2,000 | 2,000 | - |
| NET CAPITAL | - | - | - | - | 2,000 | 2,000 | 2,000 | - |

| | 2023 | 2023 | LESS: 2023 | 2024 | 2024 | | \$ OVER | % OVER |
|------------------------------|-----------|-----------|------------|----------|-----------|-----------|-----------|--------|
| | FORECAST | BUDGET* | NON- | BASE | BUDGET | 2024 | 2023 | 2023 |
| SUMMARY | | | RECURRING | BUDGET | IMPACTS | BUDGET | BUDGET | BUDGET |
| TOTAL REVENUES | (694,238) | (693,819) | - | 97,367 | (197,452) | (793,904) | (100,085) | 14.4% |
| TOTAL EXPENSES | 617,525 | 693,819 | - | (97,367) | 197,452 | 793,904 | 100,085 | 14.4% |
| TOTAL LEVY | (76,713) | - | - | - | - | - | - | - |
| % BUDGET INCREASE (DECREASE) | | | - | - | - | - | | |

* May include in-year approved transfer and/or account reclassifications in accordance with Purchasing Policy No. 6.07

Budget Impact Details

| | REFERENCE | OPERATING EXPENSES | CAPITAL EXPENSES | REVENUES | INTERDEPT RECOVERY | % |
|----------------------------------------------|------------|--------------------|------------------|----------|--------------------|-------|
| SERVICE LEVEL | | | | | | |
| CS-Business and Policy Analyst FTE | FTE2024-11 | 111,452 | 2,000 | - | 113,452 | 16.4% |
| | | 111,452 | 2,000 | - | 113,452 | 16.4% |
| NEW INITIATIVES | | | | | | |
| CS-Customer relationship management software | NI2024-13 | 84,000 | - | 34,091 | 49,909 | 7.2% |
| | | 84,000 | - | 34,091 | 49,909 | 7.2% |
| TOTAL | | 195,452 | 2,000 | 34,091 | 163,361 | 23.5% |

Capital Budget

| PROJECT # AND NAME | DESCRIPTION | ASSET ACTIVITY | ASSET RATING | TOTAL | 2024 REQUEST** | 2025 | 2026-2033 |
|-----------------------------|------------------------------------------------------|----------------|--------------|---------|----------------|------|-----------|
| COMPUTER EQUIPMENT | | | | | | | |
| 121000 - Computer Equipment | Laptop for Business and Policy Analyst (FTE 2024-11) | Expansion | N/A | \$2,000 | 2,000 | - | - |
| | | | | \$2,000 | \$2,000 | \$0 | \$0 |

** The 2024 Request represents the additional or new project budget requested and does not include the Carry Forward Budget for prior year's approved budget not spent.

FTE Change – Business and Policy Analyst

FTE 2023-11

| SUMMARY | |
|----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Type of FTE request | Service Level |
| Classification | Full-time - Permanent |
| Job Title | Business and Policy Analyst |
| FTE | 1.0 |
| Description | To support analyzing, developing, and implementing corporate business processes and policies that enhance the efficiency, transparency, and accountability our services. To collaborate with various stakeholders, conduct research, provide valuable insights and support the continuous improvement of our corporate operations. |

STRATEGIC PLAN



Continuous improvement and results-driven solutions

REQUEST DETAILS

The Corporate Service Director and Managers no longer have the capacity to carryout these important functions to ensure our services, policies, procedures remain relevant, effective and efficient. With the significant increase in workload we have been experiencing in the past three years it has become apparent that we the need to modernize our work processes through automation and digitization. This dedicated resource will ensure staff optimizes innovation and technology to deliver the best value to our stakeholders and community in a timely manner with impactful results.

The key responsibilities of the position will focus on corporate policy and business process analysis; policy development in collaboration with cross-functional teams; data collection and interpretation to inform policy decisions; stakeholder engagement; impact assessment; monitor legal compliance; documentation; project management; training and informing of corporate policy; business continuity; continuous improvement; corporate performance measurement and reporting.

This position will be employed in early 2024 to assist with rolling out the AP Digitization Project and begin a collaborative search, assessment and implementation project to replace the Kronos scheduling system that will no longer be supported by the end of 2024 and a modernized payroll software that will provide more robust report generation and budget analysis flexibility. This position will also be engaged in updating legacy policies that need to be refreshed and more reflective of today’s corporate functions. Furthermore, this position will assume responsibility for the annual tax policy and assessment management processes in collaboration with our area municipal partners.

BUDGET REQUIREMENTS

| | One-time | Base | Total Budget |
|----------------------------------------|----------------|------------------|------------------|
| Salaries and benefits | \$- | \$108,352 | \$108,352 |
| Operating expenses | | | |
| Training | - | 2,000 | 2,000 |
| Membership | - | 500 | 500 |
| Advertising | 600 | - | 600 |
| Total operating expenses | 600 | 2,500 | 3,100 |
| Capital | | | |
| Computer Equipment: Laptop and monitor | 2,000 | - | 2,000 |
| Total capital | 2,000 | - | 2,000 |
| Net Interdepartmental Charge | \$2,600 | \$110,852 | \$113,452 |

New Initiative – Customer Relationship Management Software

NI 2024-13

SUMMARY

To enhance the customer service experience with an AODA-compliant Customer Relationship Management (CRM) software to allow for a centralized platform that enables efficient management of citizen interactions, streamlines internal processes, and supports data-driven decisions to enhance overall service delivery.

STRATEGIC PLAN



Continuous improvement and results-driven solutions

REQUEST DETAILS

With the closure of many workplaces during the COVID-19 pandemic, the Internet has become an essential tool for business continuity. The demand for local government to modernize and transform how it engages with its citizens is greater than ever before.

Multi-channel intake will allow residents to report issues, file complaints, and receive information on municipal services from the convenience of their device via web forms, social media, chat, e-mail, or phone. Notifications, chatbots, and newsletters will keep citizens informed of issues that may impact them proactively with custom message templates specific to the service type. This will reduce the amount of over-the-phone information requests received by the Customer Service team allowing more time for focused work to improve the quality of service delivery.

A CRM will give the County a central location to compile and organize customer data and history giving a clear picture of every customer interaction. Staff will be able to track and measure the progress of service requests in real-time, and respond directly to customers to allow for a closed-loop experience enabling meaningful action to enhance our level of service.

Knowledge tools will ensure Oxford County's corporate procedures and best practices are followed by providing current and consistent information when responding to each request. Currently, County departments have independent technology systems to track their work and knowledge base. Centralizing this ensures staff have access to the same information, reducing duplication and improving efficiency and overall customer experience.

The adoption of CRM software will provide a consistent onboarding experience with a focus on self-service learning. New employees can retrieve information from the knowledge base to find answers to their questions, understand their roles and responsibilities, and learn about the organization's policies and procedures.

REQUEST DETAILS

A CRM system can play a crucial role in developing key performance indicators (KPIs) and benefiting municipal services in several ways:

1. **Data Collection and Centralization:** A CRM system acts as a centralized repository for all citizen interactions and service-related data. It collects and stores information about citizen requests, complaints, inquiries, and feedback. This data is invaluable for developing KPIs as it provides a comprehensive view of our operations and citizen engagement.
2. **Customized Reporting:** CRM systems come with reporting and analytics tools that allow staff to generate customized reports. These reports can be tailored to specific KPIs, providing insights into performance metrics, service quality, citizen satisfaction and compliance reporting.
3. **Real-time Monitoring:** CRM systems offer real-time tracking of citizen interactions and service requests. Staff can monitor the status and progress of requests, allowing for immediate response to urgent matters and identifying areas where service improvements are needed, including during emergencies supporting crisis management.
4. **Citizen Feedback:** CRM systems capture feedback and sentiment from citizens. By analyzing this feedback, staff can identify areas of concern, measure citizen satisfaction, and develop KPIs related to service quality and responsiveness.
5. **Efficiency Metrics:** CRM systems help departments track the efficiency of their services. For example, KPIs related to response times, resolution times, and resource allocation can be developed based on CRM data, allowing departments to optimize their operations.
6. **Resource Allocation:** CRM systems provide insights into resource allocation. By analyzing data on service requests and citizen needs, staff can develop KPIs to assess the effectiveness of resource allocation, ensuring that services are distributed where they are most needed.
7. **Proactive Problem Solving:** CRM systems enable staff to identify recurring issues and trends. By developing KPIs related to issue recurrence and resolution, municipalities can proactively address problems, leading to improved service quality.
8. **Performance Benchmarking:** CRM data can be used to benchmark performance against industry standards and best practices. This helps set realistic KPIs and allows for continuous improvement in service delivery.

In summary, a CRM system serves as a valuable tool for developing KPIs and enhancing our services. By centralizing data, providing real-time insights, and facilitating data-driven decision-making. CRM systems have the ability to empower staff to optimize our operations, improve citizen satisfaction, and deliver efficient and responsive services to the community.

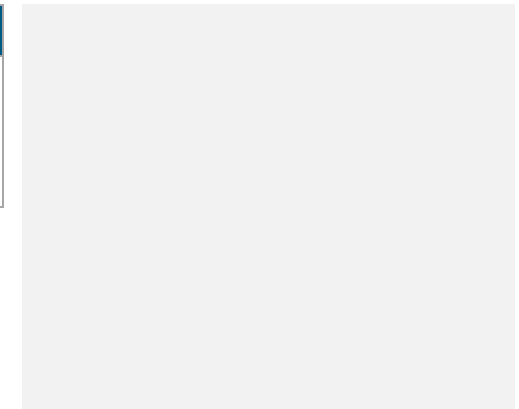
BUDGET REQUIREMENTS

| | One-time | Base | Total Budget |
|--------------------------------------------------------|-----------------|-----------------|-----------------|
| Revenues | | | |
| Modernization Funding | \$34,091 | \$- | \$34,091 |
| Total revenues | 34,091 | - | 34,091 |
| Operating expenses | | | |
| Computer Software and Support – Setup fee and training | \$43,000 | \$- | \$43,000 |
| Computer Software and Support – Annual fee | - | 41,000 | 41,000 |
| Total operating expenses | \$43,000 | \$41,000 | \$84,000 |
| County Levy | \$8,909 | \$41,000 | \$49,909 |

Services Overview

Full-Time Equivalents **11.3 FTE** → 0.0
Base




| Service | Service Description | 2023 Service Level | Service Type |
|-----------------------|-----------------------------------------------------------------------------------------------------------|------------------------------------------|--------------|
| Business Applications | An internal service that provides business applications for the County of Oxford and Area Municipalities. | 31 Business applications provided | Support |



Key Performance Indicators

| | 2020 Actual | 2021 Actual | 2022 Actual | 2023 Forecast | 2024 Budget | Target |
|----------------------------------------|-------------|-------------|-------------|---------------|-------------|--------|
| Total website visits (County) | 516,824 | 518,500 | 559,202 | 572,500 | 590,000 | ↑ |
| Mobile website visits (County) | 220,420 | 210,035 | 231,370 | 231,500 | 234,000 | ↑ |
| 211 listings | 480 | 510 | 450 | 315 | 450 | ↑ |
| Information Oxford – business listings | 3,895 | 3,740 | 3,675 | 3,573 | 3,463 | ↔ |

Goals and Objectives

| Description | 2024 | 2025 | 2026 | Strategic Plan | Other Plan Alignment |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|------|------|--------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| <p>Support implementation on Asset Management Systems Enhancement project Mobile workforce - Increased visibility, compliance and streamlined workflow.</p> | ● | ● | |  Continuous improvement and results-driven solutions | Asset Management Plan |
| <p>NG911 and Road data transformation In 2022, Modernization funding was provided to upgrade required software and hardware for the implementation of an enterprise solution for roads and address data management. In 2023, we will continue to update processes and data schemas to ensure that the County is ready for Next Generation 911 (NG9-1-1) services.</p> | ● | | |  Collaborate with our partners and communities | |
| <p>Upgrade Water Utility data Implement the water utility network which leverages ArcGIS Enterprise to create a seamless Web GIS. This system enables data sharing across the entire organization, providing an authoritative view of water assets to everyone that needs it. It will provide advanced asset modeling capabilities, a modern web GIS architecture, and analysis tools that provide information gathering for better operational awareness and decision-making. The utility network will also serve as a centralized system of record. This results in increased efficiencies in daily operations, planning projects, and responding to emergencies.</p> | ● | ● | |  Continuous improvement and results-driven solutions | |

Budget

| | 2023 | 2023 | LESS: 2023 | 2024 | 2024 | 2024 | \$ OVER | % OVER |
|-------------------------------------------|------------------|------------------|---------------|-----------------|----------------|------------------|-----------------|----------------|
| | FORECAST | BUDGET* | NON-RECURRING | BASE BUDGET | BUDGET IMPACTS | BUDGET | 2023 BUDGET | 2023 BUDGET |
| OPERATING | | | | | | | | |
| REVENUES | | | | | | | | |
| GENERAL REVENUES | | | | | | | | |
| USER FEES AND CHARGES | (110) | (30,000) | - | 30,000 | - | - | 30,000 | (100.0%) |
| TOTAL GENERAL REVENUES | (110) | (30,000) | - | 30,000 | - | - | 30,000 | (100.0%) |
| INTERDEPARTMENTAL RECOVERIES | | | | | | | | |
| DEPARTMENTAL RECOVERIES | (298,700) | (298,700) | - | (18,500) | - | (317,200) | (18,500) | 6.2% |
| TOTAL INTERDEPARTMENTAL RECOVERIES | (298,700) | (298,700) | - | (18,500) | - | (317,200) | (18,500) | 6.2% |
| TOTAL REVENUES | (298,810) | (328,700) | - | 11,500 | - | (317,200) | 11,500 | (3.5%) |
| EXPENSES | | | | | | | | |
| SALARIES AND BENEFITS | | | | | | | | |
| SALARIES | 858,081 | 922,578 | - | 48,048 | - | 970,626 | 48,048 | 5.2% |
| BENEFITS | 259,220 | 273,389 | - | 18,405 | - | 291,794 | 18,405 | 6.7% |
| TOTAL SALARIES AND BENEFITS | 1,117,301 | 1,195,967 | - | 66,453 | - | 1,262,420 | 66,453 | 5.6% |
| OPERATING EXPENSES | | | | | | | | |
| MATERIALS | 449,540 | 458,600 | (300) | 66,075 | 3,000 | 527,375 | 68,775 | 15.0% |
| CONTRACTED SERVICES | 42,500 | 50,000 | - | - | - | 50,000 | - | - |
| TOTAL OPERATING EXPENSES | 492,040 | 508,600 | (300) | 66,075 | 3,000 | 577,375 | 68,775 | 13.5% |
| INTERDEPARTMENTAL CHARGES | | | | | | | | |
| INTERDEPARTMENTAL CHARGES | 148,459 | 148,459 | - | (14,873) | - | 133,586 | (14,873) | (10.0%) |
| TOTAL INTERDEPARTMENTAL CHARGES | 148,459 | 148,459 | - | (14,873) | - | 133,586 | (14,873) | (10.0%) |
| TOTAL EXPENSES | 1,757,800 | 1,853,026 | (300) | 117,655 | 3,000 | 1,973,381 | 120,355 | 6.5% |
| NET OPERATING | 1,458,990 | 1,524,326 | (300) | 129,155 | 3,000 | 1,656,181 | 131,855 | 8.7% |
| CAPITAL | | | | | | | | |
| CAPITAL EXPENSES | - | - | - | - | 5,500 | 5,500 | 5,500 | - |
| NET CAPITAL | - | - | - | - | 5,500 | 5,500 | 5,500 | - |

| | 2023 | 2023 | LESS: 2023 | 2024 | 2024 | 2024 | \$ OVER | % OVER |
|-------------------------------|------------------|------------------|---------------|----------------|----------------|------------------|----------------|-------------|
| | FORECAST | BUDGET* | NON-RECURRING | BASE BUDGET | BUDGET IMPACTS | BUDGET | 2023 BUDGET | 2023 BUDGET |
| SUMMARY | | | | | | | | |
| TOTAL REVENUES | (298,810) | (328,700) | - | 11,500 | - | (317,200) | 11,500 | (3.5%) |
| TOTAL EXPENSES | 1,757,800 | 1,853,026 | (300) | 117,655 | 8,500 | 1,978,881 | 125,855 | 6.8% |
| TOTAL PROGRAM SURPLUS/DEFICIT | - | - | - | - | - | - | - | - |
| TOTAL LEVY | 1,458,990 | 1,524,326 | (300) | 129,155 | 8,500 | 1,661,681 | 137,355 | 9.0% |
| % BUDGET INCREASE (DECREASE) | | | (0.0%) | 8.5% | 0.6% | 9.0% | | |

* May include in-year approved transfer and/or account reclassifications in accordance with Purchasing Policy No. 6.07

Budget Impact Details

| | REFERENCE | OPERATING EXPENSES | CAPITAL EXPENSES | REVENUES | TAXATION | % |
|-----------------------|-----------|--------------------|------------------|----------|--------------|-------------|
| ONE-TIME ITEMS | | | | | | |
| IS-Small Drone | | 2,000 | - | - | 2,000 | 0.1% |
| IS-GPS Unit | | 1,000 | - | - | 1,000 | 0.1% |
| | | 3,000 | - | - | 3,000 | 0.2% |
| MINOR CAPITAL | | | | | | |
| IS-Monitors/Laptop | | - | 5,500 | - | 5,500 | 0.4% |
| | | - | 5,500 | - | 5,500 | 0.4% |
| TOTAL | | 3,000 | 5,500 | - | 8,500 | 0.6% |

Capital Budget

| PROJECT # AND NAME | DESCRIPTION | ASSET ACTIVITY | ASSET RATING | TOTAL | 2024 REQUEST** | 2025 | 2026-2033 |
|-----------------------------|---------------------|----------------|--------------|----------------|----------------|------------|------------|
| COMPUTER EQUIPMENT | | | | | | | |
| 124000 - Computer Equipment | Laptop and Monitors | Expansion | N/A | \$5,500 | 5,500 | - | - |
| | | | | \$5,500 | \$5,500 | \$0 | \$0 |

** The 2024 Request represents the additional or new project budget requested and does not include the Carry Forward Budget for prior year's approved budget not spent.

Services Overview

Full-Time Equivalents **12.0 FTE**

↑ 1.0
 Base



| Service | Service Description | 2022 Service Level | Service Type |
|-------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|--------------|
| IT Infrastructure | An internal service that provides and maintains technology and infrastructure management for the County of Oxford and local Area Municipalities. | 550 Municipal shared network devices | Support |

- 1.0 FTE Network Technician Full-time - To support the growing network support requirements and Cybersecurity needs of the Shared Municipal Network **FTE 2024-12**

Key Performance Indicators

| | 2020 Actual | 2021 Actual | 2022 Actual | 2023 Forecast | 2024 Budget | Target |
|------------------------------------------------|-------------|-------------|-------------|---------------|-------------|--------|
| Network connections – municipal shared network | 140 | 142 | 158 | 164 | 175 | N/A |
| Network devices – municipal shared network | 470 | 470 | 550 | 600 | 650 | N/A |
| Email accounts hosted | 1,263 | 1,225 | 1,150 | 1,150 | 1,150 | N/A |
| Email messages (average/day) | 5,851 | 6,000 | 6,000 | 6,000 | 6,000 | N/A |
| SPAM rejected (average/day) | 8,755 | 10,000 | 10,000 | 10,000 | 10,000 | N/A |
| Help desk support tickets | 4,075 | 4,190 | 4,518 | 5,482 | 5,500 | N/A |
| IT cost per multi-function copier/printer | \$5,467 | \$4,894 | \$4,750 | \$5,082 | \$5,082 | N/A |
| IT operating cost per computer device | \$2,316 | \$2,205 | \$2,232 | \$2,453 | \$2,280 | N/A |

Goals and Objectives

| Description | 2024 | 2025 | 2026 | Strategic Plan | Other Plan Alignment |
|----------------------------------------------------------------------------------------------------------|------|------|------|--------------------------------------------------------------------------------------------------------------------------------------------|----------------------|
| <p>Continue deployment of wireless system County wide System deployment commenced in 2023</p> | ● | | |  Connected people and places | |
| <p>Cybersecurity Policy Develop, Implement, and maintain a Cybersecurity Policy</p> | ● | ● | |  Continuous improvement and results-driven solutions | |

Budget

| | 2023 | 2023 | LESS: 2023 | 2024 | 2024 | 2024 | \$ OVER | % OVER |
|-------------------------------------------|--------------------|--------------------|------------|-----------------|-----------------|--------------------|------------------|---------------|
| | FORECAST | BUDGET* | NON- | BASE | BUDGET | 2024 | 2023 | 2023 |
| | | | RECURRING | BUDGET | IMPACTS | BUDGET | BUDGET | BUDGET |
| OPERATING | | | | | | | | |
| REVENUES | | | | | | | | |
| GENERAL REVENUES | | | | | | | | |
| USER FEES AND CHARGES | (156,041) | (144,000) | - | (5,000) | - | (149,000) | (5,000) | 3.5% |
| TOTAL GENERAL REVENUES | (156,041) | (144,000) | - | (5,000) | - | (149,000) | (5,000) | 3.5% |
| INTERDEPARTMENTAL RECOVERIES | | | | | | | | |
| INTERDEPARTMENTAL RECOVERIES | (2,287,928) | (2,287,928) | - | (53,258) | (85,264) | (2,426,450) | (138,522) | 6.1% |
| TOTAL INTERDEPARTMENTAL RECOVERIES | (2,287,928) | (2,287,928) | - | (53,258) | (85,264) | (2,426,450) | (138,522) | 6.1% |
| TOTAL REVENUES | (2,443,969) | (2,431,928) | - | (58,258) | (85,264) | (2,575,450) | (143,522) | 5.9% |
| EXPENSES | | | | | | | | |
| SALARIES AND BENEFITS | | | | | | | | |
| SALARIES | 913,000 | 955,771 | - | 34,121 | 81,825 | 1,071,717 | 115,946 | 12.1% |
| BENEFITS | 267,253 | 267,489 | - | 26,269 | 26,527 | 320,285 | 52,796 | 19.7% |
| GAPPING ALLOCATION | - | - | - | - | (27,088) | (27,088) | (27,088) | - |
| TOTAL SALARIES AND BENEFITS | 1,180,253 | 1,223,260 | - | 60,390 | 81,264 | 1,364,914 | 141,654 | 11.6% |
| OPERATING EXPENSES | | | | | | | | |
| MATERIALS | 651,794 | 715,955 | - | (27,945) | 2,000 | 690,010 | (25,945) | (3.6%) |
| CONTRACTED SERVICES | 171,472 | 195,800 | - | (1,000) | - | 194,800 | (1,000) | (0.5%) |
| RENTS AND FINANCIAL EXPENSES | 16,308 | 16,308 | - | - | - | 16,308 | - | - |
| TOTAL OPERATING EXPENSES | 839,574 | 928,063 | - | (28,945) | 2,000 | 901,118 | (26,945) | (2.9%) |
| RESERVE TRANSFERS | | | | | | | | |
| CONTRIBUTIONS TO RESERVES | 50,000 | 50,000 | - | - | - | 50,000 | - | - |
| CONTRIBUTIONS TO CAPITAL RESERVES | 196,505 | 196,505 | - | 14,113 | - | 210,618 | 14,113 | 7.2% |
| TOTAL RESERVE TRANSFERS | 246,505 | 246,505 | - | 14,113 | - | 260,618 | 14,113 | 5.7% |
| INTERDEPARTMENTAL CHARGES | | | | | | | | |
| INTERDEPARTMENTAL CHARGES | 34,100 | 34,100 | - | 12,700 | - | 46,800 | 12,700 | 37.2% |
| TOTAL INTERDEPARTMENTAL CHARGES | 34,100 | 34,100 | - | 12,700 | - | 46,800 | 12,700 | 37.2% |
| TOTAL EXPENSES | 2,300,432 | 2,431,928 | - | 58,258 | 83,264 | 2,573,450 | 141,522 | 5.8% |
| NET OPERATING | (143,537) | - | - | - | (2,000) | (2,000) | (2,000) | - |

| | 2023 | 2023 | LESS: 2023 | 2024 | 2024 | 2024 | \$ OVER | % OVER |
|-------------------------------------|------------------|------------------|---------------|------------------|----------------|------------------|------------------|----------------|
| | FORECAST | BUDGET* | NON-RECURRING | BASE BUDGET | BUDGET IMPACTS | BUDGET | 2023 BUDGET | 2023 BUDGET |
| CAPITAL | | | | | | | | |
| CAPITAL REVENUES | | | | | | | | |
| CAPITAL PROVINCIAL GRANTS | (48,625) | (26,129) | - | 26,129 | - | - | 26,129 | (100.0%) |
| CAPITAL RESERVE TRANSFER | (421,105) | (421,105) | - | 318,805 | - | (102,300) | 318,805 | (75.7%) |
| TOTAL CAPITAL REVENUES | (469,730) | (447,234) | - | 344,934 | - | (102,300) | 344,934 | (77.1%) |
| CAPITAL EXPENSES | 469,730 | 447,234 | - | (344,934) | 2,000 | 104,300 | (342,934) | (76.7%) |
| NET CAPITAL | - | - | - | - | 2,000 | 2,000 | 2,000 | - |
| SUMMARY | | | | | | | | |
| TOTAL REVENUES | (2,913,699) | (2,879,162) | - | 286,676 | (85,264) | (2,677,750) | 201,412 | (7.0%) |
| TOTAL EXPENSES | 2,770,162 | 2,879,162 | - | (286,676) | 85,264 | 2,677,750 | (201,412) | (7.0%) |
| TOTAL LEVY | (143,537) | - | - | - | - | - | - | - |
| % BUDGET INCREASE (DECREASE) | | | | | | | | |

* May include in-year approved transfer and/or account reclassifications in accordance with Purchasing Policy No. 6.07

Budget Impact Details

| | REFERENCE | OPERATING EXPENSES | CAPITAL EXPENSES | REVENUES | INTERDEPT RECOVERY | % |
|---------------------------|------------|--------------------|------------------|----------|--------------------|---------------|
| SERVICE LEVEL | | | | | | |
| IT-Network Technician | FTE2024-12 | 110,352 | 2,000 | - | 112,352 | 4.9% |
| | | 110,352 | 2,000 | - | 112,352 | 4.9% |
| INITIATIVE GAPPING | | | | | | |
| IT-Network Technician | FTE2024-12 | (27,088) | - | - | (27,088) | (1.2%) |
| | | (27,088) | - | - | (27,088) | (1.2%) |
| TOTAL | | 83,264 | 2,000 | - | 85,264 | 3.7% |

Capital Budget


| PROJECT # AND NAME | DESCRIPTION | ASSET ACTIVITY | ASSET RATING | TOTAL | 2024 REQUEST** | 2025 | 2026-2033 |
|-----------------------------|-----------------------------------------------------|----------------|--------------|------------------|------------------|------------|------------|
| COMPUTER EQUIPMENT | | | | | | | |
| 123000 - Computer Equipment | Laptop for IT Network Technician (FTE 2024-12) | Expansion | N/A | \$2,000 | 2,000 | - | - |
| 123000 - Computer Equipment | Replacement of computer equipment across the County | Replacement | Poor | \$92,300 | 92,300 | - | - |
| 123000 - Computer Equipment | Storage Area Network Replacement | Replacement | Poor | \$10,000 | 10,000 | - | - |
| | | | | \$104,300 | \$104,300 | \$0 | \$0 |

** The 2024 Request represents the additional or new project budget requested and does not include the Carry Forward Budget for prior year's approved budget not spent.

FTE Change – Network Technician

FTE 2024-12

| SUMMARY | |
|----------------------------|-------------------------------------------------------------------------------------------------------------|
| Type of FTE request | Service Level |
| Classification | Full-time - Permanent |
| Job Title | Network Technician |
| FTE | 1.0 |
| Description | To support the growing network support requirements and Cybersecurity needs of the Shared Municipal Network |

| STRATEGIC PLAN |
|-------------------------------------------------------------------------------------|
|  |
| <p><i>Sustainable infrastructure and development</i></p> |

REQUEST DETAILS

As stated in the "Resource Implications" section of the September 25, 2019 Council Report No. PW 2019-43 entitled "Water and Wastewater Supervisory Control Data Acquisition (SCADA) Master Plan":

"The Master Plan estimated the total number of internal staff hours that will be required to be dedicated to the implementation of the Plan. Currently, responsibility for maintenance of the SCADA systems is divided between the Supervisors of Water Treatment and Wastewater Treatment with day-to-day maintenance and trouble-shooting activities performed by the Water Operations Instrumentation and Control Technician and third-party expert SCADA integrators. Network support is provided by the Corporate Services' Information Systems team.

To manage a multi-year project of this complexity and specialized area of expertise, staff propose to retain an engineering consulting firm to provide overall project management duties and to assume responsibility for the program delivery under the direction of the Manager of Water and Wastewater Services and with the support of the current project team. It is anticipated that as the Future State projects are rolled out, an additional network support FTE and a dedicated SCADA technician FTE will be required. The timing for these FTE requirements is within the three-to-six-year timeframe."

We are now within the time frame specified within the report, and pilot projects are well underway. The specific reasons for requesting this FTE are as follows:

1. Expansion of the Shared Municipal Network: The addition of 61 new Water/Wastewater sites, and the reconfiguring of the existing 52 sites on the Shared Municipal Network, necessitates additional network support to ensure the smooth operation and maintenance of the SCADA network. The Network Technician will also support the Senior Network Engineer in the day-to-day operations of the Shared Municipal Network, which currently has 163 sites. The current networks are comprised of a mix of Fiber, Cellular, Point-to-point Wireless, internal WIFI

REQUEST DETAILS

connections, and local area networks. This will also include helping to manage dozens of servers providing various services to internal and external partners.

2. Meeting Service Level Requirements: The Network Technician will play a crucial role in meeting operational and legislative service level requirements required for the SCADA network, ensuring its reliability and compliance with regulations.

3. Cybersecurity Initiatives: The Network Technician will also be responsible for working on cybersecurity initiatives under the direction of the Senior Network Engineer. This is crucial to protect the integrity and security of the Shared Municipal Network.

4. Network Security: The Network Technician will be responsible for network security, which is essential to safeguard sensitive data residing on servers and maintaining the confidentiality of network communications.

5. Documentation and Planning: Will also aide in the continued creation and updating of Disaster Recovery and Business Continuity Plans. The Technician will also practice network asset management, including maintenance of network component inventory and related documentation and technical specifications information.

In conclusion, the addition of an FTE for a Network Technician is essential to support our current Cybersecurity initiatives, the growing network infrastructure, and to ensure the security and reliability of the SCADA network. This request is in line with the long-term plan outlined in the 2019 Council report, and it is timely given the progress of pilot projects and the expanding network.

BUDGET REQUIREMENTS

| | One-time | Base | Total Budget |
|------------------------------------------------|----------------|------------------|------------------|
| Salaries and benefits | \$- | \$108,352 | \$108,352 |
| Operating expenses | | | |
| Telecommunications: cell phone and monthly fee | 500 | 300 | 800 |
| Travel: mileage | - | 1,200 | 1,200 |
| Total operating expenses | 500 | 1,500 | 2,000 |
| Capital | | | |
| Computer Equipment: Laptop | 2,000 | - | 2,000 |
| Total capital | 2,000 | - | 2,000 |
| Net Interdepartmental Charge | \$2,500 | \$109,852 | \$112,352 |

BUDGET REQUIREMENTS

| | | | |
|-------------------------------------------------------|----------------|-----------------|-----------------|
| <i>Initiative Gapping – position start April 2024</i> | - | 27,088 | 27,088 |
| 2025 Budget Impact | | | |
| 2024 Budget Impact | \$2,500 | \$82,764 | \$85,264 |

Services Overview

Full-Time Equivalents **5.0 FTE**

→ 0.0
Base




| Service | Service Description | 2022 Service Level | Service Type |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|--------------|
| Court Administration and Prosecution | The Provincial Offences is a procedural law for administering and prosecuting provincial offences including those committed under the Highway Traffic Act, the Compulsory Automobile Insurance Act, the Trespass to Property Act, the Liquor License Act, and other provincial legislation, municipal by-laws and minor federal offences. The POA governs all aspects of the legal prosecution process, from serving an offence notice to an accused person to conducting trials including sentencing and appeals. | 6,200 Charges received | Support |

Key Performance Indicators

| | 2020 Actual | 2021 Actual | 2022 Actual | 2023 Forecast | 2024 Budget | Target |
|-------------------------------------------------|-------------|-------------|-------------|---------------|-------------|--------|
| Number of charges filed – (Part I and Part III) | 7,528 | 7,550 | 6,200 | 6,400 | 7,000 | N/A |
| Courtroom operating hours* | 107 | 224 | 269 | 260 | 280 | 325 |
| Disclosure requests processed | 775 | 1,885 | 1,460 | 1,400 | 1,600 | N/A |
| Avg. days to disposition at trial – Part I | 138* | 350 | 270 | 200 | 200 | 185 |
| Early resolution events | 1,320 | 1,858 | 1,213 | 1,300 | 1,500 | N/A |

*Part I trials were suspended from March 17, 2020 until August 25, 2021

Goals and Objectives

| Description | 2024 | 2025 | 2026 | Strategic Plan | Other Plan Alignment |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|------|------|--------------------------------------------------------------------------------------------------------------------------------------------|----------------------|
| <p>Provincial Legislation Updates Administer changes to POA procedures as outlined in Bill 177 Stronger, Fairer Ontario Act (Budget Measures), including restructured Early Resolution model</p> | ● | | |  Continuous improvement and results-driven solutions | |
| <p>Prosecution Model Implement change to POA prosecution as detailed in provincial legislation, Bill 177 Stronger, Fairer Ontario Act, to include Part III prosecutions by the municipal prosecutor</p> | | ● | |  Continuous improvement and results-driven solutions | |
| <p>Digital Evidence Management System (DEMS) Streamline process of disclosure management with implementation of Digital Evidence Management System. Enforcement agencies will be able to seamlessly share evidence with the POA prosecution</p> | ● | | |  Continuous improvement and results-driven solutions | |

Budget

| | 2023 | 2023 | LESS: 2023 | 2024 | 2024 | 2024 | \$ OVER | % OVER |
|----------------------------------------|--------------------|------------------|---------------|----------------|----------------|------------------|----------------|---------------|
| | FORECAST | BUDGET* | NON-RECURRING | BASE BUDGET | BUDGET IMPACTS | BUDGET | 2023 BUDGET | 2023 BUDGET |
| OPERATING | | | | | | | | |
| REVENUES | | | | | | | | |
| GENERAL REVENUES | | | | | | | | |
| PROVINCIAL GRANTS | (26,276) | - | - | - | - | - | - | - |
| USER FEES AND CHARGES | (1,275,971) | (995,000) | - | - | - | (995,000) | - | - |
| TOTAL GENERAL REVENUES | (1,302,247) | (995,000) | - | - | - | (995,000) | - | - |
| TOTAL REVENUES | (1,302,247) | (995,000) | - | - | - | (995,000) | - | - |
| EXPENSES | | | | | | | | |
| SALARIES AND BENEFITS | | | | | | | | |
| SALARIES | 318,000 | 296,822 | - | 70,556 | - | 367,378 | 70,556 | 23.8% |
| BENEFITS | 99,705 | 96,271 | - | 26,355 | - | 122,626 | 26,355 | 27.4% |
| TOTAL SALARIES AND BENEFITS | 417,705 | 393,093 | - | 96,911 | - | 490,004 | 96,911 | 24.7% |
| OPERATING EXPENSES | | | | | | | | |
| MATERIALS | 42,896 | 51,110 | - | 1,278 | - | 52,388 | 1,278 | 2.5% |
| CONTRACTED SERVICES | 319,616 | 377,204 | - | 10,800 | - | 388,004 | 10,800 | 2.9% |
| RENTS AND FINANCIAL EXPENSES | 18,000 | 19,000 | - | - | - | 19,000 | - | - |
| TOTAL OPERATING EXPENSES | 380,512 | 447,314 | - | 12,078 | - | 459,392 | 12,078 | 2.7% |
| INTERDEPARTMENTAL CHARGES | | | | | | | | |
| INTERDEPARTMENTAL CHARGES | 218,084 | 218,084 | - | 18,801 | - | 236,885 | 18,801 | 8.6% |
| TOTAL INTERDEPARTMENTAL CHARGES | 218,084 | 218,084 | - | 18,801 | - | 236,885 | 18,801 | 8.6% |
| TOTAL EXPENSES | 1,016,301 | 1,058,491 | - | 127,790 | - | 1,186,281 | 127,790 | 12.1% |
| NET OPERATING | (285,946) | 63,491 | - | 127,790 | - | 191,281 | 127,790 | 201.3% |
| SUMMARY | | | | | | | | |
| TOTAL REVENUES | (1,302,247) | (995,000) | - | - | - | (995,000) | - | - |
| TOTAL EXPENSES | 1,016,301 | 1,058,491 | - | 127,790 | - | 1,186,281 | 127,790 | 12.1% |
| TOTAL PROGRAM SURPLUS/DEFICIT | - | - | - | - | - | - | - | - |
| TOTAL LEVY | (285,946) | 63,491 | - | 127,790 | - | 191,281 | 127,790 | 201.3% |
| % BUDGET INCREASE (DECREASE) | | | - | 201.3% | - | 201.3% | | |

* May include in-year approved transfer and/or account reclassifications in accordance with Purchasing Policy No. 6.07

Services Overview

Full-Time Equivalents **18.0 FTE**

↑ 1.0
 Base

| Service | Service Description | 2022 Service Level | Service Type |
|-------------------|--------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|--------------|
| Accounting | An internal service that provides accounts receivable and accounts payable for the County of Oxford. | 41,638 AR and AP invoices processed | Support |
| Payroll | An internal service that provides payroll services for the County of Oxford. | 20,513 Payroll deposits | Support |
| Fiscal Management | An internal service that provides financial reporting for the County of Oxford. | 157 Financial reports completion | Support |
| Treasury | An internal service that provides cash flow, investment, purchasing coordination and debt management for the County of Oxford. | \$269.6M in cash and investments managed \$36.6M in County debt | Support |
| Asset Management | An internal service that provides long-term asset planning for the County of Oxford. | \$2.64 Billion Core asset replacement value (2022 AMP) | Support |



- **1.0 FTE Capital Planning Analyst Full-time**
 - Convert temporary Capital Planning Analyst to permanent to support ongoing Asset Management needs **FTE 2024-13**

Key Performance Indicators

| | 2020 Actual | 2021 Actual | 2022 Actual | 2023 Forecast | 2024 Budget | Target |
|------------------------------------------------------|-------------|-------------|------------------|---------------|-------------|------------|
| Number of invoices paid | 33,376 | 34,228 | 35,330 | 35,300 | 35,000 | N/A |
| Percent of invoices paid within 30 days | 89.3% | 88.8% | 87.2% | 88% | 90% | 90% |
| Number of payroll deposits | 19,072 | 19,267 | 20,513 | 20,467 | 20,600 | N/A |
| Bad debt write off as a percentage of billed revenue | 0.2% | 0.2% | 0.5% | 0.3% | 0.3% | 0.2% |
| Date budget approved | Dec | Dec | N/A ¹ | Jan and Dec | Dec | Dec |
| Number of external financial reports prepared | 96 | 139 | 157 | 203 | 200 | N/A |
| S&P credit rating | AA+/Stable | AA+/Stable | AAA/Stable | AAA/Stable | AAA/Stable | AAA/Stable |

¹ Municipal Act subsection 289 (1.1) only permits a budget to be adopted in the year in which the budget applies following a regular municipal election

Goals and Objectives

| Description | 2024 | 2025 | 2026 | Strategic Plan | Other Plan Alignment |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|------|------|------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| <p>2024 Asset Management Plan – All Assets Complete the 2024 Asset Management Plan update for all assets by the July 1, 2024 deadline as per Ontario Regulation 588/17.</p> | ● | | |  <i>Sustainable infrastructure and development</i> | |
| <p>2024 Development Charges Background Study Finalize the 2024 Development Charges (DC) Background Study, and pass new Development Charge By-Laws prior to expiry of existing DC By-Laws in June.</p> | ● | | |  <i>Sustainable infrastructure and development</i> | Asset Management Plan |

Budget

| | 2023 | 2023 | LESS: 2023 | 2024 | 2024 | | \$ OVER | % OVER |
|-------------------------------------------|--------------------|--------------------|-----------------|------------------|------------------|--------------------|------------------|-----------------|
| | FORECAST | BUDGET* | NON-RECURRING | BASE BUDGET | BUDGET IMPACTS | 2024 BUDGET | 2023 BUDGET | 2023 BUDGET |
| OPERATING REVENUES | | | | | | | | |
| GENERAL REVENUES | | | | | | | | |
| PROVINCIAL GRANTS | (175,500) | (175,500) | - | 175,500 | - | - | 175,500 | (100.0%) |
| USER FEES AND CHARGES | (347,750) | (452,000) | - | 353,950 | (110,434) | (208,484) | 243,516 | (53.9%) |
| TOTAL GENERAL REVENUES | (523,250) | (627,500) | - | 529,450 | (110,434) | (208,484) | 419,016 | (66.8%) |
| OTHER REVENUES | | | | | | | | |
| RESERVE TRANSFER | (31,500) | (31,500) | - | 31,500 | - | - | 31,500 | (100.0%) |
| DEVELOPMENT CHARGES | (47,250) | (45,000) | - | 29,250 | - | (15,750) | 29,250 | (65.0%) |
| TOTAL OTHER REVENUES | (78,750) | (76,500) | - | 60,750 | - | (15,750) | 60,750 | (79.4%) |
| INTERDEPARTMENTAL RECOVERIES | | | | | | | | |
| INTERDEPARTMENTAL RECOVERIES | (2,050,272) | (2,050,272) | 4,536 | (143,718) | (486,896) | (2,676,350) | (626,078) | 30.5% |
| TOTAL INTERDEPARTMENTAL RECOVERIES | (2,050,272) | (2,050,272) | 4,536 | (143,718) | (486,896) | (2,676,350) | (626,078) | 30.5% |
| TOTAL REVENUES | (2,652,272) | (2,754,272) | 4,536 | 446,482 | (597,330) | (2,900,584) | (146,312) | 5.3% |
| EXPENSES | | | | | | | | |
| SALARIES AND BENEFITS | | | | | | | | |
| SALARIES | 1,454,900 | 1,516,095 | (90,269) | (2,412) | 176,512 | 1,599,926 | 83,831 | 5.5% |
| BENEFITS | 416,270 | 429,662 | (7,051) | 15,599 | 55,848 | 494,058 | 64,396 | 15.0% |
| CAPITAL PROJECT ALLOCATION | (97,770) | (97,320) | 97,320 | - | - | - | 97,320 | (100.0%) |
| GAPPING ALLOCATION | - | (47,755) | 25,964 | 21,791 | - | - | 47,755 | (100.0%) |
| TOTAL SALARIES AND BENEFITS | 1,773,400 | 1,800,682 | 25,964 | 34,978 | 232,360 | 2,093,984 | 293,302 | 16.3% |
| OPERATING EXPENSES | | | | | | | | |
| MATERIALS | 336,995 | 379,450 | (26,500) | (167,850) | 257,470 | 442,570 | 63,120 | 16.6% |
| CONTRACTED SERVICES | 427,735 | 510,840 | - | (328,710) | 107,500 | 289,630 | (221,210) | (43.3%) |
| TOTAL OPERATING EXPENSES | 764,730 | 890,290 | (26,500) | (496,560) | 364,970 | 732,200 | (158,090) | (17.8%) |
| RESERVE TRANSFERS | | | | | | | | |
| DEVELOPMENT CHARGES EXEMPTIONS | 20,000 | 8,000 | - | 2,000 | - | 10,000 | 2,000 | 25.0% |
| TOTAL RESERVE TRANSFERS | 20,000 | 8,000 | - | 2,000 | - | 10,000 | 2,000 | 25.0% |
| INTERDEPARTMENTAL CHARGES | | | | | | | | |
| INTERDEPARTMENTAL CHARGES | 51,300 | 51,300 | - | 13,100 | - | 64,400 | 13,100 | 25.5% |
| TOTAL INTERDEPARTMENTAL CHARGES | 51,300 | 51,300 | - | 13,100 | - | 64,400 | 13,100 | 25.5% |
| TOTAL EXPENSES | 2,609,430 | 2,750,272 | (536) | (446,482) | 597,330 | 2,900,584 | 150,312 | 5.5% |
| NET OPERATING | (42,842) | (4,000) | 4,000 | - | - | - | 4,000 | (100.0%) |

| | 2023 | 2023 | LESS: 2023 | 2024 | 2024 | 2024 | \$ OVER | % OVER |
|-------------------------------------|------------------|------------------|----------------|------------------|-----------|------------------|------------------|-----------------|
| | FORECAST | BUDGET* | NON- | BASE | BUDGET | 2024 | 2023 | 2023 |
| | | | RECURRING | BUDGET | IMPACTS | BUDGET | BUDGET | BUDGET |
| CAPITAL | | | | | | | | |
| CAPITAL REVENUES | | | | | | | | |
| CAPITAL PROVINCIAL GRANTS | (8,032) | (8,032) | - | 8,032 | - | - | 8,032 | (100.0%) |
| CAPITAL RESERVE TRANSFER | (367,924) | (820,939) | - | 307,939 | - | (513,000) | 307,939 | (37.5%) |
| CAPITAL CONTRIBUTIONS | (3,500) | (3,500) | - | 3,500 | - | - | 3,500 | (100.0%) |
| TOTAL CAPITAL REVENUES | (379,456) | (832,471) | - | 319,471 | - | (513,000) | 319,471 | (38.4%) |
| CAPITAL EXPENSES | 383,456 | 836,471 | (4,000) | (319,471) | - | 513,000 | (323,471) | (38.7%) |
| NET CAPITAL | 4,000 | 4,000 | (4,000) | - | - | - | (4,000) | (100.0%) |
| SUMMARY | | | | | | | | |
| TOTAL REVENUES | (3,031,728) | (3,586,743) | 4,536 | 765,953 | (597,330) | (3,413,584) | 173,159 | (4.8%) |
| TOTAL EXPENSES | 2,992,886 | 3,586,743 | (4,536) | (765,953) | 597,330 | 3,413,584 | (173,159) | (4.8%) |
| TOTAL PROGRAM SURPLUS/DEFICIT | - | - | - | - | - | - | - | - |
| TOTAL LEVY | (38,842) | - | - | - | - | - | - | - |
| % BUDGET INCREASE (DECREASE) | | | | | | | | |

* May include in-year approved transfer and/or account reclassifications in accordance with Purchasing Policy No. 6.07

Budget Impact Details

| | REF | OPERATING EXPENSES | CAPITAL EXPENSES | REVENUES | INTERDEPT RECOVERY | % |
|-----------------------------------------------------|------------|--------------------|------------------|----------------|--------------------|--------------|
| ONE-TIME ITEMS | | | | | | |
| FIN-WSIB Triannual Actuarial Report | | 7,500 | - | - | 7,500 | 0.4% |
| | | 7,500 | - | - | 7,500 | 0.4% |
| SERVICE LEVEL | | | | | | |
| FIN-Capital Planning Analyst Temp to Perm FTE | FTE2024-13 | 122,896 | - | - | 122,896 | 6.0% |
| FIN-Citywide Decision Support Module - Proposed LOS | | 6,500 | - | - | 6,500 | 0.3% |
| | | 129,396 | - | - | 129,396 | 6.3% |
| NEW INITIATIVES | | | | | | |
| FIN-Payroll & Scheduling Software | NI2024-14 | 283,000 | - | - | 283,000 | 13.8% |
| | | 283,000 | - | - | 283,000 | 13.8% |
| CARRYOVER/IN-YEAR APPROVAL | | | | | | |
| FIN-Capital Planning Analyst (Shared Service) | CS2023-05 | 110,433 | - | 110,434 | - | |
| | | 110,433 | - | 110,434 | - | |
| INITIATIVE GAPPING | | | | | | |
| FIN-Payroll & Scheduling Software | NI2024-14 | 67,000 | - | - | 67,000 | 3.3% |
| | | 67,000 | - | - | 67,000 | 3.3% |
| TOTAL | | 597,329 | - | 110,434 | 486,896 | 23.7% |

Capital Budget

| PROJECT # AND NAME | DESCRIPTION | ASSET ACTIVITY | ASSET RATING | TOTAL | 2024 REQUEST** | 2025 | 2026-2033 |
|--------------------------------------------------------------|-----------------------------------------------------------------------------------------|------------------------------|--------------|-----------------|-----------------|------------|------------|
| STUDIES | | | | | | | |
| 900050 - Asset Management Systems Enhancement Implementation | Ongoing implementation of projects recommended from the Asset Management Systems Review | Non-infrastructure solutions | N/A | \$60,000 | 60,000 | - | - |
| | | | | \$60,000 | \$60,000 | \$0 | \$0 |

** The 2024 Request represents the additional or new project budget requested and does not include the Carry Forward Budget for prior year's approved budget not spent.

FTE Change – Capital Planning Analyst

FTE 2024-13

| SUMMARY | |
|----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|
| Type of FTE request | Service Level |
| Classification | Full-time - Permanent |
| Job Title | Capital Planning Analyst |
| FTE | 1.0 |
| Description | Convert existing temporary contract Capital Planning Analyst to a permanent position to support ongoing long-term Asset Management needs. |

| STRATEGIC PLAN |
|-------------------------------------------------------------------------------------|
|  |
| <i>Sustainable infrastructure and development</i> |

REQUEST DETAILS

Background

The County’s asset management and capital planning needs have evolved throughout the implementation of the requirements under Ontario Regulation 588/17, which remain ongoing until the final implementation deadline in 2025. However, the level of effort required to maintain quality information to support Asset Management needs will continue beyond final implementation. County staff committed through Report No. CS 2019-42, related to the Asset Management Systems Review Project, to continue to monitor staffing requirements as the County’s Asset Management program evolves.

Comments

This position is required on an ongoing basis to support County staff in ensuring the best possible decisions are being made regarding our assets, using evidence-based decisions and long-term financial forecasts that support sustainability.

The complexities of asset management continue to increase significantly, and as the County grows and infrastructure ages, the effort of asset management responsibilities also increases. Ontario Municipalities are now required to consider natural assets such as trees (both street and park) woodlands, wetlands and watercourses in asset planning and management processes. Cyber security and climate change both threaten critical infrastructure, and the investment into maintaining, protecting, improving, and operating County assets shows a steady upward trend. Therefore, there is no end in sight to the responsibilities of the asset management professionals within the Capital Planning division.

REQUEST DETAILS

As government regulations persistently require municipalities to document and responsibly maintain their assets, the level of exertion required to meet these demands with effectiveness and efficiency steadily escalates. Converting the existing contract FTE to a permanent FTE will ensure the County maintains a sustained strategic focus on Asset Management in alignment with its growth and sustainability goals. This position will play a pivotal role in enhancing the team's ability to bring clarity, efficiency, and strategic perspective to the County's asset management efforts.

Gaining this long-term support for capital and asset management will also:

- Support ongoing asset management and knowledge continuity. This is a very specialized, unique and new skillset across municipalities.
- Allow for variance analysis on the County's Capital budget and provide greater support for staff in developing their Capital Budgets.
- Ongoing execution and enhancements of the requirements of the asset system enhancement project deliverables.
- Provide support as the County's asset base grows through the implementation of projects required to support growth identified under Master Plans (including the Water and Wastewater and Transportation Master Plans).
- Strengthen the team providing asset management services to area municipalities under shared service agreements.

Implications if Not Approved

If the requested conversion to a permanent position is not approved, the contract position, currently charged to the Asset Management System Enhancement Capital Project and funded through reserves, would be extended to the end of 2024. As additional complexities have been encountered through the implementation of Cartegraph as a work order system, the extension will be required to complete the work order system implementation and complete some work on the updates to the asset information. Additional asset information updates would then fall to existing permanent Capital Planning Analysts, further extending the time required to increase the reliability of the data the County's Asset Management Plan is based on. Further review of the division's long-term staffing needs would be required as part of the 2025 Budget and Business Plan process.

Conclusions

The expansion of both the Asset Management Plan requirements and level of sophistication and detail required regarding assets has greatly increased the workload demands within the Capital Planning division. To continue the long-term effort to optimize functionality, provide necessary data to support asset management activities while increasing data reliability and developing necessary reports to achieve compliance, conversion of the temporary contract position into a permanent position, incorporated in the base budget, is required. This position's ongoing support will help ensure the best possible decisions are being made regarding our assets, using evidence-based decisions and long-term financial forecasts that support sustainability.

BUDGET REQUIREMENTS

| | One-time | Base | Total Budget |
|-------------------------------------|----------|------------|--------------|
| Salaries and benefits | \$- | \$121,926 | \$121,926 |
| Operating expenses | | | |
| Memberships: CAMP Certification | - | 470 | 470 |
| Training | - | 500 | 500 |
| Total operating expenses | - | 970 | 970 |
| Net Interdepartmental Charge | \$- | \$122,896 | \$122,896 |

New Initiative – Payroll and Scheduling Software

NI 2024-14

SUMMARY

The County requires a new payroll and scheduling software solution to address the impending end of service for UKG Workforce Central, which provides employees with electronic payroll records, enables robust reporting capabilities, offers electronic access to schedules and timecards, and caters to the complex payroll needs of various employee groups. By investing in a modern software solution, the County can enhance operational efficiencies, improve employee satisfaction, and ensure compliance with evolving municipal scheduling and reporting requirements.

STRATEGIC PLAN



Continuous improvement and results-driven solutions

REQUEST DETAILS

Currently, the County utilizes Microsoft GP for payroll processing and various separate scheduling software applications for different departments. However, several factors necessitate the adoption of a new software solution to streamline operations, enhance efficiency, and meet the growing complexities of municipal scheduling and reporting requirements.

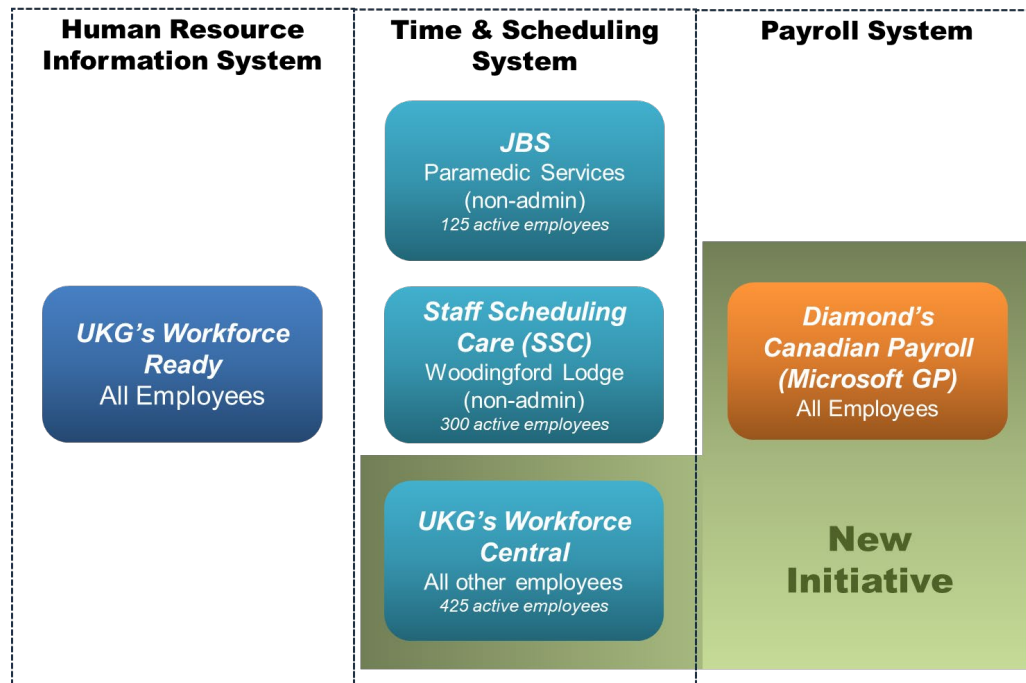
- 1. End of Service for UKG Workforce Central:** The current scheduling software, UKG Workforce Central, is set to end its service in December 2025. UKG is currently utilized by all divisions with the exception of the 24 hour operations of Woodingford Lodge and Paramedic Services. This impending deadline necessitates the identification and implementation of a new software solution to ensure uninterrupted scheduling operations for the County services now depending on UKG Workforce Central. Failure to address this issue promptly may result in disruptions to employee scheduling and potential inefficiencies in workforce management.
- 2. Electronic Payroll Records:** The adoption of a new payroll software solution would enable the County to provide employees with electronic payroll records, including T4s and paystubs. This transition from manual record-keeping to electronic access will enhance convenience for employees, reduce administrative burden, and promote sustainability by minimizing paper usage. Moreover, electronic payroll records offer increased accuracy and accessibility, ensuring that employees have easy access to their financial information.
- 3. Robust Reporting Capabilities:** The County faces growing municipal scheduling and reporting complexities, particularly in long-term care. To effectively manage these complexities, it is crucial to have a software solution that offers robust reporting capabilities. A new payroll software would provide comprehensive reporting of payroll data, enabling the County to analyze trends, identify areas for improvement, and ensure compliance with regulatory requirements. This enhanced reporting functionality would facilitate informed decision-making and promote transparency in payroll management.

REQUEST DETAILS

4. Electronic Access to Schedules and Timecards: The adoption of a new scheduling software solution will continue to provide employees with electronic access to schedules and timecards. This feature would ensure continued streamlined scheduling process, allowing employees to view their schedules remotely and make necessary adjustments.

5. Complex Payroll Needs: The County encompasses five unions and two non-union groups, each with unique payroll requirements. Additionally, the inclusion of the OMERS pension plan adds to the complexity of payroll management. A new payroll software solution would offer the flexibility and customization necessary to accommodate these diverse payroll needs. The County has utilized the Microsoft Dynamic GP (Diamond’s Canadian Payroll) to process payroll for over 20 years. The Microsoft-partner Diamond has changed ownership numerous times throughout this period which has unfortunately resulted in little-to-no software modernization and a significant decline in customer support. Both the municipal payroll landscape and technological advances has evolved during this time, consequently we are concerned about the future viability for this software to continue to meet and respond to the growing demands. By providing a comprehensive and adaptable platform, the County can ensure accurate and efficient payroll processing for all employee groups.

The County has multiple software platforms across the departments to handle the complex business operating environment. The below diagram depicts the interact among the systems, and the software this initiative is to replace:



BUDGET REQUIREMENTS

| | One-time | Base | Total Budget |
|-------------------------------------------------------------------------------------------|------------------|------------------|------------------|
| Operating expenses | | | |
| Computer Software & purchased services: Implementation and annual cost | 100,000 | 150,000 | 250,000 |
| Computer Software: Current software savings Payroll - \$5,000 Scheduling - \$62,000 | - | (67,000) | (67,000) |
| Project management & support | 100,000 | - | 100,000 |
| Total operating expenses | 200,000 | 83,000 | 283,000 |
| Net Interdepartmental Charge | \$200,000 | \$83,000 | \$283,000 |
| <i>Initiative Gapping – software renewal timing</i> 2025 Budget Impact | - | 67,000 | 67,000 |
| 2024 Budget Impact | \$200,000 | \$150,000 | \$350,000 |



08

General

2024

**BUSINESS
PLAN &
BUDGET**

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5 Year Projected Budget

| | 2024 | 2025 | 2026 | 2027 | 2027 |
|--------------------------------------|---------------------|---------------------|--------------------|--------------------|--------------------|
| | BUDGET | PROJECTED | PROJECTED | PROJECTED | PROJECTED |
| | BUDGET | BUDGET | BUDGET | BUDGET | BUDGET |
| OPERATING | | | | | |
| REVENUES | | | | | |
| PROPERTY TAXATION | (2,409,000) | (2,409,000) | (2,409,000) | (2,409,000) | (2,409,000) |
| GENERAL REVENUES | (8,569,584) | (8,131,642) | (7,283,208) | (6,515,860) | (5,768,613) |
| TOTAL REVENUES | (10,978,584) | (10,540,642) | (9,692,208) | (8,924,860) | (8,177,613) |
| | | | | | |
| EXPENSES | | | | | |
| SALARIES AND BENEFITS | (550,000) | (550,000) | (550,000) | (550,000) | (550,000) |
| OPERATING EXPENSES | 8,327,250 | 8,528,270 | 8,721,580 | 8,920,310 | 9,124,590 |
| DEBT REPAYMENT | 6,750,247 | 6,052,863 | 5,436,733 | 4,515,801 | 3,729,987 |
| RESERVE TRANSFERS | 140,000 | 140,000 | 140,000 | 140,000 | 140,000 |
| TOTAL EXPENSES | 14,667,497 | 14,171,133 | 13,748,313 | 13,026,111 | 12,444,577 |
| | | | | | |
| NET OPERATING | 3,688,913 | 3,630,491 | 4,056,105 | 4,101,251 | 4,266,964 |
| | | | | | |
| SUMMARY | | | | | |
| TOTAL REVENUES | (10,978,584) | (10,540,642) | (9,692,208) | (8,924,860) | (8,177,613) |
| TOTAL EXPENSES | 14,667,497 | 14,171,133 | 13,748,313 | 13,026,111 | 12,444,577 |
| TOTAL PROGRAM SURPLUS/DEFICIT | - | - | - | - | - |
| TOTAL LEVY | 3,688,913 | 3,630,491 | 4,056,105 | 4,101,251 | 4,266,964 |

Budget

| | 2023 | 2023 | LESS: 2023 | 2024 | 2024 | 2024 | \$ OVER | % OVER |
|------------------------------------|---------------------|---------------------|--------------------|------------------|----------------|---------------------|--------------------|----------------|
| | FORECAST | BUDGET* | NON-RECURRING | BASE BUDGET | BUDGET IMPACTS | BUDGET | 2023 BUDGET | 2023 BUDGET |
| OPERATING | | | | | | | | |
| REVENUES | | | | | | | | |
| PROPERTY TAXATION | | | | | | | | |
| IN LIEU AND SUPPS | (2,187,300) | (2,187,300) | - | (221,700) | - | (2,409,000) | (221,700) | 10.1% |
| TOTAL PROPERTY TAXATION | (2,187,300) | (2,187,300) | - | (221,700) | - | (2,409,000) | (221,700) | 10.1% |
| GENERAL REVENUES | | | | | | | | |
| USER FEES AND CHARGES | (6,987,644) | (6,554,484) | - | (195,763) | - | (6,750,247) | (195,763) | 3.0% |
| NET INVESTMENT INCOME | (1,911,593) | (1,356,328) | - | (255,509) | - | (1,611,837) | (255,509) | 18.8% |
| OTHER REVENUE | (207,500) | (207,500) | - | - | - | (207,500) | - | - |
| TOTAL GENERAL REVENUES | (9,106,737) | (8,118,312) | - | (451,272) | - | (8,569,584) | (451,272) | 5.6% |
| OTHER REVENUES | | | | | | | | |
| RESERVE TRANSFER | (2,500,000) | (2,500,000) | 2,500,000 | - | - | - | 2,500,000 | (100.0%) |
| TOTAL OTHER REVENUES | (2,500,000) | (2,500,000) | 2,500,000 | - | - | - | 2,500,000 | (100.0%) |
| TOTAL REVENUES | (13,794,037) | (12,805,612) | 2,500,000 | (672,972) | - | (10,978,584) | 1,827,028 | (14.3%) |
| EXPENSES | | | | | | | | |
| SALARIES AND BENEFITS | | | | | | | | |
| GAPPING ALLOCATION | - | (550,000) | - | - | - | (550,000) | - | - |
| TOTAL SALARIES AND BENEFITS | - | (550,000) | - | - | - | (550,000) | - | - |
| OPERATING EXPENSES | | | | | | | | |
| MATERIALS | 3,933,000 | 3,933,000 | (2,500,000) | (308,800) | - | 1,124,200 | (2,808,800) | (71.4%) |
| CONTRACTED SERVICES | 1,774,190 | 1,791,300 | - | (2,900) | - | 1,788,400 | (2,900) | (0.2%) |
| EXTERNAL TRANSFERS | 309,500 | 309,500 | - | 17,500 | - | 327,000 | 17,500 | 5.7% |
| TOTAL OPERATING EXPENSES | 6,016,690 | 6,033,800 | (2,500,000) | (294,200) | - | 3,239,600 | (2,794,200) | (46.3%) |
| DEBT REPAYMENT | | | | | | | | |
| PRINCIPAL REPAYMENT | 5,725,235 | 5,397,563 | - | (101,032) | - | 5,296,531 | (101,032) | (1.9%) |
| INTEREST REPAYMENT | 1,262,412 | 1,156,921 | - | 296,795 | - | 1,453,716 | 296,795 | 25.7% |
| TOTAL DEBT REPAYMENT | 6,987,647 | 6,554,484 | - | 195,763 | - | 6,750,247 | 195,763 | 3.0% |
| RESERVE TRANSFERS | | | | | | | | |
| CONTRIBUTIONS TO RESERVES | - | - | - | - | 140,000 | 140,000 | 140,000 | - |
| TOTAL RESERVE TRANSFERS | - | - | - | - | 140,000 | 140,000 | 140,000 | - |
| TOTAL EXPENSES | 13,004,337 | 12,038,284 | (2,500,000) | (98,437) | 140,000 | 9,579,847 | (2,458,437) | (20.4%) |
| NET OPERATING | (789,700) | (767,328) | - | (771,409) | 140,000 | (1,398,737) | (631,409) | 82.3% |

| | 2023 | 2023 | LESS: 2023 | 2024 | 2024 | | \$ OVER | % OVER |
|------------------------------|--------------|--------------|-------------|-----------|---------|--------------|-------------|---------|
| | FORECAST | BUDGET* | NON- | BASE | BUDGET | 2024 | 2023 | 2023 |
| | | | RECURRING | BUDGET | IMPACTS | BUDGET | BUDGET | BUDGET |
| SUMMARY | | | | | | | | |
| TOTAL REVENUES | (13,794,037) | (12,805,612) | 2,500,000 | (672,972) | - | (10,978,584) | 1,827,028 | (14.3%) |
| TOTAL EXPENSES | 13,004,337 | 12,038,284 | (2,500,000) | (98,437) | 140,000 | 9,579,847 | (2,458,437) | (20.4%) |
| TOTAL LEVY | (789,700) | (767,328) | - | (771,409) | 140,000 | (1,398,737) | (631,409) | 82.3% |
| % BUDGET INCREASE (DECREASE) | | | - | 100.5% | (18.2%) | 82.3% | | |

* May include in-year approved transfer and/or account reclassifications in accordance with Purchasing Policy No. 6.07

Budget Impact Details

| | REF | OPERATING EXPENSES | CAPITAL EXPENSES | REVENUES | TAXATION | % |
|------------------------------------|-----|--------------------|------------------|----------|----------|---------|
| SERVICE LEVEL | | | | | | |
| GEN-Automotive Write-off Provision | | 140,000 | - | - | 140,000 | (18.2%) |
| TOTAL | | 140,000 | - | - | 140,000 | (18.2%) |

Grant Details

| | 2023 | 2023 | 2024 | \$ OVER | % OVER |
|------------------------------------------|----------------|----------------|----------------|---------------|--------------|
| | FORECAST | BUDGET | BUDGET | 2023 | 2023 |
| | | | | BUDGET | BUDGET |
| GENERAL | | | | | |
| GRANTS | | | | | |
| Creative Connections | 60,000 | 60,000 | 60,000 | - | - |
| Oxford County Youth Initiatives | 15,000 | 15,000 | 15,000 | - | - |
| Social Planning Council Oxford | 80,000 | 80,000 | 80,000 | - | - |
| Agricultural Award of Excellence | 2,000 | 2,000 | 2,000 | - | - |
| Economic Development [Oxford Connection] | 50,000 | 50,000 | 50,000 | - | - |
| Physician Recruitment | 30,000 | 30,000 | 7,500 | (22,500) | (75.00%) |
| Small Business Centre | 50,000 | 50,000 | 50,000 | - | - |
| North Oxford Intercommunity Bus Transit | 22,500 | 22,500 | 22,500 | - | - |
| Oxford Health Team | - | - | 30,000 | 30,000 | - |
| Ingersoll Pipe Band | - | - | 10,000 | 10,000 | - |
| TOTAL GRANTS | 309,500 | 309,500 | 327,000 | 17,500 | 5.65% |

Budget

| | 2023 | 2023 | 2024 | \$ OVER | % OVER |
|---------------------------------|------------------|------------------|------------------|---------------|-------------|
| | FORECAST | BUDGET | BUDGET | 2023 | 2023 |
| | | | | BUDGET | BUDGET |
| OPERATING EXPENSES | | | | | |
| UPPER THAMES | 1,106,291 | 1,106,291 | 1,139,480 | 33,189 | 3.0% |
| GRAND RIVER | 103,618 | 103,500 | 106,730 | 3,230 | 3.1% |
| LONG POINT | 484,196 | 484,196 | 498,720 | 14,524 | 3.0% |
| CATFISH CREEK | 14,033 | 14,897 | 14,450 | (447) | (3.0%) |
| TOTAL OPERATING EXPENSES | 1,708,138 | 1,708,884 | 1,759,380 | 50,496 | 3.0% |

Budget

| | 2023 | 2023 | LESS: 2023 | 2024 | 2024 | 2024 | \$ OVER | % OVER |
|-------------------------------------|------------------|------------------|---------------|----------------|----------------|------------------|----------------|--------------|
| | FORECAST | BUDGET* | NON-RECURRING | BASE BUDGET | BUDGET IMPACTS | BUDGET | 2023 BUDGET | 2023 BUDGET |
| OPERATING EXPENSES | | | | | | | | |
| EXTERNAL TRANSFERS | 3,169,783 | 2,786,700 | - | 541,570 | - | 3,328,270 | 541,570 | 19.4% |
| TOTAL OPERATING EXPENSES | 3,169,783 | 2,786,700 | - | 541,570 | - | 3,328,270 | 541,570 | 19.4% |
| TOTAL EXPENSES | 3,169,783 | 2,786,700 | - | 541,570 | - | 3,328,270 | 541,570 | 19.4% |
| NET OPERATING | 3,169,783 | 2,786,700 | - | 541,570 | - | 3,328,270 | 541,570 | 19.4% |
| TOTAL EXPENSES | 3,169,783 | 2,786,700 | - | 541,570 | - | 3,328,270 | 541,570 | 19.4% |
| TOTAL LEVY | 3,169,783 | 2,786,700 | - | 541,570 | - | 3,328,270 | 541,570 | 19.4% |
| % BUDGET INCREASE (DECREASE) | | | - | 19.4% | - | 19.4% | | |

* May include in-year approved transfer and/or account reclassifications in accordance with Purchasing Policy No. 6.07



Council

2024

**BUSINESS
PLAN &
BUDGET**

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Budget

| | 2023 | 2023 | LESS: 2023 | 2024 | 2024 | 2024 | \$ OVER | % OVER |
|----------------------------------------|----------|-------------|---------------|-------------|----------------|-----------|-------------|-------------|
| | FORECAST | BUDGET* | NON-RECURRING | BASE BUDGET | BUDGET IMPACTS | BUDGET | 2023 BUDGET | 2023 BUDGET |
| OPERATING | | | | | | | | |
| REVENUES | | | | | | | | |
| GENERAL REVENUES | | | | | | | | |
| PROVINCIAL GRANTS | - | (1,406,400) | 1,406,400 | - | (247,935) | (247,935) | 1,158,465 | (82.4%) |
| TOTAL GENERAL REVENUES | - | (1,406,400) | 1,406,400 | - | (247,935) | (247,935) | 1,158,465 | (82.4%) |
| TOTAL REVENUES | - | (1,406,400) | 1,406,400 | - | (247,935) | (247,935) | 1,158,465 | (82.4%) |
| EXPENSES | | | | | | | | |
| SALARIES AND BENEFITS | | | | | | | | |
| SALARIES | 413,787 | 413,787 | - | 12,413 | - | 426,200 | 12,413 | 3.0% |
| BENEFITS | 28,664 | 28,664 | - | 945 | - | 29,609 | 945 | 3.3% |
| TOTAL SALARIES AND BENEFITS | 442,451 | 442,451 | - | 13,358 | - | 455,809 | 13,358 | 3.0% |
| OPERATING EXPENSES | | | | | | | | |
| MATERIALS | 67,360 | 63,479 | - | 4,391 | - | 67,870 | 4,391 | 6.9% |
| CONTRACTED SERVICES | 9,597 | 5,500 | - | - | - | 5,500 | - | - |
| EXTERNAL TRANSFERS | - | 1,406,400 | (1,406,400) | - | 247,935 | 247,935 | (1,158,465) | (82.4%) |
| TOTAL OPERATING EXPENSES | 76,957 | 1,475,379 | (1,406,400) | 4,391 | 247,935 | 321,305 | (1,154,074) | (78.2%) |
| INTERDEPARTMENTAL CHARGES | | | | | | | | |
| INTERDEPARTMENTAL CHARGES | 121,248 | 121,248 | - | 4,505 | - | 125,753 | 4,505 | 3.7% |
| TOTAL INTERDEPARTMENTAL CHARGES | 121,248 | 121,248 | - | 4,505 | - | 125,753 | 4,505 | 3.7% |
| TOTAL EXPENSES | 640,656 | 2,039,078 | (1,406,400) | 22,254 | 247,935 | 902,867 | (1,136,211) | (55.7%) |
| NET OPERATING | 640,656 | 632,678 | - | 22,254 | - | 654,932 | 22,254 | 3.5% |
| SUMMARY | | | | | | | | |
| TOTAL REVENUES | - | (1,406,400) | 1,406,400 | - | (247,935) | (247,935) | 1,158,465 | (82.4%) |
| TOTAL EXPENSES | 640,656 | 2,039,078 | (1,406,400) | 22,254 | 247,935 | 902,867 | (1,136,211) | (55.7%) |
| TOTAL LEVY | 640,656 | 632,678 | - | 22,254 | - | 654,932 | 22,254 | 3.5% |
| % BUDGET INCREASE (DECREASE) | | | - | 3.5% | - | 3.5% | | |

* May include in-year approved transfer and/or account reclassifications in accordance with Purchasing Policy No. 6.07

Budget Impact Details

| | REFERENCE | OPERATING EXPENSES | CAPITAL EXPENSES | REVENUES | TAXATION | % |
|-----------------------------------|-----------|--------------------|------------------|----------|----------|---|
| CARRYOVER/IN-YEAR APPROVAL | | | | | | |
| COU-Fibre Broadband Funding | | 247,935 | - | 247,935 | - | |
| | | 247,935 | - | 247,935 | - | |
| TOTAL | | 247,935 | - | 247,935 | - | |



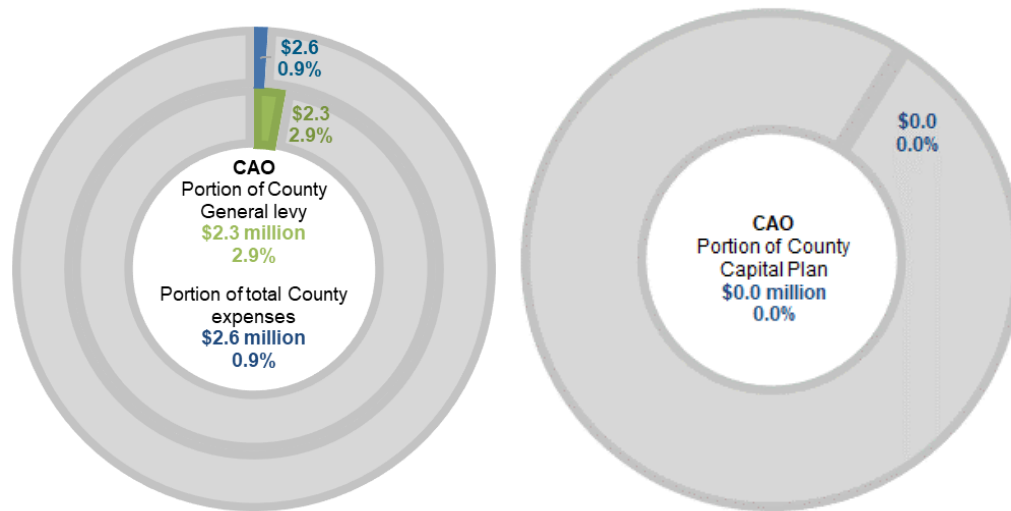
CAO's Office

2024

**BUSINESS
PLAN &
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The CAO is comprised of the CAO Office, Tourism, Strategic Communication and Engagement.



| Division | Division Description | Services | 2024 FTE |
|-------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|-------------|
| CAO Chief Administration Officer | CAO Office Provides Council support and advice, strategic leadership, guidance, and administrative oversight to the organization. Provides strategic planning and implementation of cross-Departmental and / or County-community initiatives as they arise. Facilitates continuous improvement reviews to achieve cost savings / avoidance, improved client relations, improved process and efficiencies, and pursue opportunities to be innovative. | <ul style="list-style-type: none"> Corporate Leadership Initiative Implementation | 5.0 |
| | Tourism An external service that develops and coordinates strategies and marketing to support the growth of the tourism industry in Oxford County. It also is an external service that provides information to tourists. | <ul style="list-style-type: none"> Tourism Industry Support Tourism Visitor Support | 3.3 |
| | Strategic Communication & Engagement Directly supports the CAO and SMT in informing the public about County activities and engaging citizens and partners in these activities when their input is required. The team works to promote and protect the County's identity and reputation. It also provides support services to the County including internal communication, media relations, corporate identity ("branding"), social media management, advertising and marketing, event planning, publications, emergency and crisis communication, issues management, and community engagement and relations. | <ul style="list-style-type: none"> Communication and Engagement | 5.0 |
| Total | | | 13.3 |

5 Year Projected Budget

| | 2024 | 2025 | 2026 | 2027 | 2027 |
|------------------------------|------------------|------------------|------------------|------------------|------------------|
| | BUDGET | PROJECTED | PROJECTED | PROJECTED | PROJECTED |
| | BUDGET | BUDGET | BUDGET | BUDGET | BUDGET |
| OPERATING | | | | | |
| REVENUES | | | | | |
| GENERAL REVENUES | (38,989) | (18,989) | (30,015) | (18,989) | (30,015) |
| OTHER REVENUES | (100,000) | - | - | - | - |
| INTERDEPARTMENTAL RECOVERIES | (87,220) | (93,300) | (99,800) | (102,800) | (105,900) |
| TOTAL REVENUES | (226,209) | (112,289) | (129,815) | (121,789) | (135,915) |
| EXPENSES | | | | | |
| SALARIES AND BENEFITS | 1,645,388 | 1,807,130 | 1,896,685 | 1,970,680 | 2,027,221 |
| OPERATING EXPENSES | 714,877 | 601,545 | 594,992 | 591,885 | 605,847 |
| RESERVE TRANSFERS | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 |
| INTERDEPARTMENTAL CHARGES | 176,568 | 179,056 | 183,696 | 188,672 | 193,024 |
| TOTAL EXPENSES | 2,556,833 | 2,607,731 | 2,695,373 | 2,771,237 | 2,846,092 |
| NET OPERATING | 2,330,624 | 2,495,442 | 2,565,558 | 2,649,448 | 2,710,177 |
| CAPITAL | | | | | |
| CAPITAL EXPENSES | 4,200 | - | - | - | - |
| NET CAPITAL | 4,200 | - | - | - | - |
| SUMMARY | | | | | |
| TOTAL REVENUES | (226,209) | (112,289) | (129,815) | (121,789) | (135,915) |
| TOTAL EXPENSES | 2,561,033 | 2,607,731 | 2,695,373 | 2,771,237 | 2,846,092 |
| TOTAL LEVY | 2,334,824 | 2,495,442 | 2,565,558 | 2,649,448 | 2,710,177 |

Services Overview

Full-Time Equivalents **5.0 FTE**

↑ 1.0
 Base

| Service | Service Description | 2022 Service Level | Service Type |
|---------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|--------------|
| Corporate Leadership | An internal service which oversees the implementation of Council decisions and provides direction to the organization and employees of the organization. | Deliver today, Plan for tomorrow | Support |
| Initiative Implementation | An internal service responsible for implementation of cross-Departmental and / or County-community initiatives, including continuous improvement reviews to achieve cost savings / avoidance, improved client relations, improved process and efficiencies, and pursue opportunities to be innovative. | 4 Continuous improvement projects | Support |

- 1.0 FTE Community Environmental Sustainability Specialist Full-time - Lead and facilitate environmental sustainability initiatives within the broader community **FTE 2024-14**






Key Performance Indicators

| | 2020 Actual | 2021 Actual | 2022 Actual | 2023 Forecast | 2024 Budget | Target |
|-------------------------------------------------------------|-------------|-------------|-------------|---------------|-------------|--------------------------------------------|
| Gross operating budget variance (% operating budget spent) | 99.1% | 90.4% | 95% | 100% | 98.5% | 98.5% |
| Capital budget (delivery) variance (% capital budget spent) | 60.9% | 66.0% | 70.0% | 88.3% | 85% | ↑ |
| Community satisfaction with county programs* | N/A | N/A | 74.7% | N/A | 68% | 85.0% |
| Employee job engagement** | N/A | N/A | 75.5% | N/A | N/A | ↑ |
| Employee organizational engagement** | N/A | N/A | 68.4% | N/A | N/A | ↑ |
| Oxford County Strategic Plan priorities | On going | On going | On going | On going | On going | Annual Strategic Plan Indicators Reporting |
| Corporate continuous improvement projects | N/A | 4 | 2 | 3 | 4 | 4 |

* Oxford County annual budget survey, overall rating achieved. No budget survey complete for budget years 2020, 2021 and 2023.

** Based on the Employee Engagement Survey. Survey was last completed in 2022, with the next iteration scheduled for 2025.

Goals and Objectives

| Description | 2024 | 2025 | 2026 | Strategic Plan | Other Plan Alignment |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|------|------|---------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|
| <p>Oxford County Strategic Plan</p> <p>Implement the new 2023-2026 Strategic Plan including updates to templates and the website. Develop annual reporting of plan indicators to be shared with Council and the community through planned communication. Ongoing implementation and oversight of initiatives within the plan.</p> | ● | ● | ● |  <i>Community health, safety and well-being</i> | |
| <p>Strategic Commitments</p> <p>Review and assess the broader commitments including 100% RE, Zero Waste, Zero Poverty and 100% Housed to identify gaps and opportunities to realign priorities and offer additional support to achieve these initiatives.</p> <p>Continue working with community partners, stakeholders, businesses, and provincial and federal governments to advance these formal commitments.</p> <p>Develop a Climate Action Plan and promote environmental sustainability awareness and initiatives throughout the broader Oxford County community.</p> | ● | ● | ● |  <i>Collaborate with our partners and communities</i> | 100% Renewable Energy Plan Zero Waste Plan Zero Poverty Green Fleet Plan Community Sustainability Plan |
| <p>Continuous Improvement</p> <p>Enhance client relations with residents, County Council and area municipal staff. Improved business processes and efficiencies; innovative changes or improved timelines in the delivery of County programs and services. Introduction of new or improved practices that enhance service delivery and relationships.</p> | ● | ● | ● |  <i>Continuous improvement and results-driven solutions</i> | |
| <p>Advocacy</p> <p>Develop an intergovernmental advocacy strategy to champion evolving service priorities for the County and strategically lead advocacy initiatives for Oxford County in relation to the County's strategic priorities and various Southwestern Ontario and Rural issues.</p> | ● | ● | ● |  <i>Advocate for Oxford County</i> | |
| <p>Safe & Well Oxford</p> <p>Support and facilitate the goals and objectives within the <i>Safe & Well Oxford: Community Safety & Well-Being Plan</i> and the activities of its Action Coalitions. Develop and improve capacity to measure community health, safety and well-being. Provide staff support and leadership to the Diversity, Equity and Inclusion action coalition. Explore Oxford's role in the "Calls to Action" contained within the <i>Truth and Reconciliation Report</i>.</p> | ● | ● | ● |  <i>Community health, safety and well-being</i> | |

Budget

| | 2023 | 2023 | LESS: 2023 | 2024 | 2024 | 2024 | \$ OVER | % OVER |
|----------------------------------------|------------------|------------------|-----------------|----------------|------------------|------------------|-----------------|---------------|
| | FORECAST | BUDGET* | NON-RECURRING | BASE BUDGET | BUDGET IMPACTS | BUDGET | 2023 BUDGET | 2023 BUDGET |
| OPERATING | | | | | | | | |
| REVENUES | | | | | | | | |
| GENERAL REVENUES | | | | | | | | |
| PROVINCIAL GRANTS | - | - | - | - | - | - | - | - |
| USER FEES AND CHARGES | (2,357) | - | - | - | - | - | - | - |
| TOTAL GENERAL REVENUES | (2,357) | - | - | - | - | - | - | - |
| OTHER REVENUES | | | | | | | | |
| RESERVE TRANSFER | (150,000) | (50,000) | 50,000 | - | (100,000) | (100,000) | (50,000) | 100.0% |
| TOTAL OTHER REVENUES | (150,000) | (50,000) | 50,000 | - | (100,000) | (100,000) | (50,000) | 100.0% |
| TOTAL REVENUES | (152,357) | (50,000) | 50,000 | - | (100,000) | (100,000) | (50,000) | 100.0% |
| EXPENSES | | | | | | | | |
| SALARIES AND BENEFITS | | | | | | | | |
| SALARIES | 510,000 | 548,361 | - | 4,855 | 89,636 | 642,852 | 94,491 | 17.2% |
| BENEFITS | 132,600 | 140,405 | - | 3,700 | 28,224 | 172,329 | 31,924 | 22.7% |
| GAPPING ALLOCATION | - | - | - | - | (58,930) | (58,930) | (58,930) | - |
| TOTAL SALARIES AND BENEFITS | 642,600 | 688,766 | - | 8,555 | 58,930 | 756,251 | 67,485 | 9.8% |
| OPERATING EXPENSES | | | | | | | | |
| MATERIALS | 46,496 | 49,410 | - | 7,060 | 50,100 | 106,570 | 57,160 | 115.7% |
| CONTRACTED SERVICES | 241,318 | 152,145 | (50,000) | (7,145) | 70,000 | 165,000 | 12,855 | 8.4% |
| EXTERNAL TRANSFERS | 146,000 | 146,000 | - | 1,000 | - | 147,000 | 1,000 | 0.7% |
| TOTAL OPERATING EXPENSES | 433,814 | 347,555 | (50,000) | 915 | 120,100 | 418,570 | 71,015 | 20.4% |
| RESERVE TRANSFERS | | | | | | | | |
| CONTRIBUTIONS TO RESERVES | - | - | - | - | 20,000 | 20,000 | 20,000 | - |
| TOTAL RESERVE TRANSFERS | - | - | - | - | 20,000 | 20,000 | 20,000 | - |
| INTERDEPARTMENTAL CHARGES | | | | | | | | |
| INTERDEPARTMENTAL CHARGES | 66,623 | 66,629 | - | (5,413) | - | 61,216 | (5,413) | (8.1%) |
| TOTAL INTERDEPARTMENTAL CHARGES | 66,623 | 66,629 | - | (5,413) | - | 61,216 | (5,413) | (8.1%) |
| TOTAL EXPENSES | 1,143,037 | 1,102,950 | (50,000) | 4,057 | 199,030 | 1,256,037 | 153,087 | 13.9% |
| NET OPERATING | 990,680 | 1,052,950 | - | 4,057 | 99,030 | 1,156,037 | 103,087 | 9.8% |
| CAPITAL | | | | | | | | |
| CAPITAL EXPENSES | - | - | - | - | 2,000 | 2,000 | 2,000 | - |
| NET CAPITAL | - | - | - | - | 2,000 | 2,000 | 2,000 | - |

| | 2023 | 2023 | LESS: 2023 | 2024 | 2024 | 2024 | \$ OVER | % OVER |
|------------------------------|----------------|------------------|---------------|--------------|----------------|------------------|----------------|--------------|
| | FORECAST | BUDGET* | NON-RECURRING | BASE BUDGET | BUDGET IMPACTS | BUDGET | 2023 BUDGET | 2023 BUDGET |
| SUMMARY | | | | | | | | |
| TOTAL REVENUES | (152,357) | (50,000) | 50,000 | - | (100,000) | (100,000) | (50,000) | 100.0% |
| TOTAL EXPENSES | 1,143,037 | 1,102,950 | (50,000) | 4,057 | 201,030 | 1,258,037 | 155,087 | 14.1% |
| TOTAL LEVY | 990,680 | 1,052,950 | - | 4,057 | 101,030 | 1,158,037 | 105,087 | 10.0% |
| % BUDGET INCREASE (DECREASE) | | | - | 0.4% | 9.6% | 10.0% | | |

* May include in-year approved transfer and/or account reclassifications in accordance with Purchasing Policy No. 6.07

Budget Impact Details

| | REFERENCE | OPERATING EXPENSES | CAPITAL EXPENSES | REVENUES | TAXATION | % |
|-----------------------------------------------------------------|------------|--------------------|------------------|----------------|-----------------|---------------|
| SERVICE LEVEL | | | | | | |
| CAO-Community Environmental Sustainability Specialist | FTE2024-14 | 112,460 | 2,000 | - | 114,460 | 10.9% |
| CAO-Safe and Well Oxford | | 25,500 | - | - | 25,500 | 2.4% |
| CAO-Reserve contribution for 5-year Community Well-Being Survey | | 20,000 | - | - | 20,000 | 1.9% |
| | | 157,960 | 2,000 | - | 159,960 | 15.2% |
| NEW INITIATIVES | | | | | | |
| CAO-Community Well-Being Survey | NI2024-15 | 100,000 | - | 100,000 | - | |
| | | 100,000 | - | 100,000 | - | |
| INITIATIVE GAPPING | | | | | | |
| CAO-Community Environmental Sustainability Specialist | FTE2024-14 | (58,930) | - | - | (58,930) | (5.6%) |
| | | (58,930) | - | - | (58,930) | (5.6%) |
| TOTAL | | 199,030 | 2,000 | 100,000 | 101,030 | 9.6% |

Capital Budget

| PROJECT # AND NAME | DESCRIPTION | ASSET ACTIVITY | ASSET RATING | TOTAL | 2024 REQUEST** | 2025 | 2026-2033 |
|-----------------------------|----------------------------------------------------------------------------|----------------|--------------|----------------|----------------|------------|------------|
| COMPUTER EQUIPMENT | | | | | | | |
| 111000 - Computer Equipment | Laptop for Community Environmental Sustainability Specialist (FTE 2024-14) | Expansion | N/A | \$2,000 | 2,000 | - | - |
| | | | | \$2,000 | \$2,000 | \$0 | \$0 |

** The 2024 Request represents the additional or new project budget requested and does not include the Carry Forward Budget for prior year's approved budget not spent.

Future Oxford - Budget

| | 2023 | 2023 | LESS: 2023 | 2024 | 2024 | 2024 | \$ OVER | % OVER |
|-------------------------------------|----------|---------|---------------|-------------|----------------|---------|-------------|-------------|
| | FORECAST | BUDGET* | NON-RECURRING | BASE BUDGET | BUDGET IMPACTS | BUDGET | 2023 BUDGET | 2023 BUDGET |
| OPERATING EXPENSES | | | | | | | | |
| MATERIALS | 17,648 | 23,000 | - | 1,000 | - | 24,000 | 1,000 | 4.3% |
| CONTRACTED SERVICES | 33,500 | 45,000 | - | (15,000) | (10,000) | 20,000 | (25,000) | (55.6%) |
| EXTERNAL TRANSFERS | 146,000 | 146,000 | - | 1,000 | - | 147,000 | 1,000 | 0.7% |
| TOTAL OPERATING EXPENSES | 197,148 | 214,000 | - | (13,000) | (10,000) | 191,000 | (23,000) | (10.7%) |
| TOTAL EXPENSES | 197,148 | 214,000 | - | (13,000) | (10,000) | 191,000 | (23,000) | (10.7%) |
| NET OPERATING | 197,148 | 214,000 | - | (13,000) | (10,000) | 191,000 | (23,000) | (10.7%) |
| SUMMARY | | | | | | | | |
| TOTAL EXPENSES | 197,148 | 214,000 | - | (13,000) | (10,000) | 191,000 | (23,000) | (10.7%) |
| TOTAL LEVY | 197,148 | 214,000 | - | (13,000) | (10,000) | 191,000 | (23,000) | (10.7%) |
| % BUDGET INCREASE (DECREASE) | | | - | (6.1%) | (4.7%) | (10.7%) | | |

* May include in-year approved transfer and/or account reclassifications in accordance with Purchasing Policy No. 6.07

FTE Change – Community Environmental Sustainability Specialist

FTE 2024-14

| SUMMARY | |
|----------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Type of FTE request | Service Level |
| Classification | Full-time - Permanent |
| Job Title | Community Environmental Sustainability Specialist |
| FTE | 1.0 |
| Description | Reporting to the Manager of Strategic Initiatives and Continuous Improvement, this position would lead and facilitate environmental sustainability initiatives within the broader community. This position would oversee the Future Oxford Community Sustainability Plan and act as the liaison for the Smart Energy Oxford and Zero Waste subcommittees. |

| STRATEGIC PLAN |
|-------------------------------------------------------------------------------------|
|  |
| <i>Climate change mitigation and adaption</i> |

REQUEST DETAILS

The Future Oxford Community Sustainability Plan was originally adopted by Council in September of 2015 and gained a significant amount of momentum shortly afterwards. Oxford County quickly became a leader in the municipal environmental sustainability realm – we were doing great things. For a variety of reasons however, this momentum has slowed drastically.

As recently established in the 2023-2026 Strategic Plan, County Council has determined that we will continue to emphasize the importance of climate change mitigation and adaptation. There are a few positions in the organization that are pursuing internal initiatives related to sustainability as part of their role and service delivery, such as the Coordinator of Energy Management, Fleet Technician, and Supervisor of Facilities. The Manager of Strategic Initiatives and Continuous Improvement (SI and CI) position is the only role in the organization that has some accountability for sustainability within the broader community. Currently, the Manager of SI and CI acts as a staff resource and liaison to Future Oxford, including Zero Waste and Smart Energy Oxford. Over the past few years, Future Oxford and its committees have seen dwindling participation and progress, some of which can be directly attributed to the transition of CAO's, staffing changes in the role of Manager of SI and CI, as well as the municipal election and subsequent Strategic Planning process. It is difficult to get consistent participation from members and we often have meetings with only a handful of individuals present. We have attempted different days and times of the week to find an option that works, but without much success. People are busy and it is difficult to expect them to attend these meetings in addition to their own employment, family and personal commitments. Zero Waste and Smart Energy seem to be more successful in getting participation, but even those meetings often have the same few participants attending. If Oxford County truly wants to achieve 100% RE, a

REQUEST DETAILS

dedicated FTE is necessary – we cannot continue to rely on a few groups of individuals, volunteering their own time, in between various other commitments, to successfully achieve such a lofty goal for the County of Oxford.

The newest version of the Strategic Plan specifically identifies multiple initiatives that do not currently have staff resources dedicated to achieve them:

- Develop a Climate Action Plan with targets, resource requirements and implementation plan, leveraging existing plans (Energy Management Plan, 100% Renewable Energy Plan, Green Fleet Plan)
- Implement initiatives to support community members and stakeholders in embracing sustainable options, including education and awareness initiatives
- Advocate to the provincial and federal governments for policy amendments that enable sustainable development

These are significant initiatives that represent an investment in the future of our community and without the addition of an FTE, would either need to be contracted out or become part of someone else's role. However, adding these duties to another position is not a very realistic option for multiple reasons. First of all, there are only a select few positions in which it would even make sense to assign these duties to. Secondly, many staff already have workload issues as identified through the most recent employee engagement survey, and therefore adding these important tasks would add extensive work and stress to existing staff. Thirdly, these particular tasks require a level of expertise and knowledge that existing staff may not have.

Having a staff person dedicated to community-based climate change mitigation and adaptation is not unreasonable, particularly in comparison to other municipalities. Some have entire departments dedicated to this work and we are significantly lagging behind considering we have one FTE Coordinator of Energy Management, as well as 2 other positions that spend a portion of their time focusing on internal environmental sustainability initiatives for the organization.

Adding this FTE would also reduce the need to continue to pay administration costs, as well as additional financial savings associated with having the Manager of SI and CI participate in Future Oxford and related subcommittee meetings.

An additional benefit of this new FTE, is that it will assist in differentiating the efforts by Oxford County as an organization and Oxford County, the broader community. With the recent adoption of the 2023-2026 Strategic Plan, including the following initiative: "Implement initiatives to support community members and stakeholders in embracing sustainable options, including education and awareness initiatives" it has been clearly identified that Council plans to support the community in achieving 100% RE. However, based on observations from working with Future Oxford and the pillar committees over the past year, there is ongoing confusion around the roles and accountabilities of the Oxford County employees participating on these committees. As an organization, Oxford County is doing its part in working towards 100% RE. We have a few internal positions as mentioned previously, which focus at least some of their time on advancing these initiatives for the organization. They have implemented the Renewable Energy Action Plan, the Green Fleet Plan and continue to research and implement initiatives to progress us towards this goal. However, oftentimes committee members do not understand why the initiatives are specific to the organization and often will question why these staff are not implementing these things for the broader community. Part of this problem lies in

REQUEST DETAILS

the fact that there is not currently an employee dedicated to these things and we then rely on Future Oxford, Zero Waste and Smart Energy Oxford.

BUDGET REQUIREMENTS

| | One-time | Base | Total Budget |
|-----------------------------------------------------------------------------------|----------------|------------------|------------------|
| Salaries and benefits | \$- | \$117,860 | \$117,860 |
| Operating expenses | | | |
| Training/Conferences | - | 3,000 | 3,000 |
| Mileage | - | 1,000 | 1,000 |
| Telecommunications: Cell phone and monthly fee | 300 | 300 | 600 |
| Purchased Services (reduction of Administration services in Future Oxford) | - | (10,000) | (10,000) |
| Total operating expenses | 300 | (5,700) | (5,400) |
| Capital | | | |
| Computer Equipment: Laptop | 2,000 | - | 2,000 |
| Total capital | 2,000 | - | 2,000 |
| County Levy | \$2,300 | \$112,160 | \$114,460 |
| <i>Initiative Gapping – position start July 2024</i> 2025 Budget Impact | - | (58,930) | (58,930) |
| 2024 Budget Impact | \$2,300 | \$53,230 | \$55,530 |

New Initiative – Community Well-Being Survey

NI 2024-15

SUMMARY

Measuring outcomes is important in demonstrating progress and advancement. As an organization, there are many areas in which we lack adequate data to report back to both Council and the community. This New Initiative request is intended to address this opportunity for improvement and obtain the relevant data through the utilization of an external provider that would facilitate a community wide survey.

STRATEGIC PLAN



Collaborate with our partners and communities

REQUEST DETAILS

As mentioned above, Oxford County has not always excelled at consistent performance measurement, particularly when it comes to broader strategic initiatives and reporting back to residents. The current members of Council have demonstrated a passion and drive for Oxford County to be a vibrant, healthy and sustainable community; to help in achieving this, we need to gather baseline data and then subsequently, continue to regularly measure that same data. It will also be important to share that data and communicate our progress to Council and residents.

In 2016, Oxford County engaged The University of Waterloo to conduct the Community Index of Well-Being (CIW) survey, which reports on the quality of life of Canadians. Survey questions and data gathered included:

- Extent to which programmes and services of local government have made you better off
- I would recommend this community to others as a place to live
- Sense of belonging to the community
- Feel uncomfortable or out of place in your neighbourhood because of your ethnicity, culture, race, or skin colour
- Overall accessibility of the health care services in your community

The results of this survey and report were utilized in various ways, but in particular, helped shape the Community Sustainability Plan. However, this study has not been conducted since then and we therefore do not have updated data to monitor changes or improvements. Although this particular survey contains strong data and information, enough time has passed that other similar surveys could be sourced through the procurement process and utilized to essentially start again with new benchmark data.

Regardless of the specific survey utilized, the benefit of conducting a regular study such as the CIW is that the data can be specifically tailored to our needs, it is a consistent and reliable source, and will produce data that can be utilized in various ways to inform decision making and data-driven service delivery. In particular, Oxford County will use it to measure many of the outcomes associated with the

REQUEST DETAILS

Community Safety and Well-Being Plan, to gauge community satisfaction with services, and to support multiple initiatives within the Strategic Plan.

BUDGET REQUIREMENTS

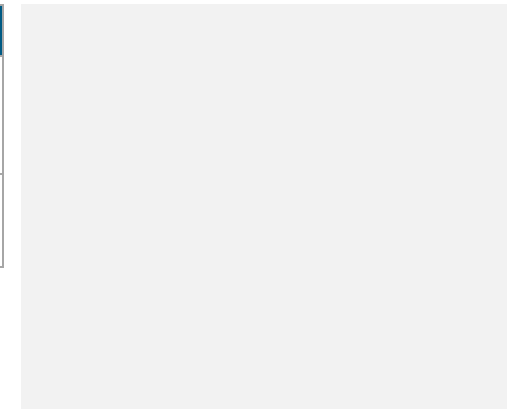
| | One-time | Base | Total Budget |
|------------------------------------|----------------|------------|----------------|
| Revenues | | | |
| Corporate General Reserve Funding* | \$100,000 | \$- | \$100,000 |
| Total revenues | 100,000 | - | 100,000 |
| Operating expenses | | | |
| Advertising | 20,000 | - | 20,000 |
| Purchased Services: Consultant | 80,000 | - | 80,000 |
| Total operating expenses | 100,000 | - | 100,000 |
| County Levy | \$- | \$- | \$- |

Services Overview

Full-Time Equivalents **3.3 FTE**

→ 0.0
 Base




| Service | Service Description | 2022 Service Level | Service Type |
|--------------------------|-------------------------------------------------------------------------------------------------------------------|------------------------------------------|--------------|
| Tourism Industry Support | An external service that supports businesses with product development, marketing and collaboration opportunities. | 326 partnership activities | Community |
| Tourism Visitor Support | An external service that manages and supports visitation. | 5% increase in website page views | Community |



Key Performance Indicators

| | 2020 Actual | 2021 Actual | 2022 Actual | 2023 Forecast | 2024 Budget | Target |
|--------------------------------------------------------------------------------------------------|-------------|-------------|-------------|---------------|-------------|-----------|
| Number of partnerships | 335 | 290 | 326 | 364 | 320 | 320 |
| Sustainable tourism development & promotion activities | 6 | 6 | 8 | 6 | 3 | 3 |
| Number of travel media stories | 11 | 14 | 8 | 8 | 3 | 3 |
| Paid digital campaign impressions | 4,650,000 | 5,000,000 | 4,000,000 | 4,000,000 | 4,000,000 | 4,000,000 |
| Consumer engagement (social media followers, subscribers, website/video views, print, in person) | 241,282 | 287,916 | 365,966 | 300,000 | 248,560 | 300,000 |

Goals and Objectives

| Description | 2024 | 2025 | 2026 | Strategic Plan | Other Plan Alignment |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|------|------|--------------------------------------------------------------------------------------------------------------------------------------------|----------------------|
| <p>Develop and begin implementation of Tourism Strategy Complete research and develop a five-year Tourism Strategy for Oxford County. Components include consultation (meetings, surveys) with tourism businesses and residents and a review of existing reports/strategies, and research.</p> | ● | | |  Connected people and places | |
| <p>Implement Sustainable Tourism Strategy Recommendations Start implementation of sustainability recommendations resulting from the <i>GreenStep 2023 Destination Assessment</i>.</p> | ● | ● | ● |  Preserve and enhance our natural environment | |
| <p>Modernize Visitor Services Improve visitor information services with increased signage and improved online customer experience. Install visitor information signage in municipalities at key locations, where it has not yet been installed. Develop and implement a website content strategy with the goal to improve customer service and reduce staff time maintaining content</p> | ● | | |  Continuous improvement and results-driven solutions | |

Budget

| | 2023 | 2023 | LESS: 2023 | 2024 | 2024 | 2024 | \$ OVER | % OVER |
|----------------------------------------|-----------------|-----------------|----------------|-----------------|-----------------|-----------------|---------------|----------------|
| | FORECAST | BUDGET* | NON-RECURRING | BASE BUDGET | BUDGET IMPACTS | BUDGET | 2023 BUDGET | 2023 BUDGET |
| OPERATING | | | | | | | | |
| REVENUES | | | | | | | | |
| GENERAL REVENUES | | | | | | | | |
| PROVINCIAL GRANTS | (52,834) | (56,523) | - | 52,834 | (20,000) | (23,689) | 32,834 | (58.1%) |
| USER FEES AND CHARGES | (16,775) | (16,075) | - | 775 | - | (15,300) | 775 | (4.8%) |
| TOTAL GENERAL REVENUES | (69,609) | (72,598) | - | 53,609 | (20,000) | (38,989) | 33,609 | (46.3%) |
| TOTAL REVENUES | (69,609) | (72,598) | - | 53,609 | (20,000) | (38,989) | 33,609 | (46.3%) |
| EXPENSES | | | | | | | | |
| SALARIES AND BENEFITS | | | | | | | | |
| SALARIES | 228,813 | 228,813 | - | 12,264 | - | 241,077 | 12,264 | 5.4% |
| BENEFITS | 65,784 | 65,784 | - | 6,536 | - | 72,320 | 6,536 | 9.9% |
| TOTAL SALARIES AND BENEFITS | 294,597 | 294,597 | - | 18,800 | - | 313,397 | 18,800 | 6.4% |
| OPERATING EXPENSES | | | | | | | | |
| MATERIALS | 105,405 | 105,575 | - | 13,467 | 7,000 | 126,042 | 20,467 | 19.4% |
| CONTRACTED SERVICES | 136,095 | 139,784 | (8,000) | (61,834) | 40,000 | 109,950 | (29,834) | (21.3%) |
| TOTAL OPERATING EXPENSES | 241,500 | 245,359 | (8,000) | (48,367) | 47,000 | 235,992 | (9,367) | (3.8%) |
| INTERDEPARTMENTAL CHARGES | | | | | | | | |
| INTERDEPARTMENTAL CHARGES | 45,574 | 45,574 | - | 4,130 | - | 49,704 | 4,130 | 9.1% |
| TOTAL INTERDEPARTMENTAL CHARGES | 45,574 | 45,574 | - | 4,130 | - | 49,704 | 4,130 | 9.1% |
| TOTAL EXPENSES | 581,671 | 585,530 | (8,000) | (25,437) | 47,000 | 599,093 | 13,563 | 2.3% |
| NET OPERATING | 512,062 | 512,932 | (8,000) | 28,172 | 27,000 | 560,104 | 47,172 | 9.2% |
| SUMMARY | | | | | | | | |
| TOTAL REVENUES | (69,609) | (72,598) | - | 53,609 | (20,000) | (38,989) | 33,609 | (46.3%) |
| TOTAL EXPENSES | 581,671 | 585,530 | (8,000) | (25,437) | 47,000 | 599,093 | 13,563 | 2.3% |
| TOTAL LEVY | 512,062 | 512,932 | (8,000) | 28,172 | 27,000 | 560,104 | 47,172 | 9.2% |
| % BUDGET INCREASE (DECREASE) | | | (1.6%) | 5.5% | 5.3% | 9.2% | | |

* May include in-year approved transfer and/or account reclassifications in accordance with Purchasing Policy No. 6.07

Budget Impact Details

| | REF | OPERATING EXPENSES | CAPITAL EXPENSES | REVENUES | TAXATION | % |
|-------------------------------|-----|--------------------|------------------|---------------|---------------|-------------|
| ONE-TIME ITEMS | | | | | | |
| TOUR-Lure Brochure Reprint | | 7,000 | - | - | 7,000 | 1.4% |
| TOUR-Tourism Development Fund | | 40,000 | - | 20,000 | 20,000 | 3.9% |
| | | 47,000 | - | 20,000 | 27,000 | 5.3% |
| TOTAL | | 47,000 | - | 20,000 | 27,000 | 5.3% |

Services Overview

Full-Time Equivalents **5.0 FTE**

↑0.7
Base

| Service | Service Description | 2022 Service Level | Service Type |
|------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|--------------|
| Communication and Engagement | An internal service that provides strategic communication consultation; establishes communication-related policy, guidelines and protocols; delivers tactical communication support; and supports public consultation. | 5% Social media growth 75% Growth in support for engagement campaigns from 2020-2021 to 2022-2023 | Support |

- 1.0 FTE Multimedia Designer Full-time - and (0.3) FTE Student - To support demand for visual communication services and restore communication capacity currently being diverted to provide graphic design support. **FTE 2024-15**




Key Performance Indicators

| | 2020 Actual | 2021 Actual | 2022 Actual | 2023 Forecast | 2024 Budget | Target |
|----------------------------------------------------------------|-------------|-------------|-------------|---------------|-------------|------------|
| Media interviews facilitated | 150 | 103 | 136 | 140 | 142 | + 2%/yr |
| News releases & updates | 93 | 81 | 77 | 80 | 83 | + 3%/yr |
| Total annual sessions to website | 516,824 | 518,500 | 559,202 | 572,500 | 590,000 | + 7-15%/yr |
| Social media followers* | 10,093 | 11,039 | 13,179 | 13,900 | 14,500 | + 5%/yr |
| Employee organizational communication** | N/A | N/A | 66.4% | N/A | N/A | 75% |
| New: Public consultations, outreaches and engagement campaigns | 9 | 7 | 13 | 14 | 15 | + 3%/yr |

* Includes Oxford County main corporate accounts only. Does not include accounts for Tourism, Library, Paramedics, Archives, Wasteline (Public Works) or Future Oxford.

** From 2022 Employee Engagement Survey. During Pandemic Database Average = 65.8% (Note: Employee Engagement Survey is undertaken approximately every 3 years by Human Resources.)

Goals and Objectives

| Description | 2024 | 2025 | 2026 | Strategic Plan | Other Plan Alignment |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|------|------|---------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|
| <p>Update communication and engagement strategy Update Oxford County’s communication and engagement strategy (“Inform and Engage: A Guideline for Effective Communication & Public Participation at Oxford County,” 2014) as per the 2023-2026 Strategic Plan: Goal 3.2 - <i>Update the County’s Communication & Engagement Strategy to support & Engagement Strategy to support continuous civic engagement and ongoing communication.</i></p> | ● | ● | |  <i>Collaborate with our partners and communities</i> | |
| <p>Expand use of short-form video to augment online engagement Broaden Oxford County’s use of short-form video across social media platforms to increase number of engagements.</p> | ● | | |  <i>Continuous improvement and results-driven solutions</i> | |
| <p>Exploring options for services to some area municipalities Develop service delivery framework for area municipalities interested in partnering with the County for delivery of these services.</p> | ● | | |  <i>Collaborate with our partners and communities</i> | |

Budget

| | 2023 | 2023 | LESS: 2023 | 2024 | 2024 | 2024 | \$ OVER | % OVER |
|-------------------------------------------|-----------------|-----------------|---------------|----------------|----------------|-----------------|----------------|--------------|
| | FORECAST | BUDGET* | NON-RECURRING | BASE BUDGET | BUDGET IMPACTS | BUDGET | 2023 BUDGET | 2023 BUDGET |
| OPERATING | | | | | | | | |
| REVENUES | | | | | | | | |
| INTERDEPARTMENTAL RECOVERIES | | | | | | | | |
| DEPARTMENTAL RECOVERIES | (80,100) | (80,100) | - | (7,120) | - | (87,220) | (7,120) | 8.9% |
| TOTAL INTERDEPARTMENTAL RECOVERIES | (80,100) | (80,100) | - | (7,120) | - | (87,220) | (7,120) | 8.9% |
| TOTAL REVENUES | (80,100) | (80,100) | - | (7,120) | - | (87,220) | (7,120) | 8.9% |
| EXPENSES | | | | | | | | |
| SALARIES AND BENEFITS | | | | | | | | |
| SALARIES | 374,510 | 368,545 | - | 33,494 | 51,341 | 453,380 | 84,835 | 23.0% |
| BENEFITS | 106,500 | 102,486 | - | 11,849 | 22,169 | 136,504 | 34,018 | 33.2% |
| GAPPING ALLOCATION | - | - | - | - | (14,144) | (14,144) | (14,144) | - |
| TOTAL SALARIES AND BENEFITS | 481,010 | 471,031 | - | 45,343 | 59,366 | 575,740 | 104,709 | 22.2% |
| OPERATING EXPENSES | | | | | | | | |
| MATERIALS | 49,238 | 49,357 | - | 2,108 | 850 | 52,315 | 2,958 | 6.0% |
| CONTRACTED SERVICES | 7,000 | 10,000 | - | - | (2,000) | 8,000 | (2,000) | (20.0%) |
| TOTAL OPERATING EXPENSES | 56,238 | 59,357 | - | 2,108 | (1,150) | 60,315 | 958 | 1.6% |
| INTERDEPARTMENTAL CHARGES | | | | | | | | |
| INTERDEPARTMENTAL CHARGES | 51,492 | 51,492 | - | 14,156 | - | 65,648 | 14,156 | 27.5% |
| TOTAL INTERDEPARTMENTAL CHARGES | 51,492 | 51,492 | - | 14,156 | - | 65,648 | 14,156 | 27.5% |
| TOTAL EXPENSES | 588,740 | 581,880 | - | 61,607 | 58,216 | 701,703 | 119,823 | 20.6% |
| NET OPERATING | 508,640 | 501,780 | - | 54,487 | 58,216 | 614,483 | 112,703 | 22.5% |
| CAPITAL | | | | | | | | |
| CAPITAL EXPENSES | 315 | - | - | - | 2,200 | 2,200 | 2,200 | - |
| NET CAPITAL | 315 | - | - | - | 2,200 | 2,200 | 2,200 | - |
| SUMMARY | | | | | | | | |
| TOTAL REVENUES | (80,100) | (80,100) | - | (7,120) | - | (87,220) | (7,120) | 8.9% |
| TOTAL EXPENSES | 589,055 | 581,880 | - | 61,607 | 60,416 | 703,903 | 122,023 | 21.0% |
| TOTAL LEVY | 508,955 | 501,780 | - | 54,487 | 60,416 | 616,683 | 114,903 | 22.9% |
| % BUDGET INCREASE (DECREASE) | | | - | 10.9% | 12.0% | 22.9% | | |

* May include in-year approved transfer and/or account reclassifications in accordance with Purchasing Policy No. 6.07

Budget Impact Details

| | REF | OPERATING EXPENSES | CAPITAL EXPENSES | REVENUES | TAXATION | % |
|-----------------------------|------------|--------------------|------------------|----------|-----------------|---------------|
| SERVICE LEVEL | | | | | | |
| SCE-Multimedia Designer FTE | FTE2024-08 | 72,360 | 2,200 | - | 74,560 | 14.9% |
| | | 72,360 | 2,200 | - | 74,560 | 14.9% |
| INITIATIVE GAPPING | | | | | | |
| SCE-Multimedia Designer FTE | FTE2024-08 | (14,144) | - | - | (14,144) | (2.8%) |
| | | (14,144) | - | - | (14,144) | (2.8%) |
| TOTAL | | 58,216 | 2,200 | - | 60,416 | 12.0% |

Capital Budget


| PROJECT # AND NAME | DESCRIPTION | ASSET ACTIVITY | ASSET RATING | TOTAL | 2024 REQUEST** | 2025 | 2026-2033 |
|-----------------------------|-----------------------------------------------------------|----------------|--------------|----------------|----------------|------------|------------|
| COMPUTER EQUIPMENT | | | | | | | |
| 113000 - Computer Equipment | Macbook and monitor for Multimedia Designer (FTE 2024-15) | Expansion | N/A | \$2,200 | 2,200 | - | - |
| | | | | \$2,200 | \$2,200 | \$0 | \$0 |

** The 2024 Request represents the additional or new project budget requested and does not include the Carry Forward Budget for prior year's approved budget not spent.

FTE Change – Multimedia Designer

FTE 2024-15

| SUMMARY | |
|----------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|
| Type of FTE request | Service Level |
| Classification | Full-time - Permanent |
| Job Title | Multimedia Designer |
| FTE | 0.7 |
| Description | To support demand for visual communication services and restore communication capacity currently being diverted to provide graphic design support |

| STRATEGIC PLAN |
|-------------------------------------------------------------------------------------|
|  |
| <p><i>Continuous improvement and results-driven solutions</i></p> |

REQUEST DETAILS

Current situation

- **Demand.** The demand for visual communication (graphics, professionally designed fact sheets, infographics, publications, short-form videos, presentations) continues to increase with overall growth in County activities and with public preferences for information in these formats.
- **Resourcing impact.** To backfill work demand and time demands, one communication officer role has been operating over the past year as 75% graphic design support, creating a deficit in the other types of tactical support (e.g., writing) for which this role was established.
- **Maintaining best practices.** While the Strategic Communication & Engagement (SCE) team has established an effective, branded aesthetic for social media graphics, the department does not have the capacity or specialist depth to keep pace with the trend towards greater use of animated posts and short-form videos, which increasingly dominate online views (e.g., Instagram Reels). Previous SCE business plans have signaled a need for a future focus on expanding visual communication capacity.
- **Turnaround times.** A high volume of urgent and short-term deadlines (including same day and next day) cannot be guaranteed or routinely met with externally contracted graphic design service providers.

Proposal

- **1 FTE Multimedia Designer.** SCE is seeking the addition of 1 FTE Multimedia Designer focusing on graphic design support (design and layout of print ads, publications, infographics, social media graphics, resident handouts, posters, etc.) and multi-media design support (primarily short-form video and social media animations).

REQUEST DETAILS

- **Summer student role.** If the FTE Change is accepted, SCE would forego its summer student position to help offset cost. The student position has been a great help this year over the summer months, providing an extra set of hands support during peak vacation periods while offering a work development opportunity; however, the addition of a new FTE could be used to help fill the need for vacation coverage support.
- **Purchased services.** The budget allocation for purchased services (graphic design) has been reduced but not eliminated. The team has made significant use of external graphic design support and will continue to do so; this role proposal would add visual communication expertise beyond traditional graphic design and restore the communication officer to the incumbent's original job description.

Expected results

- **Greater communication and engagement.** Adding capacity for more frequent and effective digital communications will increase the County's outreach to its residents. The removal of Canadian news on some platforms and changes in local news media staffing and publications over past years requires greater effort and creativity to get our news and information in front of people.
- **Improved internal support.** With the allocation of graphic design support within the SCE team, the communication officer who is backfilling this need could resume regular tactical support to the team, adding capacity for writing and project support. Barring other changes or impacts to workload, SCE expects to move work requests along more quickly with the addition of the new FTE.

BUDGET REQUIREMENTS

| | One-time | Base | Total Budget |
|------------------------------------------------------------------------------------|----------------|-----------------|-----------------|
| Salaries and benefits | | | |
| Salaries and benefits | \$- | \$84,866 | \$84,866 |
| Post secondary student savings – (0.33) FTE | - | (11,356) | (11,356) |
| Total salaries and benefits | - | 73,510 | 73,510 |
| Operating expenses | | | |
| Training | - | 500 | 500 |
| Memberships | - | 350 | 350 |
| Purchased Services | - | (2,000) | (2,000) |
| Total operating expenses | - | (1,150) | (1,150) |
| Capital | | | |
| Computer equipment: Laptop and monitor | 2,200 | - | 2,200 |
| Total capital | 2,200 | - | 2,200 |
| County Levy | \$2,200 | \$72,360 | \$74,560 |
| <i>Initiative Gapping – position start March 2024</i> 2025 Budget Impact | - | (14,144) | (14,144) |
| 2024 Budget Impact | \$2,200 | \$58,216 | \$60,416 |

11

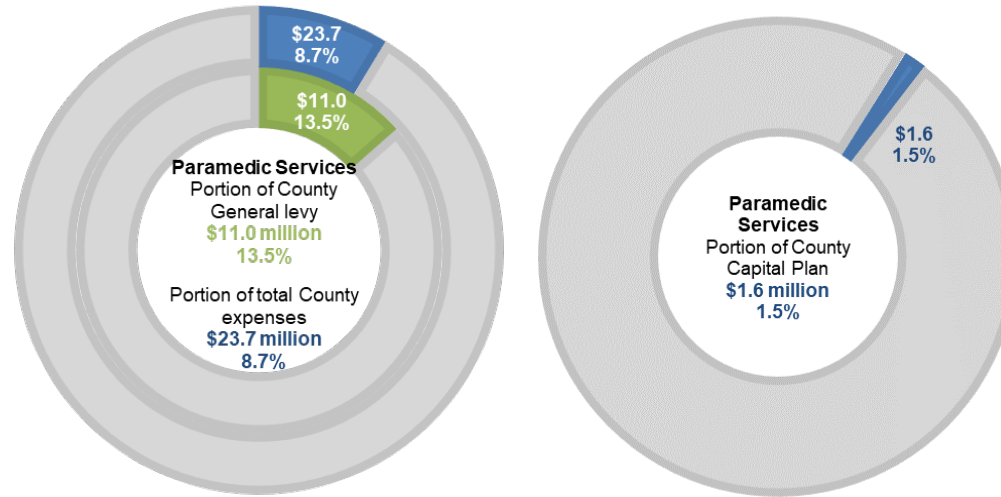
Paramedic Services

2024

BUSINESS
PLAN &
BUDGET



www.oxfordcounty.ca/budget



| Division | Division Description | Services | 2024 FTE Base | 2024 FTE Temp |
|------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|---------------|---------------|
| Paramedic Services Director of Paramedic Services | Paramedic Services Paramedic Services is an external service that provides emergency care to stabilize a patient's condition, initiates rapid transport to hospitals, and facilitates both emergency and non-emergency transfers between medical facilities. | <ul style="list-style-type: none"> Paramedic Services Emergency Management 911 Call Taking & Dispatch | 86.1 | - |
| | Community Paramedicine 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. | <ul style="list-style-type: none"> Community Paramedicine | 14.5 | - |
| Total | | | 100.6 | 0.0 |

5 Year Projected Budget

| | 2024 | 2025 | 2026 | 2027 | 2027 |
|---------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| | BUDGET | PROJECTED | PROJECTED | PROJECTED | PROJECTED |
| | BUDGET | BUDGET | BUDGET | BUDGET | BUDGET |
| OPERATING | | | | | |
| REVENUES | | | | | |
| GENERAL REVENUES | (10,758,173) | (12,233,467) | (10,570,648) | (10,253,753) | (10,588,265) |
| OTHER REVENUES | (739,569) | - | - | - | - |
| TOTAL REVENUES | (11,497,742) | (12,233,467) | (10,570,648) | (10,253,753) | (10,588,265) |
| | | | | | |
| EXPENSES | | | | | |
| SALARIES AND BENEFITS | 17,252,026 | 17,655,669 | 16,512,705 | 16,387,841 | 16,776,304 |
| OPERATING EXPENSES | 2,185,417 | 2,022,824 | 1,916,248 | 1,994,711 | 1,939,855 |
| RESERVE TRANSFERS | 1,164,500 | 1,254,000 | 1,291,000 | 1,318,000 | 1,346,000 |
| INTERDEPARTMENTAL CHARGES | 1,523,658 | 1,479,268 | 1,508,961 | 1,596,293 | 1,622,141 |
| TOTAL EXPENSES | 22,125,601 | 22,411,761 | 21,228,914 | 21,296,845 | 21,684,300 |
| | | | | | |
| NET OPERATING | 10,627,859 | 10,178,294 | 10,658,266 | 11,043,092 | 11,096,035 |
| | | | | | |
| CAPITAL | | | | | |
| CAPITAL REVENUES | (1,201,869) | (1,942,780) | (959,180) | (1,323,154) | (388,780) |
| CAPITAL EXPENSES | 1,609,509 | 2,267,780 | 959,180 | 1,323,154 | 388,780 |
| NET CAPITAL | 407,640 | 325,000 | - | - | - |
| | | | | | |
| SUMMARY | | | | | |
| TOTAL REVENUES | (12,699,611) | (14,176,247) | (11,529,828) | (11,576,907) | (10,977,045) |
| TOTAL EXPENSES | 23,735,110 | 24,679,541 | 22,188,094 | 22,619,999 | 22,073,080 |
| TOTAL LEVY | 11,035,499 | 10,503,294 | 10,658,266 | 11,043,092 | 11,096,035 |

Services Overview

Full-Time Equivalents **100.6 FTE** ↑11.4
Base





| Service | Service Description | 2022 Service Level | Service Type |
|---------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|------------------------|
| 911 Call Taking & Dispatch | An external service that provides 911 answering services to people reporting emergencies and directs calls to appropriate emergency service dispatch centres according to the callers request. | Terms of contract met by provider | Public Health & Safety |
| Paramedic Services (Land Ambulance) | An external service that provides emergency care to stabilize a patient's condition, initiates rapid transport to hospitals, and facilitates both emergency and non-emergency transfers between medical facilities. | 70,080 Paramedic Service Delivery Hours | Public Health & Safety |
| Paramedic Services (Community Paramedicine) | 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. | 455 Unique Patients Rostered | Public Health & Safety |
| Emergency Management | A service that develops and coordinates all appropriate event response activities, with clarity of roles and accountability, across all departments and relevant organizations during an emergency and ensures the continuity of essential municipal services. | EMCPA compliant | Public Health & Safety |

- **7.0 FTE Paramedics and 1.0 FTE Acting Superintendent Full-time** - Increased Paramedic Service delivery levels by adding an additional 8,760 annualized paramedic service hours. **FTE 2024-16**
- **1.0 FTE Paramedic Educator Full-time** - Increased demand for internal education and training caused by current and future service growth requires additional staff (Paramedic Educator) **FTE 2024-17**
- **0.4 FTE Emergency Management Coordinator Full-time** - The evolving landscape of emergency management, particularly in the context of Long-Term Care, necessitates a proactive approach. **FTE 2024-18**
- **1.0 FTE Superintendent and 1.0 FTE Logistics Coordinator Full-time** - In order to maintain the momentum we have built over the last 2 years, additional staff are required to develop new models of care that can reduce 911 calls and ED visits, and train our Paramedics. **FTE 2024-19**

Key Performance Indicators

| | 2020 Actual | 2021 Actual | 2022 Actual | 2023 Forecast | 2024 Target | Target |
|----------------------------------------------|-------------|-------------|-------------|---------------|-------------|--------|
| Total 911 patient encounters | 14,857 | 17,250 | 19,266 | 22,150 | 25,103 | ↑ |
| Community Paramedic Unique Patients Rostered | N/A | 470 | 455 | 650 | 800 | 800 |
| CTAS 1 Response Time Performance | 72.9% | 73.2% | 74.9% | 68.9% | >70.0% | >70.0% |
| WSIB Lost Time (Events) | 8 | 9 | 16 | 27 | 35 | ↓ |

Goals and Objectives

| Description | 2024 | 2025 | 2026 | Strategic Plan | Other Plan Alignment |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|------|------|---------------------------------------------------------------------------------------------------------------------------------------------|----------------------|
| <p>911 Alternate Models of Care Alternate patient care models will provide eligible patients with appropriate community-based care options to improve patients' timely access to care needed, and to reduce pressures on hospital emergency departments and ambulance services.</p> | ● | ● | ● |  Community health, safety and well-being | |
| <p>Local Community Health Care Integration Advance opportunities to deliver more comprehensive community health care through partnerships with other local health care and social service providers/institutions</p> | ● | ● | ● |  Community health, safety and well-being | |
| <p>Emergency Management Program Review Identify opportunities for program improvement through gap analysis compared to CSA Z-7100 standard. Engage area municipalities interested in Emergency Management program alignment and shared resources.</p> | ● | | |  Continuous improvement and results-driven solutions | |
| <p>Paramedic Services Roadmap Develop a roadmap plan for Paramedic Services that supports the Oxford County Strategic Plan, projects service growth, and informs departmental operations and planning.</p> | ● | | |  Continuous improvement and results-driven solutions | |

911 Operation - Budget

| | 2023 | 2023 | LESS: 2023 | 2024 | 2024 | | \$ OVER | % OVER |
|------------------------------------|--------------------|--------------------|-----------------|------------------|------------------|--------------------|------------------|-----------------|
| | FORECAST | BUDGET* | NON-RECURRING | BASE BUDGET | BUDGET IMPACTS | 2024 BUDGET | 2023 BUDGET | 2023 BUDGET |
| OPERATING | | | | | | | | |
| REVENUES | | | | | | | | |
| GENERAL REVENUES | | | | | | | | |
| PROVINCIAL GRANTS | (7,899,188) | (7,841,089) | 65,973 | (359,257) | (55,500) | (8,189,873) | (348,784) | 4.4% |
| USER FEES AND CHARGES | (232,790) | (158,600) | - | (21,700) | - | (180,300) | (21,700) | 13.7% |
| OTHER REVENUE | (22,000) | (17,000) | - | (3,000) | - | (20,000) | (3,000) | 17.6% |
| TOTAL GENERAL REVENUES | (8,153,978) | (8,016,689) | 65,973 | (383,957) | (55,500) | (8,390,173) | (373,484) | 4.7% |
| OTHER REVENUES | | | | | | | | |
| RESERVE TRANSFER | (40,700) | (50,000) | - | 50,000 | (739,569) | (739,569) | (689,569) | 1,379.1% |
| DEVELOPMENT CHARGES | (199,298) | (199,298) | - | 199,298 | - | - | 199,298 | (100.0%) |
| TOTAL OTHER REVENUES | (239,998) | (249,298) | - | 249,298 | (739,569) | (739,569) | (490,271) | 196.7% |
| TOTAL REVENUES | (8,393,976) | (8,265,987) | 65,973 | (134,659) | (795,069) | (9,129,742) | (863,755) | 10.4% |
| EXPENSES | | | | | | | | |
| SALARIES AND BENEFITS | | | | | | | | |
| SALARIES | 9,863,459 | 10,018,234 | (56,289) | 280,133 | 1,103,671 | 11,345,749 | 1,327,515 | 13.3% |
| BENEFITS | 3,374,089 | 3,117,478 | (5,484) | 544,878 | 311,689 | 3,968,561 | 851,083 | 27.3% |
| GAPPING ALLOCATION | - | (14,300) | 14,300 | - | (27,456) | (27,456) | (13,156) | 92.0% |
| TOTAL SALARIES AND BENEFITS | 13,237,548 | 13,121,412 | (47,473) | 825,011 | 1,387,904 | 15,286,854 | 2,165,442 | 16.5% |
| OPERATING EXPENSES | | | | | | | | |
| MATERIALS | 1,420,652 | 1,399,206 | (11,725) | 133,507 | 114,950 | 1,635,938 | 236,732 | 16.9% |
| CONTRACTED SERVICES | 264,673 | 272,500 | - | (32,600) | 55,500 | 295,400 | 22,900 | 8.4% |
| RENTS AND FINANCIAL EXPENSES | 12,110 | - | - | - | 8,650 | 8,650 | 8,650 | - |
| TOTAL OPERATING EXPENSES | 1,697,435 | 1,671,706 | (11,725) | 100,907 | 179,100 | 1,939,988 | 268,282 | 16.0% |
| DEBT REPAYMENT | | | | | | | | |
| PRINCIPAL REPAYMENT | 180,000 | 180,000 | - | (180,000) | - | - | (180,000) | (100.0%) |
| INTEREST REPAYMENT | 2,652 | 2,652 | - | (2,652) | - | - | (2,652) | (100.0%) |
| TOTAL DEBT REPAYMENT | 182,652 | 182,652 | - | (182,652) | - | - | (182,652) | (100.0%) |
| RESERVE TRANSFERS | | | | | | | | |
| CONTRIBUTIONS TO CAPITAL RESERVES | 939,800 | 939,800 | - | 102,200 | 62,500 | 1,104,500 | 164,700 | 17.5% |
| DEVELOPMENT CHARGES EXEMPTIONS | 75,000 | 25,000 | - | 35,000 | - | 60,000 | 35,000 | 140.0% |
| TOTAL RESERVE TRANSFERS | 1,014,800 | 964,800 | - | 137,200 | 62,500 | 1,164,500 | 199,700 | 20.7% |
| INTERDEPARTMENTAL CHARGES | | | | | | | | |

| | 2023 | 2023 | LESS: 2023 | 2024 | 2024 | | \$ OVER | % OVER |
|----------------------------------------|--------------------|--------------------|-----------------|--------------------|------------------|--------------------|------------------|-----------------|
| | FORECAST | BUDGET* | NON-RECURRING | BASE BUDGET | BUDGET IMPACTS | 2024 BUDGET | 2023 BUDGET | 2023 BUDGET |
| INTERDEPARTMENTAL CHARGES | 1,022,908 | 1,057,772 | (4,200) | 161,875 | 150,812 | 1,366,259 | 308,487 | 29.2% |
| DEPARTMENTAL CHARGES | - | - | - | - | - | - | - | - |
| TOTAL INTERDEPARTMENTAL CHARGES | 1,022,908 | 1,057,772 | (4,200) | 161,875 | 150,812 | 1,366,259 | 308,487 | 29.2% |
| TOTAL EXPENSES | 17,155,343 | 16,998,342 | (63,398) | 1,042,341 | 1,780,316 | 19,757,601 | 2,759,259 | 16.2% |
| NET OPERATING | 8,761,367 | 8,732,355 | 2,575 | 907,682 | 985,247 | 10,627,859 | 1,895,504 | 21.7% |
| CAPITAL | | | | | | | | |
| CAPITAL REVENUES | | | | | | | | |
| CAPITAL FEDERAL GRANTS | - | - | - | - | - | - | - | - |
| CAPITAL PROVINCIAL GRANTS | (36,537) | (31,000) | - | 31,000 | - | - | 31,000 | (100.0%) |
| CAPITAL RESERVE TRANSFER | (1,354,920) | (2,126,106) | - | 983,997 | - | (1,142,109) | 983,997 | (46.3%) |
| CAPITAL DEVELOPMENT CHARGES | - | - | - | - | (49,760) | (49,760) | (49,760) | - |
| TOTAL CAPITAL REVENUES | (1,391,457) | (2,157,106) | - | 1,014,997 | (49,760) | (1,191,869) | 965,237 | (44.7%) |
| CAPITAL EXPENSES | 1,395,457 | 2,162,106 | (5,000) | (1,014,997) | 457,400 | 1,599,509 | (562,597) | (26.0%) |
| NET CAPITAL | 4,000 | 5,000 | (5,000) | - | 407,640 | 407,640 | 402,640 | 8,052.8% |
| SUMMARY | | | | | | | | |
| TOTAL REVENUES | (9,785,433) | (10,423,093) | 65,973 | 880,338 | (844,829) | (10,321,611) | 101,482 | (1.0%) |
| TOTAL EXPENSES | 18,550,800 | 19,160,448 | (68,398) | 27,344 | 2,237,716 | 21,357,110 | 2,196,662 | 11.5% |
| TOTAL LEVY | 8,765,367 | 8,737,355 | (2,425) | 907,682 | 1,392,887 | 11,035,499 | 2,298,144 | 26.3% |
| % BUDGET INCREASE (DECREASE) | | | (0.0%) | 10.4% | 15.9% | 26.3% | | |

* May include in-year approved transfer and/or account reclassifications in accordance with Purchasing Policy No. 6.07

911 Operation - Budget Impact Details

| | REF | OPERATING EXPENSES | CAPITAL EXPENSES | REVENUES | TAXATION | % |
|-------------------------------------------------------------|-------------------|--------------------|------------------|----------------|------------------|---------------|
| ONE-TIME ITEMS | | | | | | |
| PS-Consultant to map data for historical ePCR data | | 20,000 | - | - | 20,000 | 0.2% |
| PS-Legacy Oil and Gas Wells Funding | | 55,500 | - | 55,500 | - | |
| | | 75,500 | - | 55,500 | 20,000 | 0.2% |
| SERVICE LEVEL | | | | | | |
| PS-Land Ambulance Operations FTE | FTE2024-16 | 1,441,637 | 372,400 | 789,329 | 1,024,708 | 11.7% |
| PS-Paramedic Educator FTE | FTE2024-17 | 62,881 | 5,000 | - | 67,881 | 0.8% |
| PS-Co-ordinator of Emergency Management FTE | FTE2024-18 | 60,792 | - | - | 60,792 | 0.7% |
| PS-Emergency management training to all staff | | 2,500 | - | - | 2,500 | 0.0% |
| PS-Griffin Way Site Expansion | | 35,000 | 30,000 | - | 65,000 | 0.7% |
| | | 1,602,810 | 407,400 | 789,329 | 1,220,881 | 14.0% |
| INTERDEPARTMENTAL INITIATIVES | | | | | | |
| PS-SR Co-ordinator of EE Health & Disability Management FTE | | 115,812 | - | - | 115,812 | 1.3% |
| | | 115,812 | - | - | 115,812 | 1.3% |
| INITIATIVE GAPPING | | | | | | |
| PS-Co-ordinator of Emergency Management FTE | FTE2024-18 | (27,456) | - | - | (27,456) | (0.3%) |
| | | (27,456) | - | - | (27,456) | (0.3%) |
| MINOR CAPITAL | | | | | | |
| PS-Pallet mover | | 13,650 | 50,000 | - | 63,650 | 0.7% |
| | | 13,650 | 50,000 | - | 63,650 | 0.7% |
| TOTAL | | 1,780,316 | 457,400 | 844,829 | 1,392,887 | 15.9% |

Paramedicine - Budget

| | 2023 | 2023 | LESS: 2023 | 2024 | 2024 | | \$ OVER | % OVER |
|----------------------------------------|--------------------|--------------------|---------------|------------------|------------------|--------------------|------------------|----------------|
| | FORECAST | BUDGET* | NON-RECURRING | BASE BUDGET | BUDGET IMPACTS | 2024 BUDGET | 2023 BUDGET | 2023 BUDGET |
| OPERATING REVENUES | | | | | | | | |
| GENERAL REVENUES | | | | | | | | |
| PROVINCIAL GRANTS | (1,896,414) | (2,000,000) | - | 320,461 | (310,461) | (1,990,000) | 10,000 | (0.5%) |
| USER FEES AND CHARGES | (523,126) | (94,500) | - | (283,500) | - | (378,000) | (283,500) | 300.0% |
| TOTAL GENERAL REVENUES | (2,419,540) | (2,094,500) | - | 36,961 | (310,461) | (2,368,000) | (273,500) | 13.1% |
| TOTAL REVENUES | (2,419,540) | (2,094,500) | - | 36,961 | (310,461) | (2,368,000) | (273,500) | 13.1% |
| EXPENSES | | | | | | | | |
| SALARIES AND BENEFITS | | | | | | | | |
| SALARIES | 1,353,180 | 1,205,476 | - | 85,075 | 236,354 | 1,526,905 | 321,429 | 26.7% |
| BENEFITS | 412,520 | 318,339 | - | 47,021 | 72,907 | 438,267 | 119,928 | 37.7% |
| TOTAL SALARIES AND BENEFITS | 1,765,700 | 1,523,815 | - | 132,096 | 309,261 | 1,965,172 | 441,357 | 29.0% |
| OPERATING EXPENSES | | | | | | | | |
| MATERIALS | 393,334 | 364,003 | - | (143,774) | 1,200 | 221,429 | (142,574) | (39.2%) |
| CONTRACTED SERVICES | 142,779 | 83,600 | - | (59,600) | - | 24,000 | (59,600) | (71.3%) |
| TOTAL OPERATING EXPENSES | 536,113 | 447,603 | - | (203,374) | 1,200 | 245,429 | (202,174) | (45.2%) |
| INTERDEPARTMENTAL CHARGES | | | | | | | | |
| INTERDEPARTMENTAL CHARGES | 117,727 | 123,082 | - | 34,317 | - | 157,399 | 34,317 | 27.9% |
| TOTAL INTERDEPARTMENTAL CHARGES | 117,727 | 123,082 | - | 34,317 | - | 157,399 | 34,317 | 27.9% |
| TOTAL EXPENSES | 2,419,540 | 2,094,500 | - | (36,961) | 310,461 | 2,368,000 | 273,500 | 13.1% |
| NET OPERATING | - | - | - | - | - | - | - | - |
| CAPITAL | | | | | | | | |
| CAPITAL REVENUES | | | | | | | | |
| CAPITAL PROVINCIAL GRANTS | (27,537) | - | - | - | (10,000) | (10,000) | (10,000) | - |
| TOTAL CAPITAL REVENUES | (27,537) | - | - | - | (10,000) | (10,000) | (10,000) | - |
| CAPITAL EXPENSES | 27,537 | - | - | - | 10,000 | 10,000 | 10,000 | - |
| NET CAPITAL | - | - | - | - | - | - | - | - |
| SUMMARY | | | | | | | | |
| TOTAL REVENUES | (2,447,077) | (2,094,500) | - | 36,961 | (320,461) | (2,378,000) | (283,500) | 13.5% |
| TOTAL EXPENSES | 2,447,077 | 2,094,500 | - | (36,961) | 320,461 | 2,378,000 | 283,500 | 13.5% |
| TOTAL LEVY | - | - | - | - | - | - | - | - |
| % BUDGET INCREASE (DECREASE) | | | | | | | | |

* May include in-year approved transfer and/or account reclassifications in accordance with Purchasing Policy No. 6.07

Paramedicine - Budget Impact Details

| | REFERENCE | OPERATING EXPENSES | CAPITAL EXPENSES | REVENUES | TAXATION | % |
|--------------------------------|-------------------|--------------------|------------------|----------------|----------|---|
| SERVICE LEVEL | | | | | | |
| CPS-Paramedic Educator FTE | FTE2024-17 | 62,281 | - | 62,280 | - | |
| CPS-Community Paramedicine FTE | FTE2024-19 | 248,180 | 10,000 | 258,181 | - | |
| | | 310,461 | 10,000 | 320,461 | - | |
| TOTAL | | 310,461 | 10,000 | 320,461 | - | |

Capital Budget

| PROJECT # AND NAME | DESCRIPTION | ASSET ACTIVITY | ASSET RATING | TOTAL | 2024 REQUEST** | 2025 | 2026-2033 |
|-----------------------------------------|------------------------------------------------------------------------------------------------------------------------|----------------|--------------|-----------|----------------|------|-----------|
| BUILDING | | | | | | | |
| 510000 - Griffin Way | Griffin Way Site Expansion - One Time Capital Costs for keyscan, security alarm, IT presentation equipment, and blinds | Expansion | N/A | \$30,000 | 30,000 | - | - |
| 915010 - EMS Mill St, Woodstock | Various projects as identified from the Building Condition Assessments | Renewal | Poor | \$16,000 | 16,000 | - | - |
| 915030 - EMS 162 Carnegie St, Ingersoll | Various projects as identified from the Building Condition Assessments | Replacement | Poor | \$47,500 | 47,500 | - | - |
| 915040 - EMS 81 King St, Tillsonburg | Various projects as identified from the Building Condition Assessments | Replacement | Poor | \$65,600 | 65,600 | - | - |
| 915050 - EMS Wilmot St, Drumbo | Various projects as identified from the Building Condition Assessments | Replacement | Poor | \$9,000 | 9,000 | - | - |
| 915060 - EMS CR8, Embro | Various projects as identified from the Building Condition Assessments | Replacement | Poor | \$24,000 | 24,000 | - | - |
| 915070 - EMS Tidey, Norwich | Various projects as identified from the Building Condition Assessments | Replacement | Poor | \$9,000 | 9,000 | - | - |
| COMPUTER EQUIPMENT | | | | | | | |
| 520000 - Computer Equipment | Two laptops for Community Paramedicine program (FTE 2024-19) | Expansion | N/A | \$4,000 | 4,000 | - | - |
| 510000 - Computer Equipment | Laptop and Tablet for Land Ambulance Operations (FTE 2024-16) | Expansion | N/A | \$3,950 | 3,950 | - | - |
| 510000 - Computer Equipment | Laptop for Paramedic Educator (FTE 2024-17) | Expansion | N/A | \$2,000 | 2,000 | - | - |
| EQUIPMENT | | | | | | | |
| 510000 - Equipment | New Equipment required for Land Ambulance Operations (FTE 2024-16) | Expansion | N/A | \$119,650 | 119,650 | - | - |
| 510000 - Equipment | Pallet Mover - Griffin Way | Expansion | N/A | \$50,000 | 50,000 | - | - |
| 510000 - Equipment | Regular Annual Equipment Replacement, including autopulses and suction units | Replacement | Poor | \$313,409 | 313,409 | - | - |
| FURNISHINGS | | | | | | | |
| 510000 - Furnishings | Desk / Chair for Paramedic Educator (FTE 2024-17) | Expansion | N/A | \$3,000 | 3,000 | - | - |
| 520000 - Furnishings | Furnishings for staff for Community Paramedicine program (FTE 2024-19) | Expansion | N/A | \$6,000 | 6,000 | - | - |
| VEHICLES | | | | | | | |
| 510000 - Vehicles | Ambulance Replacement - Unit 1097 | Replacement | Fair | \$248,800 | 248,800 | - | - |
| 510000 - Vehicles | Ambulance Replacement - Unit 1096 | Replacement | Fair | \$248,800 | 248,800 | - | - |
| 510000 - Vehicles | Emergency Response Vehicle Replacement - Unit 1318 | Replacement | Poor | \$110,000 | 110,000 | - | - |

| PROJECT # AND NAME | DESCRIPTION | ASSET ACTIVITY | ASSET RATING | TOTAL | 2024 REQUEST** | 2025 | 2026-2033 |
|--------------------|--------------------------------------------------------------------|----------------|--------------|-------------|----------------|------|-----------|
| 510000 - Vehicles | New Ambulance required for Land Ambulance Operations (FTE 2024-16) | Expansion | N/A | \$248,800 | 248,800 | - | - |
| 510000 - Vehicles | OXF 1 Van - CNG Conversion | Expansion | N/A | \$10,000 | 10,000 | - | - |
| | | | | \$1,569,509 | \$1,569,509 | \$0 | \$0 |

** The 2024 Request represents the additional or new project budget requested and does not include the Carry Forward Budget for prior year's approved budget not spent.

FTE Change – Land Ambulance Operations FTE

FTE 2024-16

| SUMMARY | |
|----------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Type of FTE request | Service Level |
| Classification | Full-time - Permanent |
| Job Title | Land Ambulance Operations FTE |
| FTE | 8.0 |
| Description | Increase Paramedic Service delivery levels by adding an additional 8,760 annualized paramedic service unit hours. This service level increase would translate to 8.0 FTE positions. 7.0 Primary Care Paramedics & 1.0 Acting Superintendent. |

STRATEGIC PLAN



Continuous improvement and results-driven solutions

REQUEST DETAILS

Oxford County Paramedic Services (OCPS) stands at a pivotal moment in its commitment to delivering timely emergency medical services. This business case underscores the pressing need to augment Paramedic service unit hours in 2024, drawing from historical trends, strategic advice, and the potential repercussions of maintaining the status quo.

Currently, OCPS delivers 70,080 Paramedic service unit hours each year. However, the landscape of emergency medical needs has shifted dramatically. From 2020 to 2022, we witnessed a surge in emergency call volumes by 30%. This trend didn't wane in 2023, with call volumes further escalating by 10-15%.

Strategic foresight from the 10-year master plan of 2018 and the Joint Municipal Paramedic Service Delivery Review of 2021 both converge on a recommendation: a target Unit-Hour Availability (UHA) of 0.35. Yet, our response times tell a concerning story. In 2022, our 70th percentile CTAS 1 response time performance was a commendable 74.9%, comfortably within our Response Time Performance Plan target of 70%. But by August 20, 2023, this metric had slipped to 68.9%, overshooting our target.

To realign with the recommended UHA of 0.35, given the call volumes of 2023, the City of Woodstock urgently requires an infusion of 8,760 additional Paramedic service unit hours. The stakes of inaction are high. Without this increase, Oxford County Paramedic Services runs the grave risk of not meeting our Response Time Performance targets for CTAS 1 & 2 calls, which are the most critical, in 2024. Such a shortfall would not only compromise patient outcomes but also erode the trust our community places in us.

One of the requested FTEs will be for an additional Acting Superintendent. This position, in addition to the duties as a Primary Care Paramedic, will have additional administrative duties while not responding to 911 calls for service.

REQUEST DETAILS

In conclusion, the data and strategic insights present an unequivocal call to action. The need to bolster our Paramedic service unit hours in 2024 transcends mere targets; it's about safeguarding the health and well-being of our community. We advocate for the approval of an additional 8,760 Paramedic service unit hours for 2024 to ensure swift response times and uphold the health outcomes of our patients.

BUDGET REQUIREMENTS

| | One-time | Base | Total Budget |
|--------------------------------------------------------------------------|----------------|------------------|------------------|
| Revenues | | | |
| Provincial Funding ¹ | \$- | \$- | \$- |
| Development Charge Revenue | 49,760 | - | 49,760 |
| Corporate General Reserve Funding* | 739,569 | - | 739,569 |
| Total revenues | 789,329 | - | 789,329 |
| Salaries and benefits | - | 1,292,287 | 1,292,287 |
| Operating expenses | | | |
| Meeting Costs | - | 1,000 | 1,000 |
| Computer Software/Support | - | 7,500 | 7,500 |
| Licenses | - | 750 | 750 |
| Telecommunications: Cell phone and monthly fee for Acting Superintendent | 300 | 300 | 600 |
| R&M Vehicles | 20,000 | 20,000 | 40,000 |
| Fuel | - | 2,000 | 2,000 |
| Uniforms for Paramedics | 30,000 | 10,000 | 40,000 |
| Contribution to Capital Reserve | - | 57,500 | 57,500 |
| Total operating expenses | 50,300 | 99,050 | 149,350 |
| Capital | | | |
| Computer Equipment: iPads (2) & Mounting Kit | 1,950 | - | 1,950 |
| Computer Equipment: Laptop for Acting Superintendent | 2,000 | - | 2,000 |
| GPS/AVL | 3,250 | - | 3,250 |

BUDGET REQUIREMENTS

| | | | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|--------------------|--------------------|
| Power Loader | 30,000 | - | 30,000 |
| Power Stretcher | 32,000 | - | 32,000 |
| Stair Chair | 3,000 | - | 3,000 |
| Scoop Stretcher | 1,100 | - | 1,100 |
| Defibrillator | 32,000 | - | 32,000 |
| Defibrillator Mounting Device | 1,000 | - | 1,000 |
| Autopulse | 12,000 | - | 12,000 |
| Router | 2,500 | - | 2,500 |
| Equipment Bags | 1,400 | - | 1,400 |
| Dash Cam | 400 | - | 400 |
| Portable Suction Unit | 1,000 | - | 1,000 |
| Ambulance | 248,800 | - | 248,800 |
| Total capital | 372,400 | - | 372,400 |
| County Levy | (\$366,629) | \$1,391,337 | \$1,024,708 |
| <p><i>*Initiative Gapping – The preference is to begin this service level enhancement as early as possible, but current staffing levels may prevent this. Recruitment is normally completed by June 1 of each year. The additional ambulance will be ordered in 2024, but will not be delivered until 2025</i></p> | | | |

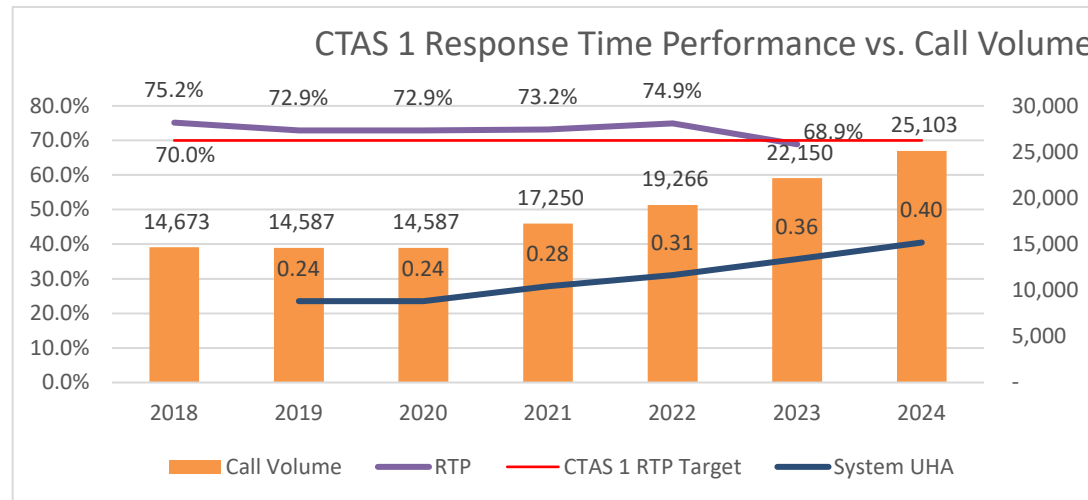
¹ Costs will be cost-shared with the province at 50% starting in 2025

ATTACHMENT - UHA ANALYSIS – 2023 YTD AUG 20

SYSTEM BUSYNESS – UNIT HOUR ACTIVITY (UHA)

Unit Hour Activity (UHA) is a standard metric across Ontario for measuring patient-focused system busyness levels. UHA measures the share of a deployed hour ambulances are “in service” doing patient-centric work versus the share of an hour spent preparing to respond to an emergency call. Busyness beyond 0.40 UHA can burn out Paramedics and negatively impact response times.¹

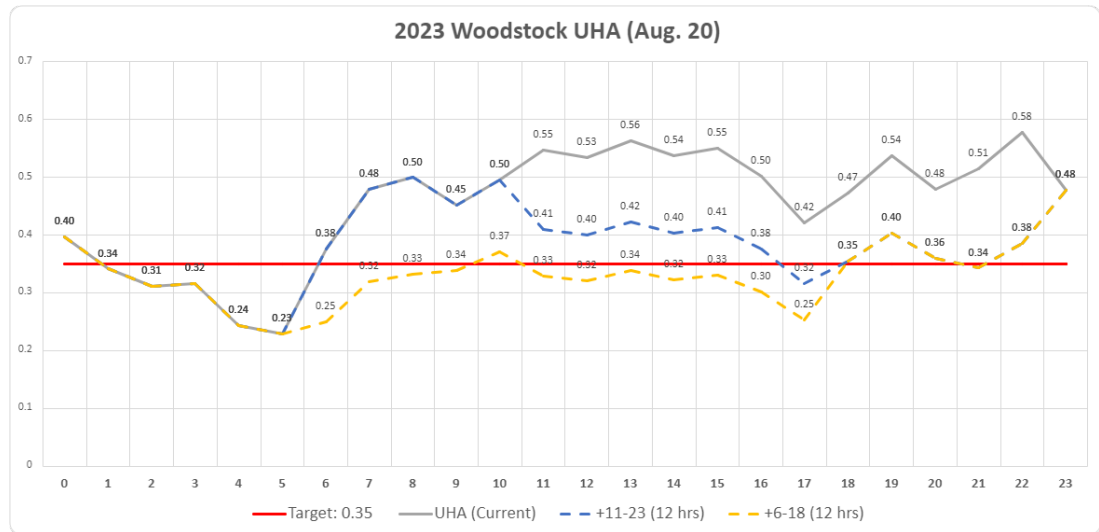
Leading best practices suggest targeting to an annual UHA of 0.35 or less. At this level, ambulance availability for the next call is 65% or better and service response times are reasonable. In 2016, OCPS adopted an annual UHA of 0.35 as the preferred upper limit service level target for land ambulance stations as recommended in the 10-year master plan and endorsed by Oxford County Council (PS 2018-01). Experience shows that it is undesirable to operate at UHA over 0.40, since at such levels, there would be little capacity-in-reserve for overlapping calls, ambulance availability for the next call would be less than 60%, and the service response times would be lengthy.² We have experienced this with our current land ambulance deployment, where rural response time performance deteriorates as the UHA increases.



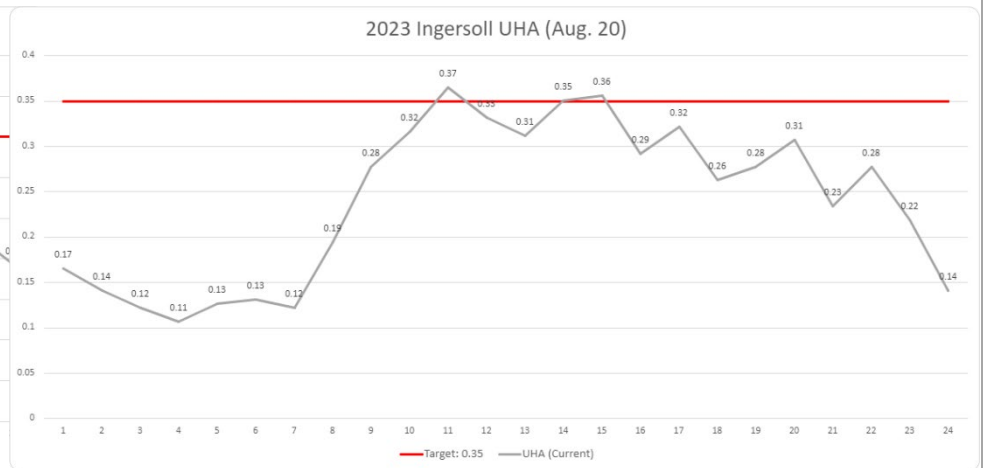
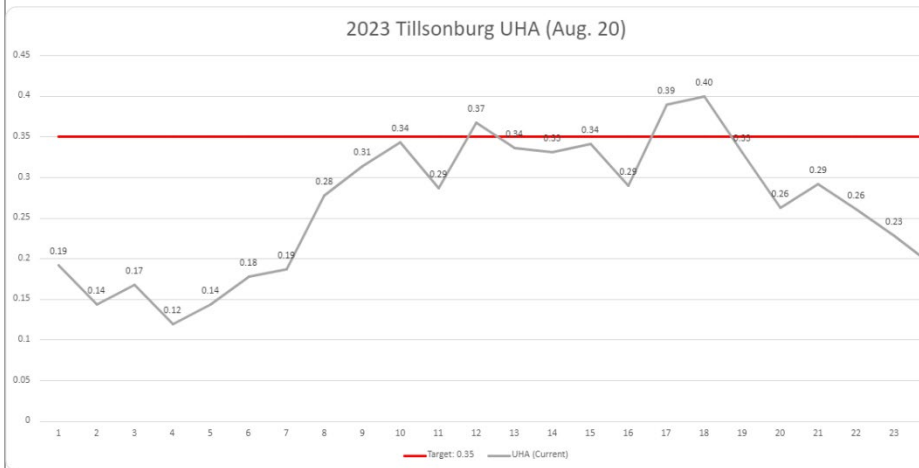
¹ Joint Municipal Paramedic Services Deployment Review, 2021. Performance Concepts Consulting

² Final Report: Comprehensive Master Plan for Oxford County Paramedic Services, 2016. (Pg. 61) Apexpro Consulting Inc.

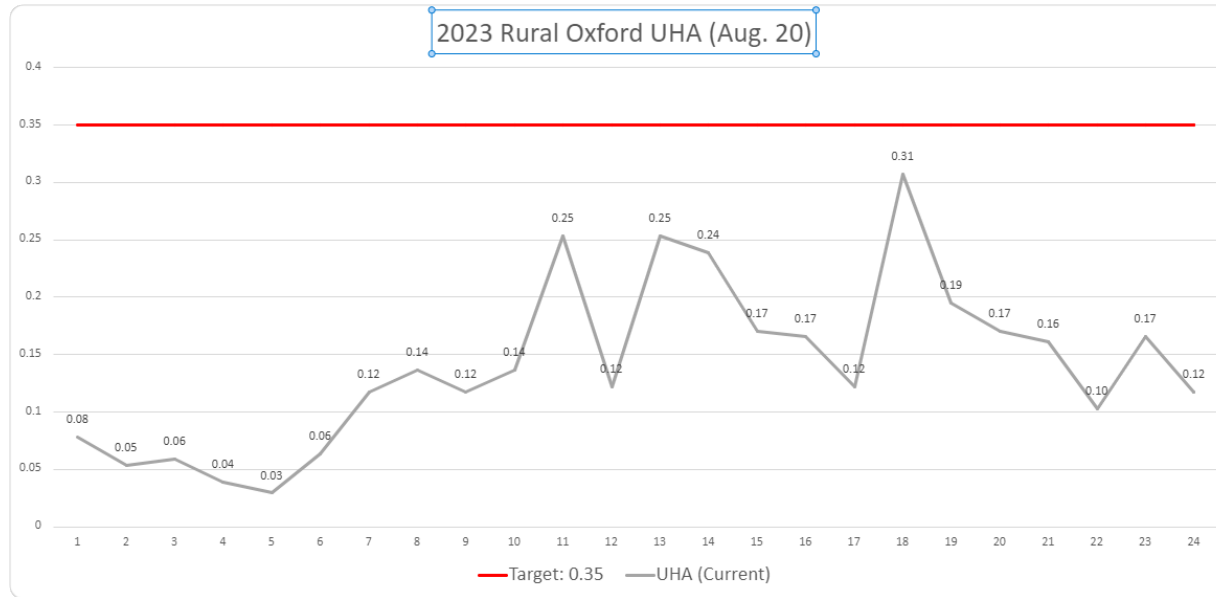
System-wide UHA has increased from pre-pandemic levels to a high of 0.36 in the first 10 months of 2023. System-wide UHA in urban areas of Oxford (specifically Woodstock) are averaging 0.46.



Tillsonburg and Ingersoll peak hour UHA has also been trending upwards. Ongoing residential growth in Tillsonburg over the next few years will drive peak hours UHA further towards “Woodstock-ish” levels of urban busyness. With current growth forecasts, it is anticipated the Town of Tillsonburg will require additional Paramedic service unit hours in 2025.



UHA levels across the rest of the system in Oxford are significantly lower than Woodstock or Tillsonburg. These non-urban stations balance the realities of system busyness with the need for stable/predictable geographic coverage.



2023 UHA calculations are based solely on emergency call volume and does not consider the increased impact of emergency stand-by coverage on the rural stations. Rural ambulances spend much of the shift out of their respective coverage zones, performing standby coverage and/or responding to calls for service in the urban centres. The situation has resulted in a significant urban-rural imbalance where rural service levels and response times are inordinately degraded, due to urban ambulance coverage issues. Increasing Paramedic service unit hours in urban centres over the coming years will help mitigate the impacts of this imbalance.

FTE Change – Paramedic Educator

FTE 2024-17

| SUMMARY | |
|----------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Type of FTE request | Service Level |
| Classification | Full-time - Permanent |
| Job Title | Paramedic Educator |
| FTE | 1.0 |
| Description | Increased demand for internal education and training caused by current and future service growth requires additional staff (Paramedic Educator). Specific portfolios that require staff are Recruitment (including Paramedic Student, Paramedic onboarding, and mentorship coordination) and Return to Work (including Peer Support activities to support the mental health and wellbeing of our staff). |

STRATEGIC PLAN



Continuous improvement and results-driven solutions

REQUEST DETAILS

Oxford County Paramedic Services (OCPS) urgently requires a Full-Time Equivalent (FTE) position, dedicated to supporting the individual and specific training needs of Paramedics returning to clinical practice after a period of inactivity greater than 90 days, supporting our Paramedics through Peer Support and Mental Wellness initiatives, and providing recruitment, onboarding, and Paramedic mentoring programs. These functions are critical for those returning to work after experiencing an Operational Stress Injury (OSI). Such Paramedics often necessitate increased support, individualized training schedules, and work hardening regimes. Due to unprecedented emergency call volume increases, anticipated further increases, and significant ongoing Paramedic recruitment challenges, these requests for additional FTEs are to meet the return-to-work needs of our Paramedics and ensure the continued fulfilment of the department's training and service delivery requirements.

Our vision for the Paramedic Educator role is comprehensive and multifaceted. This position will serve as a(n):

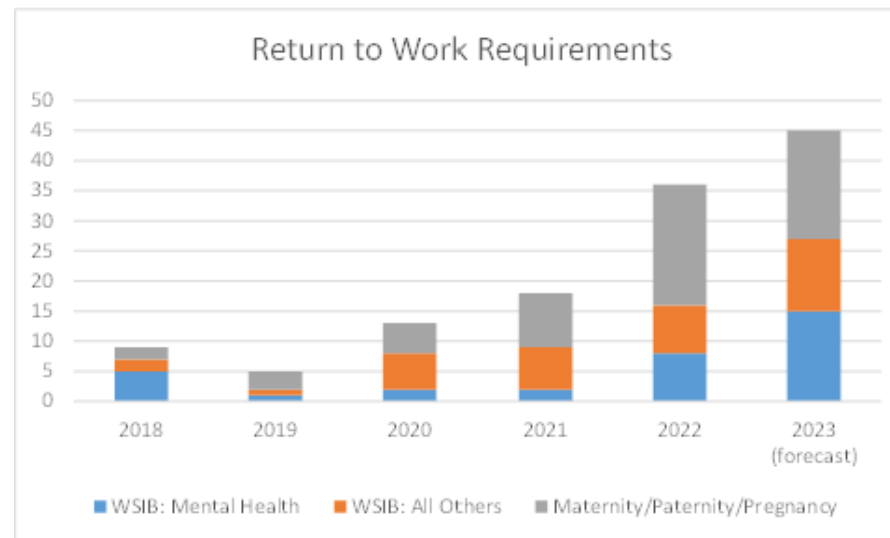
- Front-line Peer Support resource for staff,
- Advocate for those who may not feel comfortable speaking for themselves,
- Key player in peer support and mental wellness initiatives,
- Dedicated resource for preparing and delivering educational content to those returning to work.

REQUEST DETAILS

- Lead for all recruitment initiatives, under the direction of the Superintendent - Education & Training. Recruitment initiatives include Paramedic Student placement, Paramedic selection and testing, on-boarding training, supporting Paramedic mentors and monitoring new recruit performance.

In the recent past (2022), approximately 10% of Oxford County Paramedics have lodged a Workplace Safety and Insurance Board (WSIB) lost time claim due to mental health issues, typically leading to work absences ranging from 6-8 months. In light of this, the role of a dedicated Paramedic Educator becomes increasingly vital.

Moreover, the demand for return-to-work training programs has seen a significant uptick over the last few years. The table below outlines the growing needs:



The recruitment needs of Oxford County Paramedic Services have drastically increased since the beginning of the pandemic, and will continue to be a source of risk in meeting our operational service delivery needs in the near-future. OCPS is competing not only with neighbouring services, but with all Paramedic Services across Ontario for limited Paramedic availability.

The Ministry of Health has recently increased the frequency of legislative standards updates, with changes now released bi-annually as opposed to the historical rate of once every 2-3 years. Although not every update necessitates classroom training, all Paramedics must be informed of any changes. As the service provider, OCPS is responsible for ensuring staff are aware of these changes. This obligation further underscores the necessity for an additional FTE dedicated to education and training.

REQUEST DETAILS

Historically, OCPS has depended on one FTE for all staff training and education. Unfortunately, with dramatically increasing requirements, this position has become overwhelming. Although OCPS has been providing ad-hoc support through internal education and training team members, this temporary solution has failed to provide consistency or meet the burgeoning return-to-work needs of our Paramedics. The current Superintendent – Education & Training position experiences frequent turnover due to burnout, with six (6) Paramedics occupying this role since 2020.

The rising mental health support requirements of our Paramedics are alarming, and we must do everything within our power to mitigate the associated challenges. A dedicated Paramedic Educator FTE would offer invaluable support through peer support initiatives, system navigation, and return-to-work processes, thereby reducing the impact of lost time events.

The recruitment needs of OCPS is of paramount importance, as our dramatically increasing call volume levels will require more Paramedics to staff additional Paramedic service unit hours. Without staffed ambulances, response times will increase and the existing system will become even more over-burdened resulting in increased Paramedic mental health stress and burnout.

Paramedic Educators provide paramedic job-specific education and training on clinical knowledge, skills, and equipment. Upon returning to work after an absence of greater than 90 days, Paramedics must re-familiarize themselves with equipment, protocols and directives, which is not a function we have utilized County of Oxford HR staff for, as they are not familiar with the job functions.

For recruitment initiatives, HR has supported our internal staff throughout the process but the evaluation of candidates is managed by Paramedic Services staff. Student placement traditionally begins in September, and goes until mid-April when our recruitment cycle begins. We have a comprehensive on-boarding process that involves 2-3 weeks of in-class/field instruction. With the increasing amount of Paramedic training related to new models of care, chronic disease management, and palliative care symptom management, 50% of the budget for this position will be from the Community Paramedicine program. The remaining 50% of the budget will be from the Land Ambulance program, which will be funded at up to 50% by the Ministry of Health beginning in 2025.

OCPS urges all stakeholders to recognize the necessity of these positions, not only for the benefit of our Paramedics and our ability to deliver exceptional service but also for the overall health of our community. We believe the addition of one Paramedic Educator FTE is not just desirable; it is essential.

BUDGET REQUIREMENTS

| | One-time | Base | Total Budget |
|------------------------------------------------------|----------|------|--------------|
| Revenues | | | |
| Provincial Land Ambulance 50/50 funding ¹ | \$- | \$- | \$- |

BUDGET REQUIREMENTS

| | | | |
|-------------------------------------------------------------------------------|----------------|-----------------|-----------------|
| Provincial Community Paramedicine 100% funding (50% of Salaries and benefits) | - | 62,280 | 62,280 |
| Total revenues | - | 62,280 | 62,280 |
| Salaries and benefits | - | 124,562 | 124,562 |
| Operating expenses | | | |
| Telecommunications – Cell phone and monthly fee | 300 | 300 | 600 |
| Total operating expenses | 300 | 300 | 600 |
| Capital | | | |
| Computer Equipment: Laptop | 2,000 | - | 2,000 |
| Furniture: Office Furniture | 3,000 | - | 3,000 |
| Total capital | 5,000 | - | 5,000 |
| County Levy | \$5,300 | \$62,582 | \$67,882 |

¹ Costs will be cost-shared with the province at 50% starting in 2025 for half of the FTE's salaries and benefits cost

FTE Change – Emergency Management Coordinator

FTE 2024-18

| SUMMARY | |
|----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Type of FTE request | Service Level |
| Classification | Full-time - Permanent |
| Job Title | Emergency Management Coordinator |
| FTE | 0.4 |
| Description | The evolving landscape of emergency management, particularly in the context of Long-Term Care (LTC), necessitates a proactive approach. With the introduction of the Fixing Long-Term Care Homes Act (FLTCHA) and its stringent requirements, there is a compelling need to increase the number of full-time equivalent (FTE) Emergency Management Coordinators. This business case outlines the reasons for this increase, emphasizing the critical role of the Oxford County Emergency Management Coordinator. |

STRATEGIC PLAN



Continuous improvement and results-driven solutions

REQUEST DETAILS

Background

- The Fixing Long-Term Care Homes Act (FLTCHA) (S.90) mandates every LTC home licensee to:
- Develop, evaluate, and update comprehensive emergency plans.
- Ensure these plans are in compliance with the regulations, which include measures for epidemics, pandemics, evacuations, and more.
- Regularly test, evaluate, and review these plans with staff.
- Maintain resources and supplies for emergencies.
- Identify potential emergency service providers in the vicinity.
- Ensure food, fluid, and drug provisions during emergencies.
- Activate and communicate these plans effectively.
- Train staff on these plans annually.

The Need for Increased FTE

REQUEST DETAILS

Legislative Compliance: The FLTCHA has introduced a comprehensive set of requirements that LTC homes must adhere to. Meeting these requirements is not just a matter of compliance but also ensures the safety and well-being of residents, staff, and other stakeholders.

Stakeholder Communication: Maintaining an up-to-date inventory of key stakeholder contact information in tools like Everbridge is crucial for swift and effective communication during emergencies.

Conclusion

In light of the new legislative requirements and the pivotal role of the Oxford County Emergency Management Coordinator, there is a clear and present need for an increased FTE. This proactive approach will not only ensure compliance with the FLTCHA but also enhance the safety, security, and well-being of all stakeholders involved in LTC. The shared cost model further ensures that this enhancement is both economically viable and beneficial for all participating municipalities.

The current resources available in the Emergency Management program (0.6 FTE) are insufficient to address the legislative requirements of Woodingford Lodge in addition to the legislative requirements of Oxford County under the Emergency Management and Civil Protection Act, in addition to updating the Oxford County Emergency Plan on a regular basis.

BUDGET REQUIREMENTS

| | One-time | Base | Total Budget |
|-----------------------------------------------------------------------------------|----------|----------|--------------|
| Salaries and benefits | \$- | \$60,792 | \$60,792 |
| County Levy | \$- | \$60,792 | \$60,792 |
| <i>Initiative Gapping – position start July 2024</i> 2025 Budget Impact | - | (27,456) | (27,456) |
| 2024 Budget Impact | \$- | \$33,336 | \$33,336 |

FTE Change – Superintendent (Models of Care Integration), Logistics Coordinator

FTE 2024-19

| SUMMARY | |
|----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Type of FTE request | Service Level |
| Classification | Full-time - Temporary |
| Job Title | Superintendent (Models of Care Integration), Logistics Coordinator |
| FTE | 2.0 |
| Description | The Community Paramedicine program continues to evolve and become increasingly integrated into the greater healthcare system in Oxford County. In order to maintain the momentum we have built over the last 2 years, additional staff are required to develop new models of care that can reduce 911 calls and ED visits, and train our Paramedics. |

STRATEGIC PLAN



Continuous improvement and results-driven solutions

REQUEST DETAILS

Superintendent (Models of Care Integration)

In order to drive the implementation of innovative care models in our community, it is crucial to have an additional resource for our program. This resource will focus on providing appropriate care in the right place, improving access to care, and maximizing the skills of our healthcare workforce. As the healthcare landscape changes and the demands on paramedic services and healthcare partners increase, this specialized role will enhance communication, data sharing, and coordination among healthcare providers. Ultimately, this will lead to improved patient outcomes and a more efficient healthcare system in Oxford.

Promoting Collaboration and Efficient Resource Utilization

The introduction of new care models will promote collaboration between land ambulance and Community Paramedicine resources. This will allow for alternative treatment options that do not require transportation to an emergency department, utilizing community-based healthcare resources. This will ensure that our land ambulance resources are available for more appropriate medical emergencies. These alternative care models have already shown significant impacts on paramedic services and the capacity, access, and flow of the healthcare system.

Successes of the Community Paramedicine Program

The Oxford County Paramedic's Community Paramedicine (CP) Program has already demonstrated many successes. For example, their Remote Care Monitoring (RCM) Program, which targets patients with chronic diseases, has shown positive results. However, the increasing

REQUEST DETAILS

workload associated with managing and expanding the CP program has reached a point where a dedicated Superintendent (Models of Care) is necessary. This role will not only support the ongoing success of the CP program but also contribute to the development of a more integrated, efficient, and patient-centered healthcare system in Oxford. It will ensure that the evolving needs of the community are met with the highest standards of care.

Logistics Coordinator

The past few years have seen significant growth and increased demands on Oxford County Paramedic Services. The number of emergency responses, vehicles, and complexity of equipment have all risen. Additionally, the department now provides logistical support to the growing Community Paramedicine and Land Ambulance programs. As a result, the number of employees has also increased. This growth has put pressure on all aspects of the operation, particularly the effort hours required for logistics support to manage the increased call volumes effectively.

Logistical support includes tasks such as inventory management, distribution, vendor management, day-to-day purchasing, paramedic scheduling, and service/maintenance for vehicles and equipment. Currently, Oxford County Paramedic Services has two Logistics Coordinators in place.

Supply-chain management has become a crucial aspect of the department's day-to-day operations. The service has experienced substantial growth since 2020, with call volumes increasing by 30% and total service hours rising by 25% (due to Community Paramedicine). There has also been a significant increase in the number of employees, with a 40% rise from 2020. These growth figures do not include anticipated additional growth in 2024.

However, the resources in the logistics division have not been expanded to accommodate this growth. The post-pandemic healthcare landscape has introduced new complexities, further highlighting the need for enhanced logistics support.

Implications of Not Approving the Proposal

If this proposal is not approved, there will be significant implications. Without the additional resource and dedicated Superintendent (Models of Care), the implementation of innovative care models will be hindered. This could lead to a lack of coordination among healthcare providers, slower access to care, and a strain on paramedic services and the healthcare system partners. Patient outcomes may suffer, and the healthcare delivery system in Oxford may become less efficient. It is crucial to prioritize this role and resource to ensure the continued progress and improvement of healthcare services in our community.

Oxford County Paramedic Services has experienced significant growth and increased demands in recent years. The logistics division has not been adequately expanded to meet the growing needs of the service and will not be able to continue to meet the demands of our rapidly growing department without additional support.

BUDGET REQUIREMENTS

| | One-time | Base | Total Budget |
|----------------------------------------------------|---------------|----------------|----------------|
| Revenues | | | |
| Provincial Community Paramedicine 100% Funding | \$10,600 | \$247,580 | \$258,180 |
| Total revenues | 10,600 | 247,580 | 258,180 |
| Salaries and benefits | - | 246,980 | 246,980 |
| Operating expenses | | | |
| Telecommunications: Cell phone and monthly fee (2) | 600 | 600 | 1,200 |
| Total operating expenses | 600 | 600 | 1,200 |
| Capital | | | |
| Computer Equipment: Laptop (2) | 4,000 | - | 4,000 |
| Furniture: Office Furniture (2) | 6,000 | - | 6,000 |
| Total capital | 10,000 | - | 10,000 |
| County Levy | \$- | \$- | \$- |



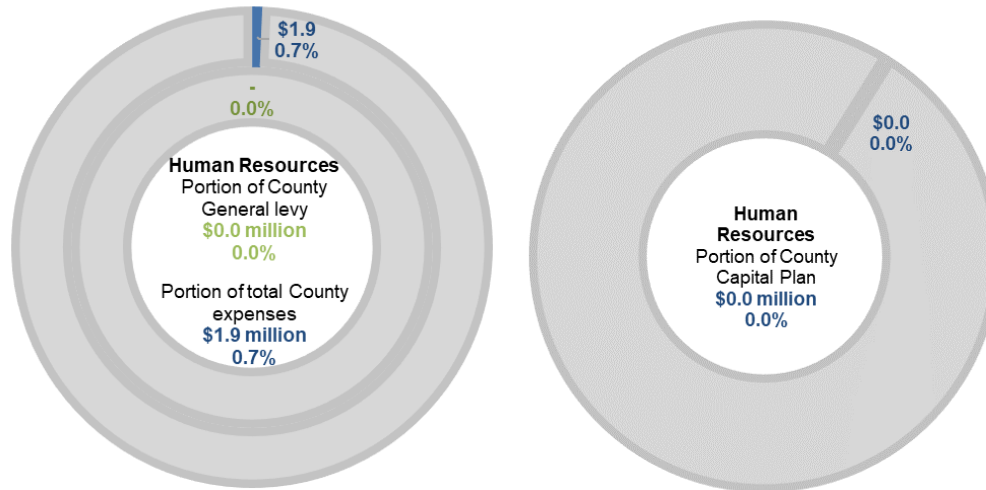
12

Human Resources

2024

BUSINESS
PLAN &
BUDGET

www.oxfordcounty.ca/budget



| Division | Division Description | Services | 2024 FTE |
|-----------------------------------------------|----------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|
| Human Resources Director of Human Resource | Human Resources | <ul style="list-style-type: none"> ▪ Employee Wellness and Safety ▪ Labour Relations ▪ Staff Development ▪ Staffing ▪ Total compensation | 11.0 |
| | Total | | 11.0 |

5 Year Projected Budget

| | 2024 | 2025 | 2026 | 2027 | 2027 |
|------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| | BUDGET | PROJECTED | PROJECTED | PROJECTED | PROJECTED |
| | BUDGET | BUDGET | BUDGET | BUDGET | BUDGET |
| OPERATING | | | | | |
| REVENUES | | | | | |
| OTHER REVENUES | (98,000) | (65,000) | (50,000) | (98,000) | (65,000) |
| INTERDEPARTMENTAL RECOVERIES | (1,769,029) | (1,817,055) | (1,888,978) | (1,958,254) | (2,014,644) |
| TOTAL REVENUES | (1,867,029) | (1,882,055) | (1,938,978) | (2,056,254) | (2,079,644) |
| EXPENSES | | | | | |
| SALARIES AND BENEFITS | 1,448,779 | 1,565,805 | 1,632,768 | 1,700,924 | 1,749,134 |
| OPERATING EXPENSES | 377,050 | 278,150 | 267,310 | 315,630 | 290,110 |
| INTERDEPARTMENTAL CHARGES | 37,200 | 38,100 | 38,900 | 39,700 | 40,400 |
| TOTAL EXPENSES | 1,863,029 | 1,882,055 | 1,938,978 | 2,056,254 | 2,079,644 |
| NET OPERATING | (4,000) | - | - | - | - |
| CAPITAL | | | | | |
| CAPITAL EXPENSES | 4,000 | - | - | - | - |
| NET CAPITAL | 4,000 | - | - | - | - |
| SUMMARY | | | | | |
| TOTAL REVENUES | (1,867,029) | (1,882,055) | (1,938,978) | (2,056,254) | (2,079,644) |
| TOTAL EXPENSES | 1,867,029 | 1,882,055 | 1,938,978 | 2,056,254 | 2,079,644 |
| TOTAL LEVY | - | - | - | - | - |

Services Overview

Full-Time Equivalents **11.0 FTE**

↑2.0
 Base






| Service | Service Description | 2022 Service Level | Service Type |
|------------------------------|-----------------------------------------------------------------------------------------------------------------------------|----------------------------------------|--------------|
| Employee Wellness and Safety | An internal service that provides safe workplaces for employees. | 138 Safe work sites inspected | Support |
| Labour Relations | An internal service that manages labour relations on behalf of the County of Oxford. | 5 Collective agreements | Support |
| Staff Development | An internal service that manages learning and development opportunities on behalf of the County of Oxford. | 77 Development sessions | Support |
| Staffing | An internal service that provides the County of Oxford with qualified employees through the life cycle of their employment. | 865 Qualified employees | Support |
| Total Compensation | An internal service that provides total compensation to County of Oxford employees. | 544 Total compensation packages | Support |

- **1 FTE Learning and Development Specialist Full-time** - To create a new position to oversee learning and development, which is currently a gap in the HR department. **FTE 2024-20**
- **1 FTE Senior Coordinator, Employee Health and Disability Management Full-time** - To increase capacity to adequately serve this crucial function. **FTE 2024-21**

Key Performance Indicators

| | 2020 Actual | 2021 Actual | 2022 Actual | 2023 Forecast | 2024 Budget | Target |
|-----------------------------------------------------------|-------------|-------------|-------------|---------------|-------------|----------------------------------|
| Voluntary employee turnover rate (retirement/resignation) | 8.8% | 10.5% | 16.0% | 15.0% | ↓ | ↓ |
| Job Vacancies Posted | 233 | 433 | 442 | 501 | N/A | Increase % of vacancies filled |
| Job Vacancies Filled | 199 | 344 | 368 | 445 | | |
| % of Job Vacancies Filled | 85.4% | 79.4% | 83.2% | 89.0% | | |
| Grievances filed | 17 | 24 | 27 | 15 | N/A | Increase % resolved prior to arb |
| Grievances resolved prior to arbitration | 15 | 21 | 11 | 12 | | |
| % of Grievances resolved prior to arbitration | 88.2% | 87.5% | 40.1% | 80.0% | | |
| Workplace Safety Insurance Board (WSIB) claims filed | 72 | 56 | 89 | 94 | ↓ | ↓ |
| Training/development session arranged or facilitated | 69 | 80 | 77 | 87 | N/A | N/A |

Goals and Objectives

| Description | 2024 | 2025 | 2026 | Strategic Plan | Other Plan Alignment |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|------|------|---------------------------------------------------------------------------------------------------------------------------|----------------------|
| <p>Employer Branding Work with Strategic Communications and Engagement to develop a variety of promotional materials to market the County as an attractive employer.</p> | ● | | |  Attract, retain and engage staff | |
| <p>Succession Planning & Leadership Development Review past succession planning and leadership development programs, make improvements based on current and projected needs, best practices, etc. and re-launch improved programs.</p> | ● | ● | |  Attract, retain and engage staff | |
| <p>Learning and Career Development Review overall learning and development programs/options available to all staff (example, Oxford Grows annual learning calendar) to see where gaps exist and plan/strategize accordingly.</p> | ● | ● | |  Attract, retain and engage staff | |
| <p>Ensure Competitive Compensation Complete a non-union compensation review. Analyze unionized compensation in preparation for future rounds of negotiations.</p> | ● | ● | |  Attract, retain and engage staff | |
| <p>Diversity, Equity, and Inclusion Work with the County's DEI Officer and DEI Committee to implement the County's internal DEI action plan.</p> | ● | ● | |  Attract, retain and engage staff | |

Budget

| | 2023 | 2023 | LESS: 2023 | 2024 | 2024 | 2024 | \$ OVER | % OVER |
|-------------------------------------------|--------------------|--------------------|-----------------|-----------------|------------------|--------------------|------------------|---------------|
| | FORECAST | BUDGET* | NON-RECURRING | BASE BUDGET | BUDGET IMPACTS | BUDGET | 2023 BUDGET | 2023 BUDGET |
| OPERATING REVENUES | | | | | | | | |
| OTHER REVENUES | | | | | | | | |
| RESERVE TRANSFER | - | (50,000) | - | - | (48,000) | (98,000) | (48,000) | 96.0% |
| TOTAL OTHER REVENUES | - | (50,000) | - | - | (48,000) | (98,000) | (48,000) | 96.0% |
| INTERDEPARTMENTAL RECOVERIES | | | | | | | | |
| INTERDEPARTMENTAL RECOVERIES | (1,417,364) | (1,417,364) | (16,585) | (90,551) | (244,529) | (1,769,029) | (351,665) | 24.8% |
| TOTAL INTERDEPARTMENTAL RECOVERIES | (1,417,364) | (1,417,364) | (16,585) | (90,551) | (244,529) | (1,769,029) | (351,665) | 24.8% |
| TOTAL REVENUES | (1,417,364) | (1,467,364) | (16,585) | (90,551) | (292,529) | (1,867,029) | (399,665) | 27.2% |
| EXPENSES | | | | | | | | |
| SALARIES AND BENEFITS | | | | | | | | |
| SALARIES | 850,000 | 899,802 | - | 55,199 | 193,564 | 1,148,565 | 248,763 | 27.6% |
| BENEFITS | 256,822 | 256,822 | - | 26,027 | 59,550 | 342,399 | 85,577 | 33.3% |
| GAPPING ALLOCATION | - | (18,845) | 18,845 | - | (42,185) | (42,185) | (23,340) | 123.9% |
| TOTAL SALARIES AND BENEFITS | 1,106,822 | 1,137,779 | 18,845 | 81,226 | 210,929 | 1,448,779 | 311,000 | 27.3% |
| OPERATING EXPENSES | | | | | | | | |
| MATERIALS | 196,218 | 248,885 | (260) | 11,825 | 29,600 | 290,050 | 41,165 | 16.5% |
| CONTRACTED SERVICES | 41,234 | 42,500 | - | (3,500) | 48,000 | 87,000 | 44,500 | 104.7% |
| TOTAL OPERATING EXPENSES | 237,452 | 291,385 | (260) | 8,325 | 77,600 | 377,050 | 85,665 | 29.4% |
| INTERDEPARTMENTAL CHARGES | | | | | | | | |
| INTERDEPARTMENTAL CHARGES | 36,200 | 36,200 | - | 1,000 | - | 37,200 | 1,000 | 2.8% |
| TOTAL INTERDEPARTMENTAL CHARGES | 36,200 | 36,200 | - | 1,000 | - | 37,200 | 1,000 | 2.8% |
| TOTAL EXPENSES | 1,380,474 | 1,465,364 | 18,585 | 90,551 | 288,529 | 1,863,029 | 397,665 | 27.1% |
| NET OPERATING | (36,890) | (2,000) | 2,000 | - | (4,000) | (4,000) | (2,000) | 100.0% |
| CAPITAL | | | | | | | | |
| CAPITAL EXPENSES | 2,000 | 2,000 | (2,000) | - | 4,000 | 4,000 | 2,000 | 100.0% |
| NET CAPITAL | 2,000 | 2,000 | (2,000) | - | 4,000 | 4,000 | 2,000 | 100.0% |
| SUMMARY | | | | | | | | |
| TOTAL REVENUES | (1,417,364) | (1,467,364) | (16,585) | (90,551) | (292,529) | (1,867,029) | (399,665) | 27.2% |
| TOTAL EXPENSES | 1,382,474 | 1,467,364 | 16,585 | 90,551 | 292,529 | 1,867,029 | 399,665 | 27.2% |
| TOTAL LEVY | (34,890) | - | - | - | - | - | - | - |
| % BUDGET INCREASE (DECREASE) | | | | | | | | |

* May include in-year approved transfer and/or account reclassifications in accordance with Purchasing Policy No. 6.07

Budget Impact Details

| | REF | OPERATING EXPENSES | CAPITAL EXPENSES | REVENUES | INTERDEPT RECOVERY | % |
|----------------------------------------------------------------------------|------------|--------------------|------------------|---------------|--------------------|---------------|
| ONE-TIME ITEMS | | | | | | |
| HR-Employer branding initiative | | 12,000 | - | - | 12,000 | 0.8% |
| HR-Compensation Market Review | | 48,000 | - | 48,000 | - | |
| | | 60,000 | - | 48,000 | 12,000 | 0.8% |
| SERVICE LEVEL | | | | | | |
| HR-Learning & Development Specialist FTE | FTE2024-20 | 119,360 | 2,000 | - | 121,360 | 8.6% |
| HR-SR Co-ordinator of EE Health & Disability Management FTE | FTE2024-21 | 118,233 | 2,000 | - | 120,233 | 8.5% |
| HR-General employee recognition | | 10,000 | - | - | 10,000 | 0.7% |
| HR-WHMIS online training | | 5,000 | - | - | 5,000 | 0.4% |
| | | 252,593 | 4,000 | - | 256,593 | 18.1% |
| INTERDEPARTMENTAL INITIATIVES | | | | | | |
| HR-WFL Impact for SR Co-ordinator of EE Health & Disability Management FTE | | 18,121 | - | - | 18,121 | 1.3% |
| | | 18,121 | - | - | 18,121 | 1.3% |
| INITIATIVE GAPPING | | | | | | |
| HR-Learning & Development Specialist FTE | FTE2024-20 | (19,643) | - | - | (19,643) | (1.4%) |
| HR-SR Co-ordinator of EE Health & Disability Management FTE | FTE2024-21 | (22,542) | - | - | (22,542) | (1.6%) |
| | | (42,185) | - | - | (42,185) | (3.0%) |
| TOTAL | | 288,529 | 4,000 | 48,000 | 244,529 | 17.3% |


Capital Budget

| PROJECT # AND NAME | DESCRIPTION | ASSET ACTIVITY | ASSET RATING | TOTAL | 2024 REQUEST** | 2025 | 2026-2033 |
|-----------------------------|---------------------------------------------------------------------------------------|----------------|--------------|----------------|----------------|------------|------------|
| COMPUTER EQUIPMENT | | | | | | | |
| 112000 - Computer Equipment | Laptop for HR Learning & Development (FTE 2024-20) | Expansion | N/A | \$2,000 | 2,000 | - | - |
| 112000 - Computer Equipment | Laptop for HR SR Coordinator of Employee Health & Disability Management (FTE 2024-21) | Expansion | N/A | \$2,000 | 2,000 | - | - |
| | | | | \$4,000 | \$4,000 | \$0 | \$0 |

FTE Change – Learning and Development Specialist

FTE 2024-20

| SUMMARY | |
|----------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Type of FTE request | Service Level |
| Classification | Full-time - Permanent |
| Job Title | Learning and Development Specialist |
| FTE | 1.0 |
| Description | This newly proposed FTE will ensure the innovative, effective, and efficient delivery of Oxford County’s human resources services related to organizational learning and development, including core organizational training, management/supervisory training, leadership and career development and succession planning. |

| STRATEGIC PLAN |
|-------------------------------------------------------------------------------------|
|  |
| <i>Attract, retain and engage staff</i> |

REQUEST DETAILS

Prior to 2015, corporate organizational learning and development was not an area of focus for the County. Since then, we have planned and implemented the following:

- 2015 – created a “Succession Planning and Leadership Development Toolkit”
- 2015/2016 – 20 current and emerging leaders participated in a leadership development program with an external provider
- 2016 – facilitated 360 developmental assessments with each member of the senior and extended management teams
- 2016 to present – introduced and maintained “Oxford Grows”, which is our annual learning and development calendar, which provides educational opportunities for all staff to register for on a variety of topics
- 2016/2017 – 18 current and emerging leaders participated in a leadership development program with an external provider
- 2017 – contracted an external consultant firm to complete a learning and development review, which demonstrated that we have a lot of opportunity for improvement in relation to our learning and development function
- 2023 – 18 supervisory staff attending 3 half day sessions with an external provider

Over the past number of years, we have been able to coordinate and facilitate these opportunities within our current staffing complement; however, as demands on HR have increased, organizational learning and development has become a “side of the desk” function and we no longer have the capacity to devote the time and expertise necessary to build and maintain an impactful organizational learning and development program that meets our current and future needs.

REQUEST DETAILS

By implementing this position, we will gain an organizational learning and development specialist who has the time and expertise to devote to this crucial function. As a result, we will be able to focus on the following:

- Conducting research into the latest techniques, tools, partnerships, and practices related to organizational learning and development and assess where the County has gaps that must be addressed.
- Reviewing our current annual learning and development calendar to determine where improvements can be made in content and process.
- Preparing, designing/customizing, and delivering course materials for in-person and virtual training.
- Coordinating and facilitating corporate leadership development opportunities, including researching and proposing leadership development opportunities across a continuum for various levels within the organization.
- Developing and facilitating orientation programs specific to new supervisory staff within the organization.
- Developing, implementing, and maintaining a succession planning program that meets our current and future needs.
- In conjunction with our DEI Officer, coordinate mandatory diversity, equity, and inclusion training for all staff in alignment with our internal DEI Action Plan.

Adding this new FTE is critical to working towards our recently approved strategic plan in terms of Goal 3.3., specifically building internal capacity, and innovative policies and practices that support employee attraction, retention, and succession planning. Lastly, research indicates that most municipalities of our size and scope have at least one dedicated organizational learning and development position. In order to deliver this critical service to all departments, increased resources are required as demonstrated above.

BUDGET REQUIREMENTS

| | One-time | Base | Total Budget |
|---------------------------------|------------|--------------|--------------|
| Salaries and benefits | \$- | \$117,860 | \$117,860 |
| Operating expenses | | | |
| Advertising | 500 | - | 500 |
| Membership | - | 500 | 500 |
| Training | - | 500 | 500 |
| Total operating expenses | 500 | 1,000 | 1,500 |
| Capital | | | |
| Computer equipment: Laptop | 2,000 | - | 2,000 |


BUDGET REQUIREMENTS

| | | | |
|------------------------------------------------------------------------------------|----------------|------------------|------------------|
| Total capital | 2,000 | - | 2,000 |
| Net Interdepartmental Charge | \$2,500 | \$118,860 | \$121,360 |
| <i>Initiative Gapping – position start March 2024</i> 2025 Budget Impact | - | 19,643 | 19,643 |
| 2024 Budget Impact | \$2,500 | \$99,217 | \$101,717 |

FTE Change – Senior Coordinator, Employee Wellness & Disability Management

FTE 2024-21

| SUMMARY | |
|----------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Type of FTE request | Service Level |
| Classification | Full-time - Permanent |
| Job Title | Senior Coordinator, Employee Wellness & Disability Management |
| FTE | 1.0 |
| Description | This newly proposed FTE will ensure the County's employee health and disability management program is properly resourced, including employee wellness, managing short- and long-term disability and WSIB claims, and supporting attendance management across the organization. |

| STRATEGIC PLAN |
|-------------------------------------------------------------------------------------|
|  |
| <i>Attract, retain and engage staff</i> |

REQUEST DETAILS

For approximately the last 20 years the County has had one Human Resources staff member overseeing employee health, wellness, and disability management. Up until recent years, this position has had the capacity to operate in a more proactive manner, including facilitating corporate wide wellness initiatives, policy and procedure development, supporting supervisory staff with attendance management, and taking a more persistent and supportive approach to returning staff on WSIB, and short- and long-term disability absences to the workplace, which results in cost containment.

However, the last few years have seen increases in the complexity, frequency, and length of employee absences, which has left no capacity to perform in a proactive manner. Impacting this change is an overall increase in non-occupational mental health claims, as well as workplace related mental health claims within Paramedic Services, which are compensable through WSIB. It should be noted that this is not unique to Oxford County Paramedic Services, and services across the province are experiencing similar trends. In April 2016, the Ontario government enacted the Supporting Ontario's First Responders Act (Posttraumatic Stress Disorder) which creates a presumption that PTSD and other mental health challenges are automatically assumed to have arisen from the course of their employment. Although generally beneficial from the perspective of providing more support and resources to first responders experiencing mental health challenges it has significantly impacted workload and the complexity of managing those claims.

Since 2021, we are averaging 195 annual claims that must currently be managed by one incumbent in this position. These claims range from short term income protection absences due to surgery, illness, or mental health related purposes that may last a few weeks to complex WSIB and longer-term claims that can last months or years.

REQUEST DETAILS

Managing each claim requires the following:

- Discussion with the employee to ensure the proper documentation is completed at the onset of the absence. Assessing this documentation for eligibility for short term income protection and follow up as necessary.
- Ongoing communication with the supervisor of the absent employee and scheduling staff as necessary.
- Requests for and assessments of updated medical documentation at regular intervals.
- Regular communication and planning with WSIB Case Managers and Return to Work Specialists, Sun Life Claims Managers and Payment Adjudicators.
- Managing any WSIB appeals.
- Return to work planning, including potential modified duties or accommodation requirements, including regular follow up with all applicable parties to ensure a successful return to full and regular duties.

Unfortunately, the rise in frequency and complexity of claims has resulted in increased workload for HR staff, leading to additional work being placed on departmental supervisory staff, who already have significant workloads and are not subject matter experts in this regard. We estimate that a claim takes on average more than 8 hours to manage from start to finish (with some claims being less time consuming and others being days or weeks of work over the course of a year or longer), which means that managing these claims alone results in almost an entire FTE. This increased workload has compromised the ability for this position to be proactive in wellness initiatives, developing new and/or updating current policies and procedures, and supporting supervisory staff with duties such as addressing attendance management concerns, particularly in our 24/7 operations. As a result, these necessary proactive activities have been neglected resulting in the potential for increased costs related to employee absences.

In January 2023 we implemented new software to track WSIB and non-occupational claims more effectively. Unfortunately, we lack data regarding accurate numbers of non-occupational claims prior to 2021. However, supporting the case for increased human resources in claims management are our WSIB claims filed and associated costs since 2012*:

| 2012 | 2013 | 2014** | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 as of June 30/23 | 2023 projected year end |
|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|-----------------------|-------------------------|
| 54 | 48 | 44 | 39 | 51 | 34 | 74 | 48 | 72 | 56 | 89 | 47 | 94 |
| 539,091 | 455,220 | 948,958 | 774,398 | 729,192 | 694,549 | 782,403 | 741,220 | 779,406 | 755,630 | 826,732 | 839,023 | TBD |

*note that claim costs can carry over year after year and are not necessarily reflective of the claims filed on an annual basis

**note that a significant workplace injury occurred in 2014 affecting WSIB costs in that year

REQUEST DETAILS

We currently use a third-party adjudication firm to adjudicate short-term income protection leaves for full-time staff at Woodingford Lodge. The intent of utilizing this service was to reduce HR workload, but unfortunately that has not been our experience, as managing this relationship has proved time consuming. If this additional FTE request is approved, we will discontinue the use of these external services and manage all claims internally. Additional capacity would allow us to develop more robust forms, policies, and procedures to manage these claims more effectively.

In conclusion, as demonstrated above, there is a strong business case for additional resources in our employee health, wellness, and disability management function to ensure optimal support for staff and management, leading to cost containment related to employee absences.

BUDGET REQUIREMENTS

| | One-time | Base | Total Budget |
|---------------------------------------------------------------------------------------------|----------------|------------------|------------------|
| Salaries and benefits | \$- | \$135,254 | \$135,254 |
| Operating expenses | | | |
| Advertising | 500 | - | 500 |
| Membership | - | 100 | 100 |
| Training | - | 500 | 500 |
| Purchased Services (Acclaim Ability Management savings in WFL budget with this FTE request) | - | (18,121) | (18,121) |
| Total operating expenses | 500 | (17,521) | (17,021) |
| Capital | | | |
| Computer equipment: Laptop | 2,000 | - | 2,000 |
| Total capital | 2,000 | - | 2,000 |
| Net Interdepartmental Charge | \$2,500 | \$117,733 | \$120,233 |
| <i>Initiative Gapping – position start March 2024</i> 2025 Budget Impact | - | 22,542 | 22,542 |
| 2024 Budget Impact | \$2,500 | \$95,191 | \$97,691 |

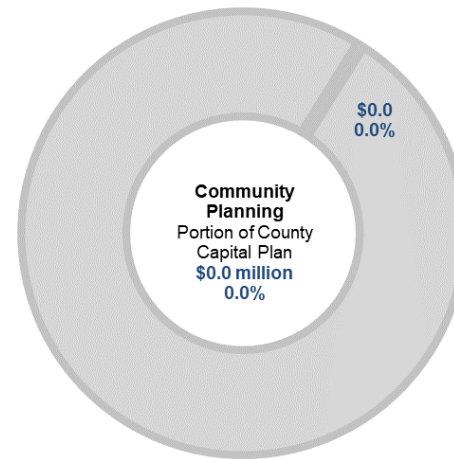
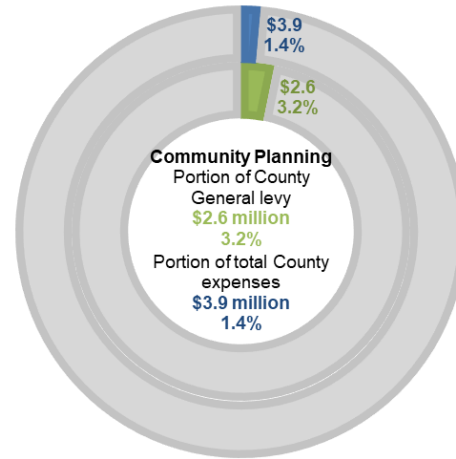
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Community Planning

2024

BUSINESS
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| Division | Division Description | Services | 2024 FTE |
|-------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|-------------|
| Community Planning Director of Community Planning | Provides a full range of land use planning services on behalf of the County and the Area Municipalities, including reviewing and commenting on proposed legislation and policy related to land use; developing and maintaining the Official Plan and Area Municipal Zoning By-laws; undertaking various planning related projects and studies; providing advice and strategic direction on land use planning related programs and initiatives; responding to development inquiries; providing professional planning review services for all Planning Act applications; acquiring and maintaining various planning related data sets and statistics; and developing mapping and other planning related resource materials. | <ul style="list-style-type: none"> ▪ Land Use Policy and Strategic Planning ▪ Development Review | 20.7 |
| Total | | | 20.7 |

5 Year Projected Budget

| | 2024 | 2025 | 2026 | 2027 | 2027 |
|---------------------------|--------------------|------------------|------------------|------------------|------------------|
| | BUDGET | PROJECTED | PROJECTED | PROJECTED | PROJECTED |
| | BUDGET | BUDGET | BUDGET | BUDGET | BUDGET |
| OPERATING | | | | | |
| REVENUES | | | | | |
| GENERAL REVENUES | (442,230) | (452,540) | (460,990) | (469,610) | (478,400) |
| OTHER REVENUES | (825,000) | - | - | - | (110,000) |
| TOTAL REVENUES | (1,267,230) | (452,540) | (460,990) | (469,610) | (588,400) |
| | | | | | |
| EXPENSES | | | | | |
| SALARIES AND BENEFITS | 2,519,572 | 2,678,808 | 2,774,601 | 2,865,135 | 2,951,299 |
| OPERATING EXPENSES | 1,080,278 | 909,260 | 466,840 | 464,470 | 367,180 |
| RESERVE TRANSFERS | - | - | - | - | 200,000 |
| INTERDEPARTMENTAL CHARGES | 253,200 | 259,171 | 265,279 | 271,958 | 277,917 |
| TOTAL EXPENSES | 3,853,050 | 3,847,239 | 3,506,720 | 3,601,563 | 3,796,396 |
| | | | | | |
| NET OPERATING | 2,585,820 | 3,394,699 | 3,045,730 | 3,131,953 | 3,207,996 |
| | | | | | |
| CAPITAL | | | | | |
| CAPITAL EXPENSES | 6,000 | - | - | - | - |
| NET CAPITAL | 6,000 | - | - | - | - |
| | | | | | |
| SUMMARY | | | | | |
| TOTAL REVENUES | (1,267,230) | (452,540) | (460,990) | (469,610) | (588,400) |
| TOTAL EXPENSES | 3,859,050 | 3,847,239 | 3,506,720 | 3,601,563 | 3,796,396 |
| TOTAL LEVY | 2,591,820 | 3,394,699 | 3,045,730 | 3,131,953 | 3,207,996 |

Services Overview

Full-Time Equivalents 20.7 FTE

↑3.0
 Base




| Service | Service Description | 2022 Service Level | Service Type |
|----------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|--------------|
| Development Review | A service responsible for developing and maintaining local land use planning documents (Zoning and Site Plan guidelines) and providing professional recommendations and advice to the County and 8 Area Municipalities regarding development applications and other day to day land use planning related matters. | 478 Development applications processed | Community |
| Land Use Policy and Strategic Planning | A service responsible for developing and maintaining the County's land use policies (Official Plan), undertaking special planning related projects and providing recommendations and advice to the County and 8 Area Municipalities on land use related matters of a policy or strategic nature, and/or matters having a high level of complexity or potential corporate impact. | 16 policy/strategic planning initiatives, including, but not limited to, County Official Plan and Area Municipal Zoning By-Law updates | Community |



- 1.0 FTE Development Planner Full-time -
 - 1.0 FTE Policy Planner Full-time -
 - 1.0 FTE Planning Technician Full-time -
- Additional staff resources to provide additional capacity necessary to take on and/or support timely completion of various larger scale, proactive planning related projects and initiatives identified by Council and/or Area Municipalities, as a priority. **FTE 2024-22**

Key Performance Indicators

| | 2020 Actual | 2021 Actual | 2022 Actual | 2023 Forecast | 2024 Budget | Target |
|---------------------------------------------------------------------------------|-------------|-------------|-------------|---------------|-------------|--------|
| Total development applications processed | 430 | 533 | 478 | 450+ | ↑ | - |
| Total # of reports completed & presented to council(s)/committees | 346 | 422 | 444 | 425+ | ↑ | - |
| Residential density – new subdivisions – (units/ha) large urban centers | 43.0 | 33.7 | 34.4 | ↑ | ↑ | ↑ |
| Residential density – new subdivisions – (units/ha) serviced villages | 19.1 | 26.5 | 19.7 | ↑ | ↑ | ↑ |
| Approved single detached and semi-detached units | 502 | 387 | 705 | ↑ | - | - |
| Approved townhouses/ground oriented multi-unit | 274 | 505 | 206 | ↑ | - | - |
| Approved apartment units | 46 | 361 | 390 | ↑ | - | - |
| Agricultural lands re-designated/rezoned for non-agricultural use (in hectares) | 71.5 | 16.6 | 719.7 | ↓ | - | ↓ |

Goals and Objectives

| Description | 2024 | 2025 | 2026 | Strategic Plan | Other Plan Alignment |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|------|------|---------------------------------------------------------------------------------------------------------------------------------------|----------------------|
| <p>Official Plan Review</p> <p>Review and update OP policies as necessary to ensure consistency with Provincial legislation; including extensive municipal, public and stakeholder consultation. Current/upcoming phases and amendments will focus on:</p> <ul style="list-style-type: none"> • Planning for growth (i.e. secondary planning); • Initial policy updates to support increased density/height and unit mix; • Policies pertaining to natural environment and environmental sustainability; and • Develop workplan for the development of a new Official Plan. | ● | ● | |  Sustainable infrastructure and development | |
| <p>Planning for Growth</p> <p>Assist Area Municipalities with initiating and/or reviewing secondary planning and other studies and planning applications necessary to expand settlement areas, where required, to accommodate forecasted growth, and identify land needs.</p> <p>A number of such studies are underway/nearing completion (i.e. Ing, EZT) and the need to initiate a number of others will likely need to be considered in 2024 and beyond. CP staff will continue to acquire, improve and track growth and housing data/information necessary to inform various growth and housing related initiatives, including undertaking updates to the County's growth forecasts and land needs analysis. Also see Housing Initiatives below.</p> | ● | ● | |  Sustainable infrastructure and development | |
| <p>Planning for Infrastructure</p> <p>Continue to work with Public Works to develop data and processes to ensure servicing capacity information is current and accurate to support timely responses to development inquiries with respect to servicing and timely identification of potential future infrastructure needs. This joint initiative is expected to be completed in early 2024, but will require on-going CP staffing resources to support/maintain.</p> <p>Further, initiate a study/review to assess the long-term environmental sustainability of development on individual on-site sewage services (i.e. septic systems) and ensure appropriate review processes (e.g. study requirements) and standards (e.g., minimum lot areas) are in place for development on such systems.</p> | ● | | |  Preserve and enhance our natural environment | |

| Description | 2024 | 2025 | 2026 | Strategic Plan | Other Plan Alignment |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|------|------|---------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|
| <p>Housing Initiatives</p> <p>Continue to work with Human Services, other departments and Area Municipalities to develop implementation tools to assist in addressing the need, and increasing opportunities, for housing that is affordable and attainable for Oxford residents.</p> <p>Current projects include: assisting HS with updates to the County Housing Needs Study; initiating interim updates to the Official Plan and Zoning By-laws to support increased density, height and/or unit mix; and working with the Area Municipalities to identify potential areas for the establishment of specific density targets and policies and any studies/reviews that would be necessary to support such changes.</p> | ● | ● | ● |  <i>100% Housed</i> | |
| <p>Zoning By-Law and Development Process Updates</p> <p>Work with the Area Municipalities to coordinate and undertake regular review and updates of their Zoning By-laws (e.g. to ensure timely conformity with current legislation, regulations, policies and address any municipal implementation concerns).</p> <p>Work with County Departments and Area Municipal partners to expand the implementation of a development application tracking solution with a view to improving development review processes and creating efficiencies.</p> | ● | | |  <i>Continuous improvement and results-driven solutions</i> | |

Budget

| | 2023 | 2023 | LESS: 2023 | 2024 | 2024 | 2024 | \$ OVER | % OVER |
|----------------------------------------|------------------|------------------|----------------|------------------|----------------|--------------------|------------------|---------------|
| | FORECAST | BUDGET* | NON-RECURRING | BASE BUDGET | BUDGET IMPACTS | BUDGET | 2023 BUDGET | 2023 BUDGET |
| OPERATING | | | | | | | | |
| REVENUES | | | | | | | | |
| GENERAL REVENUES | | | | | | | | |
| PROVINCIAL GRANTS | (25,986) | (25,986) | - | 25,986 | - | - | 25,986 | (100.0%) |
| USER FEES AND CHARGES | (435,717) | (435,717) | - | (6,513) | - | (442,230) | (6,513) | 1.5% |
| TOTAL GENERAL REVENUES | (461,703) | (461,703) | - | 19,473 | - | (442,230) | 19,473 | (4.2%) |
| OTHER REVENUES | | | | | | | | |
| RESERVE TRANSFER | (203,570) | (203,570) | - | (253,568) | - | (457,138) | (253,568) | 124.6% |
| DEVELOPMENT CHARGES | (255,233) | (255,233) | - | (112,629) | - | (367,862) | (112,629) | 44.1% |
| TOTAL OTHER REVENUES | (458,803) | (458,803) | - | (366,197) | - | (825,000) | (366,197) | 79.8% |
| TOTAL REVENUES | (920,506) | (920,506) | - | (346,724) | - | (1,267,230) | (346,724) | 37.7% |
| EXPENSES | | | | | | | | |
| SALARIES AND BENEFITS | | | | | | | | |
| SALARIES | 1,586,125 | 1,686,658 | - | 48,849 | 257,001 | 1,992,508 | 305,850 | 18.1% |
| BENEFITS | 444,050 | 468,696 | - | 32,892 | 81,972 | 583,560 | 114,864 | 24.5% |
| GAPPING ALLOCATION | - | (52,658) | - | 52,658 | (56,496) | (56,496) | (3,838) | 7.3% |
| TOTAL SALARIES AND BENEFITS | 2,030,175 | 2,102,696 | - | 134,399 | 282,477 | 2,519,572 | 416,876 | 19.8% |
| OPERATING EXPENSES | | | | | | | | |
| MATERIALS | 201,544 | 202,300 | - | (19,609) | - | 182,691 | (19,609) | (9.7%) |
| CONTRACTED SERVICES | 523,223 | 523,223 | - | 374,364 | - | 897,587 | 374,364 | 71.5% |
| TOTAL OPERATING EXPENSES | 724,767 | 725,523 | - | 354,755 | - | 1,080,278 | 354,755 | 48.9% |
| INTERDEPARTMENTAL CHARGES | | | | | | | | |
| INTERDEPARTMENTAL CHARGES | 218,399 | 218,399 | - | 34,801 | - | 253,200 | 34,801 | 15.9% |
| TOTAL INTERDEPARTMENTAL CHARGES | 218,399 | 218,399 | - | 34,801 | - | 253,200 | 34,801 | 15.9% |
| TOTAL EXPENSES | 2,973,341 | 3,046,618 | - | 523,955 | 282,477 | 3,853,050 | 806,432 | 26.5% |
| NET OPERATING | 2,052,835 | 2,126,112 | - | 177,231 | 282,477 | 2,585,820 | 459,708 | 21.6% |
| CAPITAL | | | | | | | | |
| CAPITAL EXPENSES | - | 4,000 | (4,000) | - | 6,000 | 6,000 | 2,000 | 50.0% |

| | 2023 | 2023 | LESS: 2023 | 2024 | 2024 | 2024 | \$ OVER | % OVER |
|------------------------------|------------------|------------------|----------------|----------------|----------------|------------------|----------------|--------------|
| | FORECAST | BUDGET* | NON-RECURRING | BASE BUDGET | BUDGET IMPACTS | BUDGET | 2023 BUDGET | 2023 BUDGET |
| NET CAPITAL | - | 4,000 | (4,000) | - | 6,000 | 6,000 | 2,000 | 50.0% |
| SUMMARY | | | | | | | | |
| TOTAL REVENUES | (920,506) | (920,506) | - | (346,724) | - | (1,267,230) | (346,724) | 37.7% |
| TOTAL EXPENSES | 2,973,341 | 3,050,618 | (4,000) | 523,955 | 288,477 | 3,859,050 | 808,432 | 26.5% |
| TOTAL LEVY | 2,052,835 | 2,130,112 | (4,000) | 177,231 | 288,477 | 2,591,820 | 461,708 | 21.7% |
| % BUDGET INCREASE (DECREASE) | | | (0.2%) | 8.3% | 13.5% | 21.7% | | |

* May include in-year approved transfer and/or account reclassifications in accordance with Purchasing Policy No. 6.07

Budget Impact Details

| | REFERENCE | OPERATING EXPENSES | CAPITAL EXPENSES | REVENUES | TAXATION | % |
|-----------------------------|------------|--------------------|------------------|----------|-----------------|---------------|
| SERVICE LEVEL | | | | | | |
| PLAN-Community Planning FTE | FTE2024-22 | 338,973 | 6,000 | - | 344,973 | 16.2% |
| | | 338,973 | 6,000 | - | 344,973 | 16.2% |
| INITIATIVE GAPPING | | | | | | |
| PLAN-Community Planning FTE | FTE2024-22 | (56,496) | - | - | (56,496) | (2.7%) |
| | | (56,496) | - | - | (56,496) | (2.7%) |
| TOTAL | | 282,477 | 6,000 | - | 288,477 | 13.5% |

Capital Budget

| PROJECT # AND NAME | DESCRIPTION | ASSET ACTIVITY | ASSET RATING | TOTAL | 2024 REQUEST** | 2025 | 2026-2033 |
|-----------------------------|-----------------------------------------------------------------------------------------------------------------------|----------------|--------------|----------------|----------------|------------|------------|
| COMPUTER EQUIPMENT | | | | | | | |
| 400000 - Computer Equipment | Laptops for Community Planning positions (Development Planner, Policy Planner, and Planning Technician (FTE 2024-22)) | Expansion | N/A | \$6,000 | 6,000 | - | - |
| | | | | \$6,000 | \$6,000 | \$0 | \$0 |

** The 2024 Request represents the additional or new project budget requested and does not include the Carry Forward Budget for prior year's approved budget not spent.

FTE Change – Community Planning FTE

FTE 2024-22

| SUMMARY | |
|----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Type of FTE request | Service Level |
| Classification | Full-time - Permanent |
| Job Title | Community Planning FTE |
| FTE | 3.0 |
| Description | The addition of two permanent, full-time Development/Policy Planners and one permanent, full-time Planning Technician will provide additional capacity necessary to take on and/or support timely completion of various larger scale, proactive planning related projects and initiatives identified by Council and/or Area Municipalities, as a priority. |

STRATEGIC PLAN



Continuous improvement and results-driven solutions

REQUEST DETAILS

Over the past few years, the Province has enacted and/or proposed a broad range of sweeping changes to various planning related legislation, regulations, policies, programs and other measures as part of the province’s ‘Housing Supply Action Plans’ (HSAP). Many of these changes have had, and will continue to have, a significant impact on how municipal land use planning is implemented, resourced and funded. It is anticipated that further changes will be forthcoming from the Province as the next phases of the HSAP are implemented.

Staff have presented a number of reports to Council over the past two years outlining various changes and potential impacts on land use planning at the municipal level, including increased demand on staffing and other resources. In addition to, and to some extent, because of the above-noted provincial changes, County Council has recently expressed a desire for Community Planning (CP) to take a more proactive leadership role in advocating on behalf of the County with respect to various provincial land use planning and housing matters, including supporting the collective actions of a number of municipal organizations (e.g. Western Wardens, AMO).

With the foregoing in mind, Council considered Report No. CP 2023-250 on August 9, 2023, in which potential options were presented to address staffing and other resource needs going forward with a view to establishing CP service levels into 2024 and beyond. Council passed a resolution in support of developing a comprehensive ‘in-house’ planning service over the longer-term that would be typical of a more urbanized municipality of similar size/growth as Oxford, providing a broad range of planning services and expertise to the County and Area Municipalities. It is anticipated that the enhanced planning service supported by Council will be developed and implemented over time, with annual review to

REQUEST DETAILS

determine specific needs/expertise and the most appropriate approach (i.e. retaining staff and/or consulting services) to providing planning service/support desired by the County and Area Municipalities.

The previously noted Report No. CP 2023-250 outlined a number of larger scale, proactive planning related projects and initiatives 'priorities' that would benefit from the addition of planning staff and resources, including (but not limited to) regular review and updates of Area Zoning By-laws, investigating potential benefits of alternative planning tools (i.e. development permitting system, inclusionary zoning), identifying and implementing measures to increase height/density and other potential area or topic based studies that may be requested by County and/or Area Councils. Adding two Development/Policy Planner FTEs and one Planning Technician FTE in 2024 will provide capacity for CP to:

- More consistently focus on supporting the policy team and area planners/municipalities with identifying and undertaking various proactive and/or special planning related projects and initiatives; and
- Focus on coordinating and supporting regular Zoning By-law reviews and updates for all eight Area Municipalities (to ensure timely conformity with current legislation, regulations and policies, and address any Area Municipal interpretation concerns, etc.) and support other planning functions, as time permits.

The Planning Technician FTE would provide needed technical support with respect to GIS and other planning related data development, compilation and analysis, specialized mapping, development tracking, site plan administration, etc. to continue to develop and maintain the information necessary to inform, assess and monitor various planning and housing related initiatives, including provincial reporting.

Dedicating staff specifically to the areas noted above will allow other planning staff to focus more time on core responsibilities related to providing strategic and day-to-day planning advice and development review services to Area Municipalities which should result in the ability to provide a higher level of service in those areas.

Over the longer term, this option would also assist in providing additional staff capacity to support the development of a new Official Plan beginning in late 2024, including associated background studies and policy updates to support more coordinated and comprehensive intensification, density and unit mix requirements for all of Oxford's fully serviced communities.

From a funding perspective, the added salary, benefits and other resource costs that will be required to facilitate the additional FTEs will be offset to some extent via increases to County development application fees. While an immediate fee increase is being investigated by CP staff for 2024, it is anticipated that a full review of application fees will be undertaken with a view to partnering with the Area Municipalities to determine appropriate fee levels at both the County and Area Municipal levels. As Council is aware, the Community Planning service is provided to the Area Municipalities by way of service agreements and funded largely via the tax levy and as such, the consideration of fees at both the County and Area Municipal level to off-set levy funding is considered to be appropriate.

BUDGET REQUIREMENTS

| | One-time | Base | Total Budget |
|------------------------------------------------------------------------------------|----------------|------------------|------------------|
| Salaries and benefits | \$- | \$338,973 | \$338,973 |
| Capital | | | |
| Computer equipment: Laptops (3) | 6,000 | - | 6,000 |
| Total capital | 6,000 | - | 6,000 |
| County Levy | \$6,000 | \$338,973 | \$344,973 |
| <i>Initiative Gapping – position start March 2024</i> 2025 Budget Impact | - | (56,496) | (56,496) |
| 2024 Budget Impact | \$6,000 | \$282,477 | \$288,477 |

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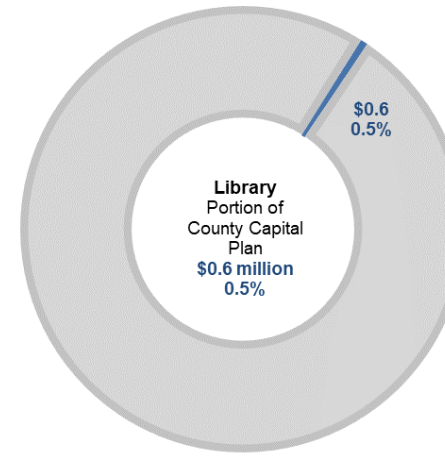
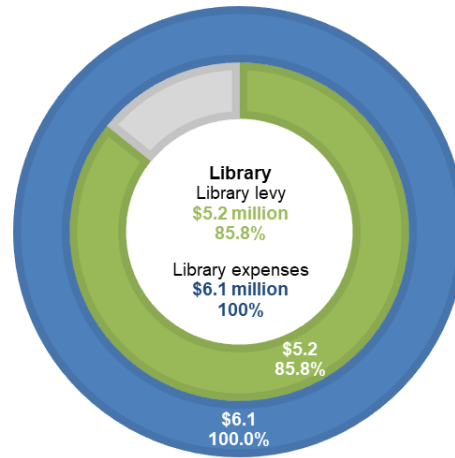
Library

2024

BUSINESS
PLAN &
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| Division | Division Description | Services | 2024 FTE Base | 2024 FTE Temp |
|-----------------------------|----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|---------------------|
| Oxford County Library Board | Library | <p>Provide comfortable, welcoming community hubs in 14 branch locations: Lending of a wide variety of materials; supporting the public's informational, recreational, and employment-based needs; offering a wide range of recreational and educational programs for all ages; providing access to electronic resources; coaching and training on the use of technology; home delivery services to nursing homes and homebound clients; mobile outreach service at community events and locations.</p> <ul style="list-style-type: none"> ▪ Library Collections ▪ Library Programming ▪ Library Reference and Information ▪ Library Public Space Access ▪ Library Technology Access and Coaching | 38.3 | 2.3 |
| | Total | | 38.3 | 2.3 |

5 Year Projected Budget

| | 2024 | 2025 | 2026 | 2027 | 2027 |
|---------------------------|------------------|------------------|------------------|------------------|------------------|
| | BUDGET | PROJECTED | PROJECTED | PROJECTED | PROJECTED |
| | BUDGET | BUDGET | BUDGET | BUDGET | BUDGET |
| OPERATING | | | | | |
| REVENUES | | | | | |
| GENERAL REVENUES | (162,404) | (163,204) | (164,204) | (165,204) | (166,204) |
| OTHER REVENUES | (377,548) | (71,649) | (71,649) | (71,649) | (71,649) |
| TOTAL REVENUES | (539,952) | (234,853) | (235,853) | (236,853) | (237,853) |
| EXPENSES | | | | | |
| SALARIES AND BENEFITS | 3,198,446 | 3,221,486 | 3,329,402 | 3,432,216 | 3,526,529 |
| OPERATING EXPENSES | 692,273 | 548,460 | 555,943 | 563,681 | 571,492 |
| RESERVE TRANSFERS | 139,020 | 142,830 | 146,770 | 149,490 | 152,260 |
| INTERDEPARTMENTAL CHARGES | 1,504,955 | 1,530,391 | 1,578,101 | 1,618,309 | 1,656,537 |
| TOTAL EXPENSES | 5,534,694 | 5,443,167 | 5,610,216 | 5,763,696 | 5,906,818 |
| NET OPERATING | 4,994,742 | 5,208,314 | 5,374,363 | 5,526,843 | 5,668,965 |
| CAPITAL | | | | | |
| CAPITAL REVENUES | (325,000) | (5,000) | (22,000) | (234,300) | (27,500) |
| CAPITAL EXPENSES | 554,000 | 249,000 | 270,000 | 486,300 | 284,500 |
| NET CAPITAL | 229,000 | 244,000 | 248,000 | 252,000 | 257,000 |
| SUMMARY | | | | | |
| TOTAL REVENUES | (864,952) | (239,853) | (257,853) | (471,153) | (265,353) |
| TOTAL EXPENSES | 6,088,694 | 5,692,167 | 5,880,216 | 6,249,996 | 6,191,318 |
| TOTAL LEVY | 5,223,742 | 5,452,314 | 5,622,363 | 5,778,843 | 5,925,965 |

Services Overview

Full-Time Equivalents **38.3 FTE**

↑ **1.2** Base
 + **2.3** Temporary

| Service | Service Description | 2022 Service Level | Service Type |
|----------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| Library Collections | An external service offering loans of print, audiovisual and electronic materials to the public. Library collections also include non-traditional items such as kitchen equipment, maker kits and park passes. | 656,010 Items borrowed, downloaded, or streamed | Information |
| Library Programming | An external service offering programming, outreach and special events that respond to the literacy, educational and recreational needs of the community. | 23,846 People attended 302 In-Person and Virtual Programs | Information |
| Library Reference and Information | An external service offering answers to reference questions and readers' advisory in person or via other channels (email, web, phone). | 1220 Research database uses 2217 Questions, Calls and Emails were received 457 were requests for Readers' Advisory | Information |
| Library Public Space Access | An external service providing welcoming and accessible meeting places. | 357 Library room rentals for public use | Community |
| Library Technology Access and Coaching | An external service providing public access to technology and the internet. | 26,472 Wired or wireless computer sessions and 729 coaching sessions Rural Branches also assisted 115 Customers with technology questions | Community |

- **1.2 FTE Various branch positions Part-time** - To increase hours to various positions in order to increase service delivery hours at Village Branches and increased capacity at Regional Branches. **FTE 2024-23**
- **2.3 FTE Mobile Outreach Staff Full-time** - New outreach staff members **Outreach Specialist** to provide Programming, Library Services and supervision and **Public Service Clerk** to provide Library Services as part of 2-year pilot project **NI 2023-13**

Key Performance Indicators

| | 2020 Actual | 2021 Actual | 2022 Actual | 2023 Forecast | 2024 Budget | Target |
|---------------------------------------------|----------------------|-------------------------|------------------------------|------------------------------|------------------------------|--------|
| Number of active library cards | 13,710 | 16,551 | 17,691 | 16,000 | 16,500 | ↑ |
| % of collection purchase requests filled | 91% | 95% | 96% | 95% | 95% | 90% |
| Physical & electronic materials circulation | 278,878 | 459,003 | 656,010 | 638,500 | 665,000 | ↑ |
| Branch attendance / Mobile Unit attendance | 84,663 | 71,361 | 128,946 | 195,000 | 200,000 | ↑ |
| Number of programs offered | 923 (in-person) | 270 (virtual only) | 302 (in-person & virtual) | 300 (in-person & virtual) | 335 (in-person & virtual) | ↑ |
| Attendance at programs | 7,827 (in-person) | 5,961 (virtual only) | 23,846 (in-person) | 20,000 (in-person) | 22,000 (in-person) | ↑ |
| Attendance at Tech Coaching Sessions | 125 | 141 | 729 | 500 | 500 | ↑ |

Goals and Objectives

| Description | 2024 | 2025 | 2026 | Library Strategic Plan | Other Plan Alignment |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|------|------|------------------------------------------|----------------------|
| <p>Library Facilities Plan</p> <p>Develop a Library Facilities Plan (LFP) to meet the changing demands and create enjoyable and dynamic spaces for our communities. The review should help inform Oxford County Library and its existing partners of how much library space is required to meet community needs to the year 2034. The LFP will look at existing spaces and partnerships to provide required actions, while also looking at potential opportunities to work with partners on potential shared facilities in future locations. Project would start in Q3 with expected finalized report in 2025.</p> | ● | ● | | Sustain Service Excellence | |
| <p>Library Technology Review</p> <p>Engage a Technology Consultant to work with County IS & IT teams, as well as Library staff, to develop a future focused roadmap for library technology needs. The review should look at current state and recommend changes to both County and Library infrastructure to meet current and future needs of library staff and customers. Project should be completed by June for impacts on 2025 budget.</p> | ● | | | Innovate Access to Services | |
| <p>Rural Branch Customer Engagement</p> <p>Engage residents in catchment areas of Village and Regional Branches through surveys, mailings and focus groups to better serve the communities through review of operating hours, programming opportunities, and collections.</p> | ● | ● | | Sustain Service Excellence | |
| <p>Enriched Membership Engagement Through Patron Point</p> <p>Develop and implement new enriched membership engagement strategy with the addition of Patron Point, a marketing automation platform to onboard, inform and engage library customers. The platform will provide segmented data on members to provide more targeted email information; streamlined processes of renewal and registration of memberships via an online portal; as well as regular survey opportunities of customers for better feedback. Implementation should be complete by end of Q2 with survey data on member satisfaction data available by Q3. KPI – Increase in membership renewals / Increased attendance at library programs and events.</p> | ● | ● | | Grow Engagement and Member Relationships | |

Budget

| | 2023 | 2023 | LESS: 2023 | 2024 | 2024 | 2024 | \$ OVER | % OVER |
|------------------------------------|------------------|------------------|-----------------|------------------|------------------|------------------|-----------------|-----------------|
| | FORECAST | BUDGET* | NON-RECURRING | BASE BUDGET | BUDGET IMPACTS | BUDGET | 2023 BUDGET | 2023 BUDGET |
| OPERATING | | | | | | | | |
| REVENUES | | | | | | | | |
| GENERAL REVENUES | | | | | | | | |
| PROVINCIAL GRANTS | (175,768) | (138,904) | - | - | - | (138,904) | - | - |
| USER FEES AND CHARGES | (27,730) | (13,600) | - | (6,300) | - | (19,900) | (6,300) | 46.3% |
| NET INVESTMENT INCOME | (5,000) | - | - | - | - | - | - | - |
| OTHER REVENUE | (8,616) | (3,600) | - | - | - | (3,600) | - | - |
| TOTAL GENERAL REVENUES | (217,114) | (156,104) | - | (6,300) | - | (162,404) | (6,300) | 4.0% |
| OTHER REVENUES | | | | | | | | |
| RESERVE TRANSFER | (501,642) | (595,820) | 299,946 | 295,874 | (305,899) | (305,899) | 289,921 | (48.7%) |
| DEVELOPMENT CHARGES | (157,160) | (157,160) | - | 85,511 | - | (71,649) | 85,511 | (54.4%) |
| TOTAL OTHER REVENUES | (658,802) | (752,980) | 299,946 | 381,385 | (305,899) | (377,548) | 375,432 | (49.9%) |
| TOTAL REVENUES | (875,916) | (909,084) | 299,946 | 375,085 | (305,899) | (539,952) | 369,132 | (40.6%) |
| EXPENSES | | | | | | | | |
| SALARIES AND BENEFITS | | | | | | | | |
| SALARIES | 2,284,171 | 2,330,963 | - | 20,468 | 186,521 | 2,537,952 | 206,989 | 8.9% |
| BENEFITS | 530,468 | 518,417 | - | 105,069 | 37,008 | 660,494 | 142,077 | 27.4% |
| GAPPING ALLOCATION | - | (18,000) | 18,000 | - | - | - | 18,000 | (100.0%) |
| TOTAL SALARIES AND BENEFITS | 2,814,639 | 2,831,380 | 18,000 | 125,537 | 223,529 | 3,198,446 | 367,066 | 13.0% |
| OPERATING EXPENSES | | | | | | | | |
| MATERIALS | 657,515 | 688,937 | (17,490) | (194,489) | 65,165 | 542,123 | (146,814) | (21.3%) |
| CONTRACTED SERVICES | 78,736 | 60,000 | (35,000) | (2,000) | 120,000 | 143,000 | 83,000 | 138.3% |
| RENTS AND FINANCIAL EXPENSES | 3,630 | 15,150 | 5,000 | (20,000) | 7,000 | 7,150 | (8,000) | (52.8%) |
| TOTAL OPERATING EXPENSES | 739,881 | 764,087 | (47,490) | (216,489) | 192,165 | 692,273 | (71,814) | (9.4%) |
| DEBT REPAYMENT | | | | | | | | |
| PRINCIPAL REPAYMENT | 83,500 | 83,500 | - | (83,500) | - | - | (83,500) | (100.0%) |
| INTEREST REPAYMENT | 1,230 | 1,230 | - | (1,230) | - | - | (1,230) | (100.0%) |
| TOTAL DEBT REPAYMENT | 84,730 | 84,730 | - | (84,730) | - | - | (84,730) | (100.0%) |
| RESERVE TRANSFERS | | | | | | | | |
| CONTRIBUTIONS TO CAPITAL RESERVES | 117,000 | 117,000 | - | 9,520 | - | 126,520 | 9,520 | 8.1% |
| DEVELOPMENT CHARGES EXEMPTIONS | 20,000 | 5,000 | - | 7,500 | - | 12,500 | 7,500 | 150.0% |
| TOTAL RESERVE TRANSFERS | 137,000 | 122,000 | - | 17,020 | - | 139,020 | 17,020 | 14.0% |

| | 2023 | 2023 | LESS: 2023 | 2024 | 2024 | | \$ OVER | % OVER |
|----------------------------------------|------------------|------------------|-----------------|------------------|----------------|------------------|------------------|-----------------|
| | FORECAST | BUDGET* | NON-RECURRING | BASE BUDGET | BUDGET IMPACTS | 2024 BUDGET | 2023 BUDGET | 2023 BUDGET |
| INTERDEPARTMENTAL CHARGES | | | | | | | | |
| INTERDEPARTMENTAL CHARGES | 1,367,865 | 1,375,086 | - | 34,358 | 95,511 | 1,504,955 | 129,869 | 9.4% |
| TOTAL INTERDEPARTMENTAL CHARGES | 1,367,865 | 1,375,086 | - | 34,358 | 95,511 | 1,504,955 | 129,869 | 9.4% |
| TOTAL EXPENSES | 5,144,115 | 5,177,283 | (29,490) | (124,304) | 511,205 | 5,534,694 | 357,411 | 6.9% |
| NET OPERATING | 4,268,199 | 4,268,199 | 270,456 | 250,781 | 205,306 | 4,994,742 | 726,543 | 17.0% |
| CAPITAL | | | | | | | | |
| CAPITAL REVENUES | | | | | | | | |
| CAPITAL PROVINCIAL GRANTS | (7,545) | - | - | - | - | - | - | - |
| CAPITAL RESERVE TRANSFER | (38,250) | (53,400) | 24,000 | (259,600) | - | (289,000) | (235,600) | 441.2% |
| CAPITAL CONTRIBUTIONS | - | - | - | (36,000) | - | (36,000) | (36,000) | - |
| TOTAL CAPITAL REVENUES | (45,795) | (53,400) | 24,000 | (295,600) | - | (325,000) | (271,600) | 508.6% |
| CAPITAL EXPENSES | 65,795 | 73,400 | (24,000) | 504,600 | - | 554,000 | 480,600 | 654.8% |
| NET CAPITAL | 20,000 | 20,000 | - | 209,000 | - | 229,000 | 209,000 | 1,045.0% |
| SUMMARY | | | | | | | | |
| TOTAL REVENUES | (921,711) | (962,484) | 323,946 | 79,485 | (305,899) | (864,952) | 97,532 | (10.1%) |
| TOTAL EXPENSES | 5,209,910 | 5,250,683 | (53,490) | 380,296 | 511,205 | 6,088,694 | 838,011 | 16.0% |
| TOTAL LEVY | 4,288,199 | 4,288,199 | 270,456 | 459,781 | 205,306 | 5,223,742 | 935,543 | 21.8% |
| % BUDGET INCREASE (DECREASE) | | | 6.3% | 10.7% | 4.8% | 21.8% | | |

* May include in-year approved transfer and/or account reclassifications in accordance with Purchasing Policy No. 6.07

Budget Impact Details

| | REFERENCE | OPERATING EXPENSES | CAPITAL EXPENSES | REVENUES | TAXATION | % |
|--------------------------------------------|------------|--------------------|------------------|----------------|----------------|-------------|
| SERVICE LEVEL | | | | | | |
| OCL-Increase in Library Branch Hours | FTE2024-23 | 73,376 | - | - | 73,376 | 1.7% |
| OCL-Patron Point marketing tool | | 16,500 | - | - | 16,500 | 0.4% |
| OCL-Patron Demand Growth | | 25,050 | - | - | 25,050 | 0.6% |
| OCL-Tillsonburg Security Services | | 83,880 | - | - | 83,880 | 2.0% |
| OCL-Faronics Deep Freeze Software | | 6,500 | - | - | 6,500 | 0.2% |
| | | 205,306 | - | - | 205,306 | 4.8% |
| NEW INITIATIVES | | | | | | |
| OCL-Library Technology Review | NI2024-16 | 35,000 | - | 35,000 | - | |
| OCL-Library Facilities Plan | NI2024-17 | 85,000 | - | 85,000 | - | |
| | | 120,000 | - | 120,000 | - | |
| CARRYOVER/IN-YEAR APPROVAL | | | | | | |
| OCL-Ox on the Run (2 year trial from 2023) | NI2023-13 | 185,899 | - | 185,899 | - | |
| | | 185,899 | - | 185,899 | - | |
| TOTAL | | 511,205 | - | 305,899 | 205,306 | 4.8% |

Capital Budget

| PROJECT # AND NAME | DESCRIPTION | ASSET ACTIVITY | ASSET RATING | TOTAL | 2024 REQUEST** | 2025 | 2026-2033 |
|-------------------------------|-----------------------------------------------------------------------------|----------------|--------------|------------------|------------------|------------|------------|
| BUILDING | | | | | | | |
| 916040 - Ingersoll Library | Various projects as identified from the Building Condition Assessments | Replacement | Poor | \$181,000 | 181,000 | - | - |
| 916090 - Plattsville Library | Branch Signage | Replacement | Poor | \$2,000 | 2,000 | - | - |
| 916110 - Thamesford Library | Various projects as identified from the Building Condition Assessments | Replacement | Poor | \$91,000 | 91,000 | - | - |
| 916140 - Tillsonburg Library | Various projects as identified from the Building Condition Assessments | Replacement | Poor | \$51,000 | 51,000 | - | - |
| COMPUTER EQUIPMENT | | | | | | | |
| 600000 - Computer Equipment | Public use technologies | Expansion | N/A | \$10,000 | 10,000 | - | - |
| EQUIPMENT | | | | | | | |
| 600000 - Collection Materials | Annual refresh of collection materials, including non-traditional materials | Replacement | Poor | \$209,000 | 209,000 | - | - |
| FURNISHINGS | | | | | | | |
| 600000 - Furnishings | Book Drop and Staff Chairs | Replacement | Poor | \$10,000 | 10,000 | - | - |
| | | | | \$554,000 | \$554,000 | \$0 | \$0 |

** The 2024 Request represents the additional or new project budget requested and does not include the Carry Forward Budget for prior year's approved budget not spent.

FTE Change – Increase in Library Branch Hours

FTE 2024-23

| SUMMARY | |
|----------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|
| Type of FTE request | Service Level |
| Classification | Part-time - Permanent |
| Job Title | Various library branch positions |
| FTE | 1.20 |
| Description | Increased hours to various positions in order to increase service delivery hours at Village Branches and increased capacity at Regional Branches. |

STRATEGIC PLAN



Connected people and places

REQUEST DETAILS

In Spring/Summer 2023, StrategyCorp Inc. conducted focus groups, surveys, and community engagement at local events to gather feedback to inform the Library’s Strategic Plan.

Through that process hours of operation were highlighted for consideration at the Village Branch level. Facilities hours were included as a key priority for non-library users in particular. In order to implement enhanced hours of operations at the Village Branch level, increased hours for positions within Village Branches will be required.

During the same time frame, Library Staff presented a new Service Delivery Model to the Library Board. This model outlined the Provincial requirements for hours (12 hour minimum) and the Administrators of Rural Urban Public Libraries of Ontario (ARUPLO) guidelines for branch hours (20 hour minimum). The new Service Delivery Model states,

“Oxford County Library supports and strives to meet the following Administrators of Rural Urban Public Libraries of Ontario (ARUPLO) Guidelines for minimum branch hours, while recognizing that opportunities to improve and enhance branch hours may not always meet these Guidelines.”

Upon Board Request, Library Staff presented options for increased Village Branch Hours to the Library Board at a special meeting on August 28, 2023. At that time, the Library Board directed staff to take a conservative approach to hours increases. With that direction in mind, Library Staff are requesting the increase of Village Branch positions to increase operating hours for all 8 Village Branch locations. The Library Team will review usage statistics over the course of 2024 and 2025 to determine the success of the increased hours. The team will also conduct targeted community engagement opportunities through surveys and focus groups to better understand the needs of the residents in Village and Regional Branch catchment areas.

REQUEST DETAILS

Community engagement for the strategic planning process also revealed the need for increased collections and enhanced programming for which further increased staffing hours would be required. With an eye to budget changes, staff have made only modest requests to increase hours for some Page and Public Service Clerk positions at the two Regional Branches. These slight changes will increase capacity for 2024 and allow Library staff to further examine needs for future years.

Timeline

In Q1 2024 Library staff will begin a Community Engagement process in catchment areas for all Village and Regional Branches. Engagement will focus on the following areas:

- Branch Hours – When should the Branch be open (days of week / hours of day)
- Collections – What physical resources should be at the Branch
- Programs – What type of programs would the community like to see at the Branch

By Q2 Library staff will implement new hours at Village Branch locations. Staff will also adjust operating hours at Regional Branch locations should changes within current hours budget be requested via the community engagement process.

Library Strategic Plan Alignment (Draft)

- Sustain Service Excellence
- Grow Engagement & Member Relationships

BUDGET REQUIREMENTS

| | One-time | Base | Total Budget |
|------------------------------------------------------------------------------------|----------|--------------|--------------|
| Salaries and benefits | \$- | \$71,776 | \$71,776 |
| Operating expenses | | | |
| Charge From Facilities – increased utilities for Otterville branch increased hours | - | 1,600 | 1,600 |
| Total operating expenses | - | 1,600 | 1,600 |
| Library Levy | \$- | \$73,376 | \$73,376 |

New Initiative – Library Technology Review

NI 2024-16

SUMMARY

Engage a Technology Consultant to work with Library staff, as well as County IS and IT teams to develop a future focused roadmap for library technology needs. The review should look at current state and recommend changes to both County and Library infrastructure to meet current and future needs of Library staff and customers. Project should be completed in time to inform the 2025 budget process.

STRATEGIC PLAN



Continuous improvement and results-driven solutions

REQUEST DETAILS

BACKGROUND

Oxford County Library worked with the Toronto Public Library to compile data as part of the Bridge and Edge project in 2021 and 2022. The *Impact of Technology Services in Ontario Public Libraries: Bridge 2021/2022 Report* uses the compiled data of libraries across Ontario to provide key takeaways for public libraries. These key takeaways, as well as the data used for the report, should help both Library and County teams identify areas of needed improvement in the technology services and infrastructure needed to move the Oxford County Library forward.

In 2023, Oxford County Library undertook a strategic planning process that included a broad community consultation. Through that process a number of technology related goals and objective were identified as areas of great need. In particular, the Library Strategic Plan highlights the need to *Innovate Access to Services* through “self-service options and introduce more technology to increase access.”

As of September, 2023, Library staff are continuing to work on a 2023/2024 Technology Plan that includes a number of small projects. Through the planning process, staff became aware that there is a current gap in knowledge and ability to plan for library technology on a longer-term basis. Staff also noted that more consultation with the County IT and IS teams is needed to get longer-term planning in place for larger projects.

COMMENTS

Library staff consulted with colleagues at other Public Library systems in Southern Ontario on Technology Reviews completed over the last few years through the assistance of outside consultants. Noted by those other library systems, was the need to work with a consultant in areas where IT infrastructure and services were shared with their municipalities.

Project deliverables will include:

REQUEST DETAILS

- A review of current Library and County technology investments, services, capabilities and mandates as related to the delivery of library service;
- Examination of service gaps and opportunities;
- Recommendations for infrastructure and investments;
- Identify future projects to realize shared service objectives;
- Development of a draft Library Technology Plan to reflect the unique needs and responsibilities of both the Library and County technology departments.

The development of the Library Technology Review will help align Library and County planning for the next several years in order to make significant improvements to technology services and offerings.

BUDGET REQUIREMENTS

| | One-time | Base | Total Budget |
|---------------------------------|---------------|------------|---------------|
| Revenues | | | |
| Reserve: Libraries | 35,000 | - | 35,000 |
| Total revenues | 35,000 | - | 35,000 |
| Operating expenses | | | |
| Consultant | 35,000 | - | 35,000 |
| Total operating expenses | 35,000 | - | 35,000 |
| Library Levy | \$- | \$- | \$- |

New Initiative – Library Facilities Plan

NI 2024-17

SUMMARY

Develop a Library Facilities Plan (LFP) to meet the changing demands and create enjoyable and dynamic spaces for our communities. The review should help inform Oxford County Library and its existing partners of how much library space is required to meet community needs to the year 2034. The LFP will look at existing spaces and partnerships to provide required actions, while also looking at potential opportunities to work with partners on potential shared facilities in future locations.

STRATEGIC PLAN



Collaborate with our partners and communities

REQUEST DETAILS

Background

Oxford County Library last completed a facilities study in 2007. The report, prepared by dmA Planning & Management Services, outlined 21 recommendations. The report did not include the Tillsonburg location as it was not under Oxford County Library management until 2013. Since the development of the 2007 study, the library system has also relocated branch locations in Tavistock and Brownsville – both noted as recommendations in the report.

Library spaces and the needs of the public have changed significantly since 2007. Since that time libraries have seen the rise of technology and maker spaces; the addition of alternative lending collections such as kitchen equipment, technology, and other non-traditional library items; more study and work spaces separated from public areas; and further demand for programming.

The County has also seen significantly more growth since 2007 than the anticipated 2021 population of 69,300 served by Oxford County Library system.

The 2023-2028 Library Strategic Plan outlines the needs for modern library spaces that are welcoming and accessible. Under the goal of *Sustain Service Excellence* the plan outlines the need to “Develop and implement a long-term facilities plan to meet changing demands and create enjoyable and dynamic spaces for our communities.” Through the community feedback process, the consultants noted that there is “consensus amongst participants about the need to review facilities....”

REQUEST DETAILS

Comments

An Oxford County Library facilities review will provide the Library Board with information that will allow it to shape and guide the appearance and functionality of Oxford County Library locations in the future.

As part of the review, the library would be looking to meet the following objectives:

- Conduct consultation with current facility owners, operators and partners. Specifically, this includes staff at the 7 area municipalities, representatives from the Thames Valley District School Board, Oxford County staff, and other private lease holders.
- Provide an assessment of current state of existing branch libraries that examines the suitability of each facility to meet the requirements for public library spaces based on documented benchmarking, best practices and/or guidelines offered by industry professionals in the field of library service.
- Identify opportunities to better utilize library space or identify limitations to meeting today's needs as a modern public library space.
- Identify barriers to meet future needs of public library users.
- Identify the Oxford County Library's ability to meet current and future community needs, based on locations and size of spaces.
- Identify opportunities for service integration to support other County and Area Municipalities' programs and services.

Through the creation of a new Oxford County Library Facilities Plan, the Library and its partners will have a better understanding of how much library space is required to meet community needs to the year 2034. In addition, the review will examine the type of spaces needed and future direction for existing and future library spaces.

BUDGET REQUIREMENTS

| | One-time | Base | Total Budget |
|---------------------------------|---------------|------------|---------------|
| Revenues | | | |
| Reserve: Libraries | 85,000 | - | 85,000 |
| Total revenues | 85,000 | - | 85,000 |
| Operating expenses | | | |
| Consultant | 85,000 | - | 85,000 |
| Total operating expenses | 85,000 | - | 85,000 |
| Library Levy | \$- | \$- | \$- |

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Court Security

2024

BUSINESS
PLAN &
BUDGET

www.oxfordcounty.ca/budget

Budget

| | 2023 | 2023 | LESS: 2023 | 2024 | 2024 | 2024 | \$ OVER | % OVER |
|---------------------------------|----------|---------|---------------|-------------|----------------|--------|-------------|-------------|
| | FORECAST | BUDGET* | NON-RECURRING | BASE BUDGET | BUDGET IMPACTS | BUDGET | 2023 BUDGET | 2023 BUDGET |
| OPERATING EXPENSES | | | | | | | | |
| EXTERNAL TRANSFERS | 10,276 | 10,276 | - | 72,660 | - | 82,936 | 72,660 | 707.1% |
| TOTAL OPERATING EXPENSES | 10,276 | 10,276 | - | 72,660 | - | 82,936 | 72,660 | 707.1% |
| TOTAL EXPENSES | 10,276 | 10,276 | - | 72,660 | - | 82,936 | 72,660 | 707.1% |
| NET OPERATING | 10,276 | 10,276 | - | 72,660 | - | 82,936 | 72,660 | 707.1% |
| SUMMARY | | | | | | | | |
| TOTAL EXPENSES | 10,276 | 10,276 | - | 72,660 | - | 82,936 | 72,660 | 707.1% |
| TOTAL LEVY | 10,276 | 10,276 | - | 72,660 | - | 82,936 | 72,660 | 707.1% |
| % BUDGET INCREASE (DECREASE) | | | - | 707.1% | - | 707.1% | | |

* May include in-year approved transfer and/or account reclassifications in accordance with Purchasing Policy No. 6.07