

2025

Budget



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Where we are 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 their absence.

2022-2026 COUNTY COUNCIL



Mark Peterson
Councillor
 Mayor, Township of Blandford-Blenheim



Philip Schaefer
Councillor
 Mayor, Township of East Zorra-Tavistock



Brian Petrie
Deputy Warden
 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
Councillor
 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

Oxford County Departments

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

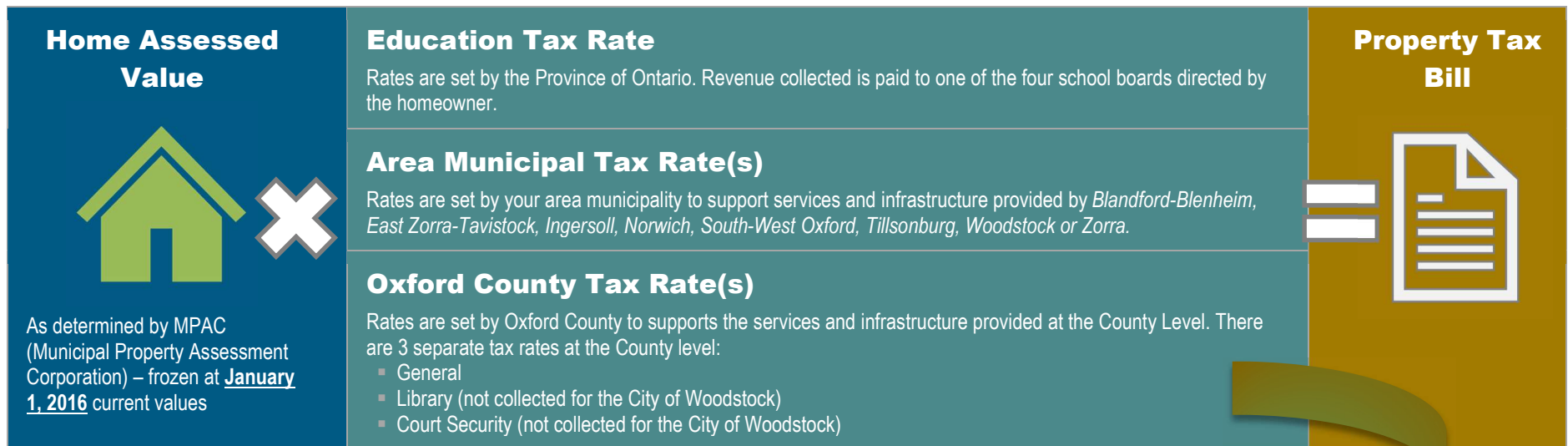
| CAO | CORPORATE SERVICES | PUBLIC WORKS | HUMAN SERVICES |
|---|---|--|--|
| <p>Provides corporate oversight of the County's Strategic Plan and emergency planning; works with other levels of government; and provides leadership to County management and staff in order to carry out County Council's priorities.</p> <ul style="list-style-type: none"> ▪ CAO Office and Strategic Initiatives ▪ Tourism ▪ Strategic Communication & Engagement | <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 ▪ Provincial Offences Administration ▪ Oxford County Library | <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 and Construction ▪ Facilities, Fleet and Energy Management ▪ Transportation Services ▪ Waste Management ▪ Water ▪ Wastewater | <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 and EarlyON ▪ Housing |
|  |  |  |  |
| HUMAN RESOURCES | PARAMEDIC SERVICES | COMMUNITY PLANNING | WOODINGFORD LODGE |
| <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>Provides emergency care; initiates rapid transport to hospitals; facilitates emergency and non-emergency transfers; and delivers community paramedicine program.</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>Oxford County's municipally owned, not-for-profit 228 bed long-term care provider with locations in Woodstock, Ingersoll and Tillsonburg.</p> |

About Your Property Tax Bill

Property assessment, based on market value, plays a valuable and important role in financing municipal budgets. The assessed value of homes and other properties within a municipality make up what is known as the tax base. The tax rate is set based on the budget demands and the value of the tax base.

Property assessments for the 2025 property tax year will continue to be based on January 1, 2016 values. Following three consecutive postponements, on March 26, 2024, the Ontario government announced, in the *2024 Ontario Budget: Building a Better Ontario ("2024 Budget")*, deferral of the province-wide reassessment of property values indefinitely. Preliminary analysis of growth related assessment and the resulting shift in the share of taxes was provided through a supplementary report CS 2024-43.

The following figure illustrates how a property tax bill is calculated:



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.

Oxford County is also responsible approving water and wastewater budgets across the County. Water and wastewater rates exclusively fund water and wastewater budgets.




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 2025 Approved Business Plan and Budget demonstrates alignment to Council’s 2023-2026 Strategic Plan with 119 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 | 31 | - | 1 |
|  Enhancing Environmental Sustainability | 14 | 3 | - |
|  Fostering Progressive Government | 50 | 5 | 15 |
| Total | 95 | 8 | 16 |

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



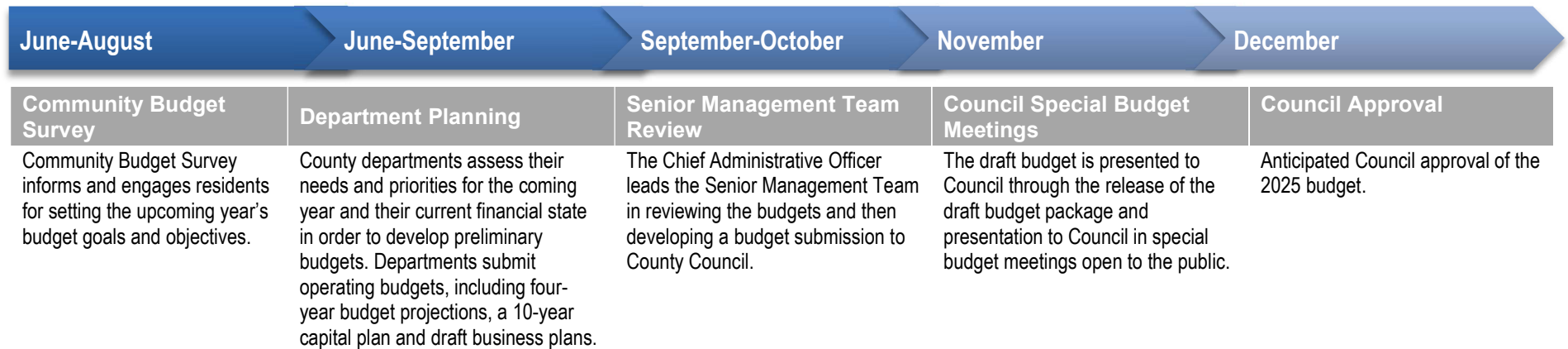
FOSTERING progressive government

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

About 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

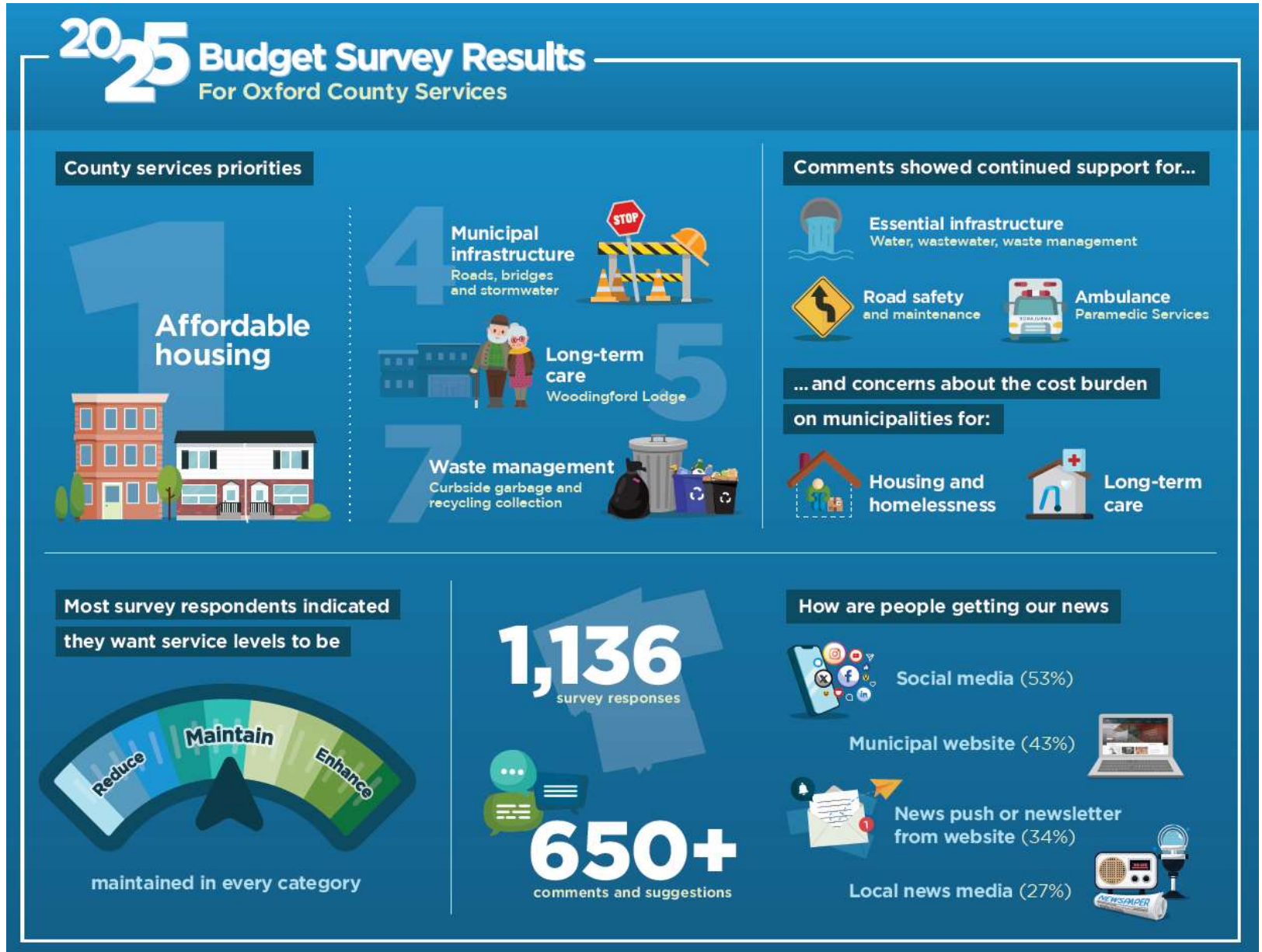


Budget Survey – What the community told us

The 2025 Budget Survey was released on June 12, 2024, to give residents an opportunity to express their opinion on, and participate in forming, the County’s 2025 budget priorities.

The survey outlined how property taxes were spent in 2024, then asked respondents to indicate whether the same services should be enhanced, maintained or reduced in the coming year.

This year’s survey generated 1,136 responses from participants in every municipality in Oxford County. Detailed results of the survey were presented to Council on September 25, 2024 as part of Council report **CS 2024-33**.



Budget At A Glance

The 2025 budget presents a total gross expenditure budget of \$413.3 million, an increase of \$63.8 million from 2024 approved budget, resulting in a net levy increase for all County services of **8.9%**. The County’s budget is divided among four budgets: General Levy, Library Levy, Court Security Levy, and Water and Wastewater Rates.

| Levy Budget | | | | Rates Budget | Capital Budget |
|-------------|----------------------|-----------------------------|--|---|---|
| General | Library ¹ | Court Security ¹ | Total | | |
| 8.8% | 10.0% | 48.8% | 8.9% 2025 Budget increase | 8.8% 2025 rates increase | 2025 capital budget includes capital investments of \$125.2 million The capital budget covers maintenance of existing County assets and the adding new assets. |
| 6.6% | 8.0% | 46.0% | 6.7% 2025 prelim tax rate increase | 10.8% 2025 average household* rates increase | |
| \$80 | \$10 | \$1 | \$91 Increase per average household* | \$84 Increase per average household* | |
| \$1,304 | \$131 | \$3 | \$1,438 Total County taxes per average household* | \$966 Average total per household* | |

¹ Not collected for the City of Woodstock

* Estimated increase for an average household is defined as a residential household with an MPAC-assessed value of \$275,022 and that consumes 150 m³ of water and wastewater annually

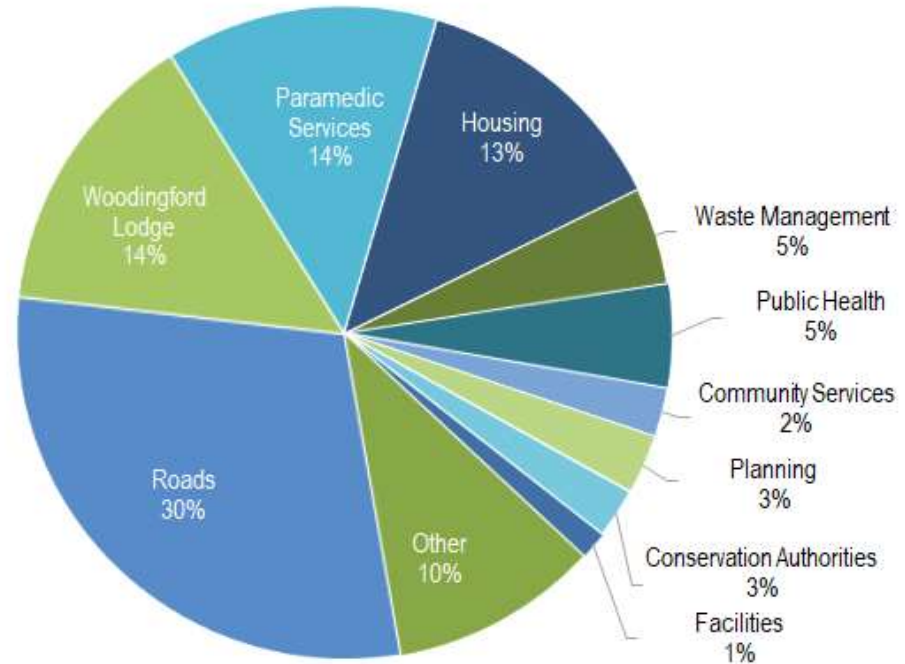
Budget Summary

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 must also fund 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



Net budget of **\$89.8 million**, an increase of \$7.2 million from 2024, resulting in a net levy increase of **8.8%**; and

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 library branches are located in Brownsville, Burgessville, Embro, Harrington, Innerkip, Ingersoll, Mount Elgin, Norwich, Otterville, Plattsville, Princeton, Tavistock, Thamesford and Tillsonburg.

Net budget of **\$5.7 million**, an increase of \$0.5 million from 2024, resulting in a net levy increase of **10.0%**; 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, which primarily funds this service in its municipal budget.

Net budget of **\$123,430**, an increase of \$40,494 from 2024, resulting in a net levy increase of **48.8%**; and

Water and Wastewater Rates Impact

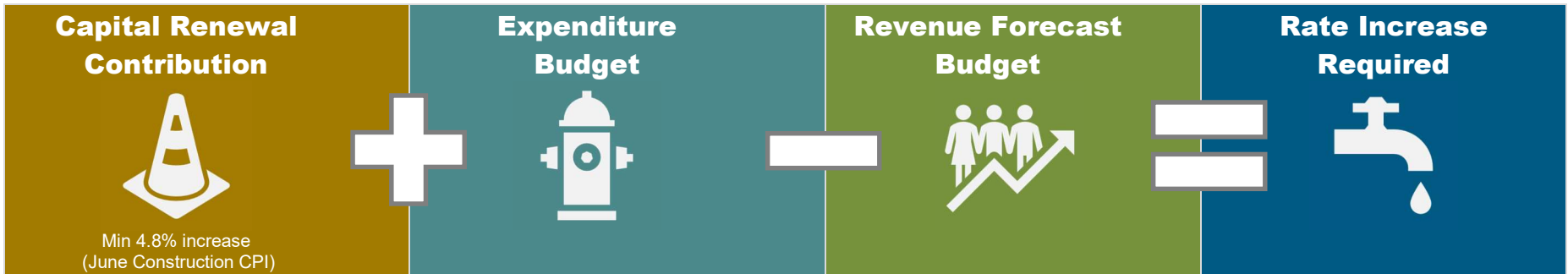
The County is responsible for the provision of water and wastewater services, operating 17 water systems and 11 wastewater systems. The 17 water systems are grouped into four systems for rates: Woodstock, Tillsonburg, Ingersoll and Townships Systems. Each of the four water systems is managed as a fiscally independent entity with unique service charges, revenues, debts and operating expenses. Currently, the 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. Approved 2025 water and wastewater rates are based on the 2025 budget and calculated based the Water and Wastewater Rates Policy.

Net rate increase required of **\$3.6 million** from 2024, resulting in a net rate increase of **8.2%**

Water and Wastewater Rates

The water and wastewater budgets determine the water and wastewater rates, paid on through one of the County’s contractors: Town of Tillsonburg, Erie Thames Power, or ERTH Solutions. Rates are set annually based on each water and wastewater financial system’s proposed net budget for the year. There are 15 separate financial system with their own rates and budget. Rates are calculated in accordance with the 6.22 Water and Wastewater Policy and are established separately for each financial system based on:



Approved 2025 budget water and wastewater rates impact for each system is detailed below:

| | Wastewater Rate Increase | | | Water Rate Increase | | | Average residential household ¹ | | |
|-------------------------|--------------------------|--------------------|--------------------|---------------------|--------------------|--------------------|--|------------|------------|
| | Consumption | Fixed | Total | Consumption | Fixed | Total | Increase | Total Bill | % Increase |
| Woodstock | \$188,522 | \$652,737 | \$841,259 | \$156,676 | \$892,719 | \$1,049,395 | \$94 | \$752 | 14.3% |
| Tillsonburg | 70,207 | 473,565 | 543,772 | 60,985 | 277,121 | 338,106 | 105 | 983 | 12.0% |
| Ingersoll | 50,312 | - | 50,312 | 39,966 | 207,706 | 247,672 | 46 | 1,200 | 4.0% |
| Norwich | 10,611 | 12,082 | 22,693 | | | | 50 | 1,169 | 4.5% |
| Tavistock | 30,665 | - | 30,665 | | | | 42 | 1,365 | 3.2% |
| Plattsville | 4,829 | 51,803 | 56,632 | | | | 128 | 1,520 | 9.2% |
| Thamesford | 7,865 | - | 7,865 | | | | 42 | 1,485 | 2.9% |
| Drumbo | 2,637 | 22,513 | 25,150 | 62,461 | 252,351 | 314,812 | 104 | 1,649 | 6.8% |
| Mt. Elgin | 1,891 | 6,279 | 8,170 | | | | 63 | 1,466 | 4.5% |
| Embro | 2,877 | 16,687 | 19,564 | | | | 88 | 1,393 | 6.7% |
| Innerkip | 4,202 | 45,683 | 49,885 | | | | 117 | 1,226 | 10.6% |
| Water Only ² | | | | | | | 36 | 537 | 7.2% |
| Total | \$374,618 | \$1,281,349 | \$1,655,967 | \$320,088 | \$1,629,897 | \$1,949,985 | | | |

Additional details on the water and wastewater rates can be found in supplementary report CS 2024-39 and in budgets reports starting on page 148.

¹ Estimated average household is a residential household that uses 150 m³ of water annually

² Water only township customers in Beachville, Bright, Brownsville, Dereham Centre, Hickson, Lakeside, Otterville, Princeton, Sweaburg

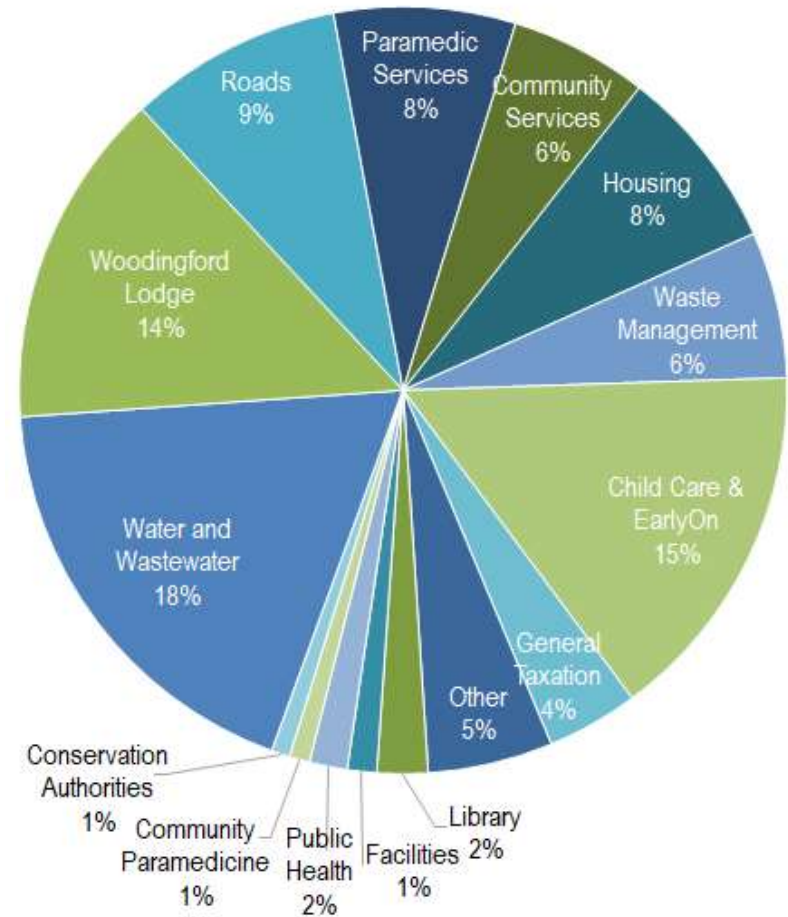
Operating Expenditures

2025 Approved gross operating expenditures budget is \$288.1 million comprised of:

- **\$229.0 million** General Levy Budget; an increase of \$36.8 million or 19.2% from 2024
- **\$6.2 million** Library Levy Budget; an increase of \$0.6 million or 11.2% from 2024
- **\$123,430** Court Security Levy Budget; an increase of \$40,494 or 48.8% from 2024
- **\$52.8 million** Water and Wastewater Rates Budget; an increase of \$4.7 million or 9.7% from 2024

Gross Operating Budget by Levy year over year

| \$Millions | 2025 | | 2024 | Change over 2024 Budget | | |
|--------------------|--------------------|-------------------------------|---------------|-------------------------|--------------|--------------|
| | Operating Expenses | Operating Transfer to Capital | | Total | Total \$ | Total % |
| General | 206.49 | 22.51 | 229.00 | 192.19 | 36.81 | 19.2% |
| Library | 5.74 | 0.42 | 6.16 | 5.54 | 0.62 | 11.2% |
| Court Security | 0.12 | - | 0.12 | 0.08 | 0.04 | 48.8% |
| Water & Wastewater | 35.86 | 16.95 | 52.81 | 48.15 | 4.66 | 9.7% |
| Total | 248.21 | 39.88 | 288.09 | 245.96 | 42.13 | 17.1% |



Capital Expenditures

The 2025 Approved gross capital budget financed of \$125.2 million has increased by \$21.6 million, or 20.9%. Of the \$125.2 million in capital projects, \$15.0 million are carryover projects from 2024, with \$122.3 million representing new 2025 budget requests and \$12.1 million related to projects being financed in a future year. The 2025 Approved Gross Capital Budget of \$125.2 million is comprised of:

- **\$60.6 million** General Levy Budget; an increase of \$2.0 million or 3.4% from 2024
- **\$0.3 million** Library Levy Budget; a decrease of \$0.3 million or 45.0% from 2024
- **\$64.3 million** Water and Wastewater Rates Budget; an increase of \$19.9 million or 44.9% from 2024

The Capital Budget is financed by reserves, development charges, debt and other external recoveries. Included in the gross operating budget 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.
- Increased asset lifecycle activities to support the Asset Management program.
- Upgrades to several Wastewater Treatment Plants.

Gross Capital Budget by Levy year over year

| \$millions | 2025 | 2024 | Change | |
|----------------------|----------------|----------------|---------------|--------------|
| | Budget | Budget | \$ | % |
| General | 60.6 | 58.6 | 2.0 | 3.4% |
| Library | 0.3 | 0.6 | (0.3) | (45.0%) |
| Water and Wastewater | 64.3 | 44.4 | 19.9 | 44.9% |
| Total | \$125.2 | \$103.6 | \$21.6 | 20.9% |

Gross Capital Budget by asset category

| \$millions | 2025 | | | |
|------------------------|---------------|--------------|----------------------|----------------|
| | General | Library | Water and Wastewater | Total Capital |
| Major Infrastructure | 49.6 | - | 61.9 | 111.5 |
| Vehicles | 3.8 | - | - | 3.8 |
| Building | 4.8 | - | - | 4.8 |
| Furnishing & Equipment | 2.4 | 0.3 | 2.4 | 5.1 |
| Total Budget | \$60.6 | \$0.3 | \$64.3 | \$125.2 |

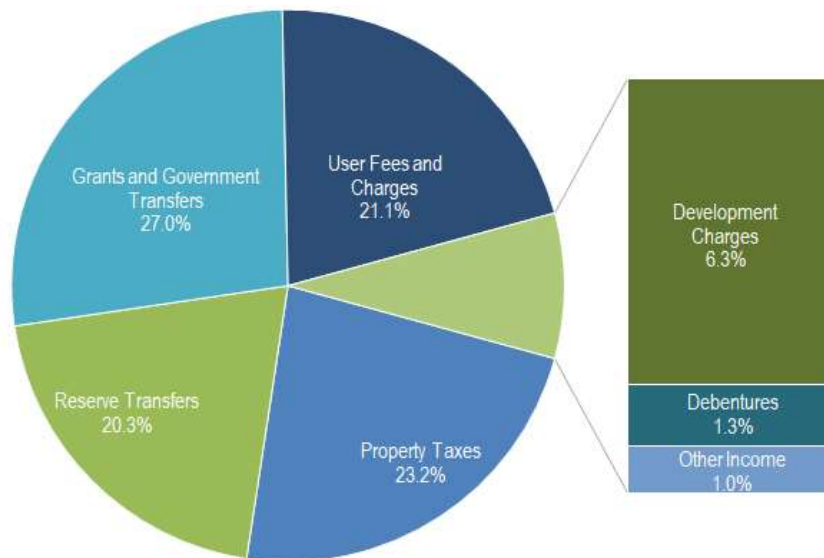
Additional details on the capital budget program can be found starting on page 37.

How is the Budget Funded?

Historically property taxes have been the County's largest source of revenue. With the continued roll-out of the Canada-wide Early Learning and Child Care program, the County as the Child Care Service Administrator for Oxford County distributes the revenues flowed from the Province.

2025 Budget Funding Sources

| \$in millions | 2025 | | | | 2024 | |
|---------------------------------|----------------|----------------|----------------|-------|----------------|-------|
| | Operating | Capital | Total | % | Total | % |
| Property Taxes | \$94.3 | \$1.4 | \$95.7 | 23.2% | \$87.9 | 25.1% |
| Reserve Transfers | 5.0 | 78.8 | 83.8 | 20.3% | 63.6 | 18.2% |
| Grants and Government Transfers | 95.7 | 15.9 | 111.6 | 27.0% | 84.3 | 24.1% |
| User Fees and Charges | 86.5 | 0.6 | 87.1 | 21.1% | 83.6 | 23.9% |
| Development Charges | 2.6 | 23.3 | 25.9 | 6.2% | 12.1 | 3.5% |
| Debentures | - | 5.2 | 5.2 | 1.2% | 14.0 | 4.0% |
| Other Income | 4.0 | - | 4.0 | 1.0% | 4.0 | 1.2% |
| Total | \$288.1 | \$125.2 | \$413.3 | | \$349.5 | |



Budget Development

2024 Revised Budget

For comparative purposes, changes in programs and services that occurred throughout 2024 have been restated within the 2024 budget. The changes have no net impact on the 2024 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 2023 costs/revenues of projects not completed in 2023.

Key Factors Impacting the Budget




During budget preparation, cost and revenue changes are identified between seven 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. An overall summary of all the budget impacts is described below, with a detailed summary starting on page 67.




| | Total | Reserves | Other | Rates | Taxation | Levy % |
|---|-------------------|-------------------|-------------------|------------------|------------------|-------------|
| Levy/Rate increase over prior year | | | | 3,887,752 | 7,788,413 | 8.9% |
| New Initiatives | 2,654,001 | 85,000 | 2,175,000 | 150,200 | 243,801 | 0.3% |
| One-time Items | 4,266,000 | 3,417,522 | 251,500 | 351,348 | 245,630 | 0.3% |
| Service Level | 2,587,019 | 294,464 | 253,055 | 170,303 | 1,869,197 | 2.1% |
| Capital Contribution | 778,000 | - | - | - | 778,000 | 0.9% |
| Initiative Gapping | (1,300,264) | - | (1,130,000) | (18,950) | (151,314) | (0.2%) |
| In-year Approval/ Carryover | 1,614,392 | 570,000 | 934,338 | - | 110,054 | 0.1% |
| Minor Capital/ Infrastructure | 37,347,500 | 23,805,266 | 12,257,847 | - | 1,284,387 | 1.5% |
| Budget Impacts | 47,946,648 | 28,172,252 | 14,741,740 | 652,901 | 4,379,755 | 5.0% |
| Prior year non-recurring items | | | | 161,240 | (921,626) | (1.0%) |
| Prior year initiative gapping | | | | (78,552) | 305,899 | 0.3% |
| Development charge exemptions | | | | (332,000) | 1,562,959 | 1.8% |
| Base Budget increase | | | | 3,484,163 | 2,461,426 | 2.8% |


| 2024 Budget | |
|---|--|
| +/- Base Budget | Maintain service at the level of the previous year's approved budget |
| +/- New initiatives | Significant new programs or services that are intended to have a lasting impact |
| +/- One-time Items | Items that are non-recurring in nature |
| +/- Service level | Changes in the services provided |
| +/- Capital contributions | Increase (above base budget inflationary increase) in asset contribution required to address capital plan requirements |
| +/- 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 |
| = 2025 Approved Budget | |

2025 New Initiatives

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

| # | New Initiative | Description | | Investment | Page |
|---|---|--|---|-------------|------|
| 1 | Thornton Wellfield Naturalization | Beginning in 2025, County staff are proposing to take a multi-pronged approach to developing part of the County-owned agriculture land surrounding the Thornton Wellfield Water Treatment Facility east of Sweaburg. The proposed development will bring a multitude of benefits including increasing source water protection to the largest water source serving the City of Woodstock, increasing reforestation, allow for a solar installation to net-zero the Thornton Water Treatment Facilities, while complementing the construction of the Strik Drain Woodchip Bioreactor municipal drainage infrastructure that is currently undergoing construction. This project will accomplish a number of items that support the County's goal around climate change mitigation and adaptation. |  | \$2,278,301 | 105 |
| 2 | Benchmark Traffic Data - Automated Speed Enforcement Program | Collection of benchmark traffic data (speed, volume) as part of County-wide Automated Speed Enforcement (ASE) Program Development for potential implementation starting in 2026. |  | \$75,000 | 130 |
| 3 | Storm Sewer Closed-Circuit Television (CCTV) Inspection Program | This new initiative is for implementation of a CCTV inspection program of the County's storm sewer network which is comprised of approximately 175,000 linear metres of subsurface piping. The program would see all County storm sewers inspected once every 15 – 20 years to establish a condition rating. Inspections would be completed through contracted services and reviewed by Transportation Divisional staff to establish the asset condition ratings. Storm sewer condition rating information would be utilized to determine asset maintenance needs, prioritize asset replacement as part of long term capital planning, and ensure ongoing environmental compliance. |  | \$45,000 | 131 |

| # | New Initiative | Description | | Investment | Page |
|---|--|--|---|------------|------|
| 4 | Tillsonburg Watermain Swabbing and Sanitary De-rooting Program | <p>This new initiative request is for a watermain swabbing and sanitary gravity sewer and sub-trunk de-rooting program in the Town of Tillsonburg, to be delivered by the Town as a contracted service provider to Oxford County to align these maintenance activities with other County systems. Swabbing is carried out throughout the Oxford County water systems where it is needed due to mineral and sediment buildup as is de-rooting in sanitary sewers where it is of concern.</p> <p>Both are important components of a good operations and maintenance program and will aid in maintaining the County's watermains and gravity sewers in a state of good repair and reliably and effectively provide water to and from residents in the Town of Tillsonburg.</p> |  | \$126,000 | 185 |
| 5 | Water Wastewater Electronic Logbooks | <p>Oxford County owns and maintains 17 water systems and 11 wastewater systems. Operational procedures, activities and tasks are required to ensure the safe and effective treatment of water and wastewater.</p> <p>Recording the daily activities and events at all Ontario water and wastewater facilities is a requirement of the Ministry of the Environment, Conservations and Parks (MECP). This information is part of a well-planned operational strategy, keeping staff informed of what has occurred at each site and allowing for informed process decisions.</p> <p>As of now, Operators enter these daily details manually by writing entries into paper logbooks. The trend in the industry, along with the endorsement of the regulator governing organizations, have been to move from paper logs to an electronic format.</p> <p>Electronic logbooks (e-logs) have numerous benefits designed to save time estimated at 1,420 staff hours (Table 1.), while increasing data reliability, accessibility, and security of information. E-logs provide an opportunity to improve service efficiency and effectiveness, supporting the goal of continuous improvement and result-driven solutions from the 2023-2026 Oxford County Strategic Plan.</p> |  | \$24,200 | 187 |
| 6 | Council Chambers Technology Upgrades | <p>This initiative outlines a potential solution to enhance transparency and privacy in the Council Chamber, in response to concerns raised regarding the current static video camera setup.</p> |  | \$65,000 | 251 |

| # | New Initiative | Description | | Investment | Page |
|---|--|---|---|------------|------|
| 7 | Leadership Development and Succession Planning Programming | In its first year, this initiative will allow approximately 45 emerging and current leaders across the County to participate in a variety of interactive and applied learning experiences that will help them develop skills in alignment with the refreshed competency framework and ensure bench strength for future leadership roles. The programming is designed to encourage self-accountability, social learning and habit formation through integrated, efficient, inclusive and evidence-based learning methods, that are cost-effective and can scale to develop more leaders in the future. |  | \$70,000 | 318 |

Full-time Equivalent Plan (FTE)

The overall County's full-time equivalent (FTE) staffing complement is to increase by 22.9 FTEs in 2025, for a total of 706.8 FTEs funded as follows:

- **14.9** County General Levy
- **2.8** Library Levy
- **1.3** Water and wastewater rates
- **3.9** Grant funded-positions

The FTE table describes the staffing complement proposed changes with accompanying reports. Further information of 2025 FTE Plan can be found on page 74.

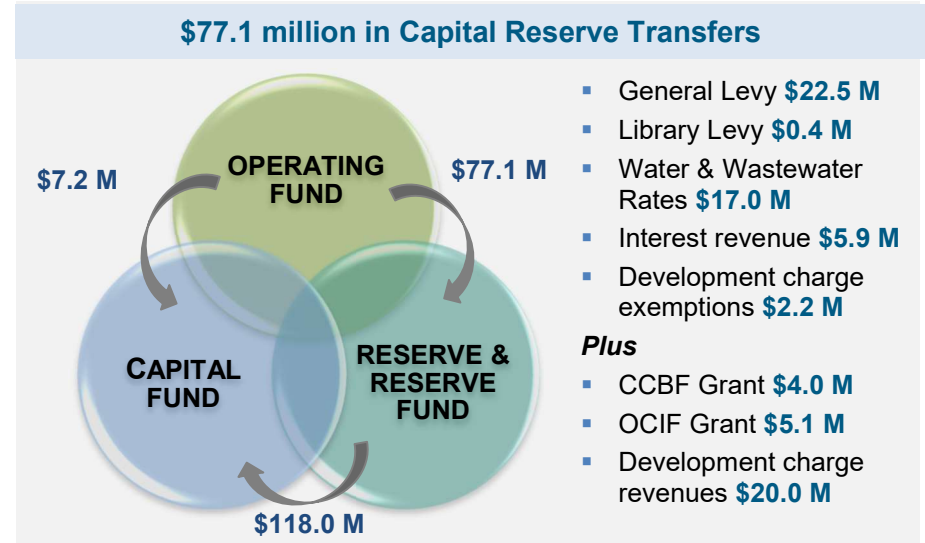
| | Report No. | County Levy | Library Levy | W/WW Rates | Grant | Total |
|--------------------------------------|--------------------|-------------|--------------|------------|-------|--------------|
| 2024 Approved FTE Plan | | | | | | 683.1 |
| 2024 Temporary FTE | | | | | | (5.7) |
| 2024 In-Year FTE changes | | | | | | 6.5 |
| 2024 Base FTE Plan | | | | | | 683.9 |
| Facilities | 2025-01 | 0.8 | - | - | - | 0.8 |
| Engineering and Construction | 2025-02 2025-03 | 4.0 | - | - | - | 4.0 |
| Waste Management | 2025-04 | 1.0 | - | - | - | 1.0 |
| Water and Wastewater | 2025-05 2025-06 | - | - | 1.3 | - | 1.3 |
| Community Services | | - | - | - | 0.7 | 0.7 |
| Housing/Child Care | 2025-07 | 1.0 | - | - | - | 1.0 |
| Woodingford Lodge | 2025-08 2025-09 | - | - | - | 3.2 | 3.2 |
| Information Services | 2025-10 | 1.0 | - | - | - | 1.0 |
| Finance | 2025-11 2025-12 | 2.0 | - | - | - | 2.0 |
| Tourism | | 0.1 | - | - | - | 0.1 |
| Strategic Communications | 2025-13 | 1.0 | - | - | - | 1.0 |
| Paramedic Services | 2025-14 | 4.0 | - | - | - | 4.0 |
| Oxford County Library | 2025-15 2025-16 | - | 2.8 | - | - | 2.8 |
| 2025 Approved Budget Increase | | | | | | 22.9 |
| Approved 2025 FTE Plan | | | | | | 706.8 |

Transfer to/from Reserves and Reserve Funds

Included in the operating budget are reserve transfers to fund both operating and capital initiatives. \$118.0 million of the \$125.2 million capital budget is funded from reserves. A summary of these transfers are outlined below:

Capital reserve transfers consist of:

- **\$39.9 M** Asset Management Plan Contributions
- **\$5.9 M** Interest revenue allocation
- **\$2.2 M** Development charge exemptions
- **\$9.1 M** Capital grants
- **\$20.0 M** Development charge revenues collected



Total Capital Transfer of \$77.1 million

The Asset Management Plan Contributions of **\$39.9 M** is divided as follows:

\$22.5 Million General Levy Asset Management Plan Contributions

- **\$0.3 M** Information Technology capital - \$0.1 M ↑
- **\$1.0 M** Facilities - \$0.2 M ↑
- **\$3.5 M** Fleet - \$0.3 M ↑
- **\$10.3 M** Roads and Stormwater – \$0.7 M ↑
- **\$0.4 M** Waste Management - \$0.02 M ↑
- **\$2.6 M** Bridges and Structural Culverts - Unchanged
- **\$1.7 M** Woodingford Lodge - \$0.4 M ↑
- **\$1.4 M** Housing facilities (County-owned) - \$0.3 M ↑
- **\$1.3 M** Paramedic Services - \$0.05 M ↑

\$0.4 Million Library Levy Asset Management Plan Contributions

- **\$0.4 M** Library facilities - \$0.3 M ↑

\$17.0 Million Water & Wastewater Rates Asset Management Plan Contributions

- **\$8.7 M** Wastewater reserves (collected from rates) - \$2.0 M ↑
- **\$8.3 M** Water reserves (collected from rates) - \$1.0 M ↑

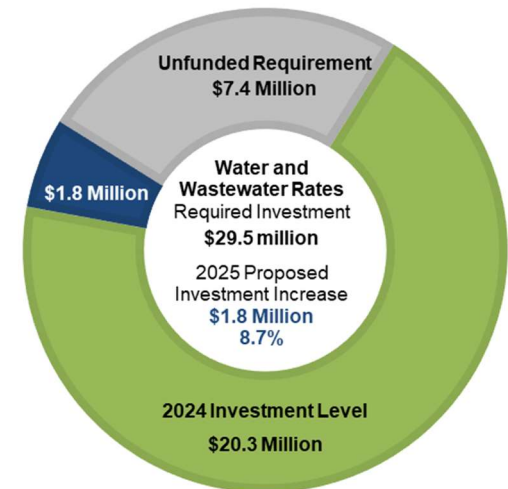
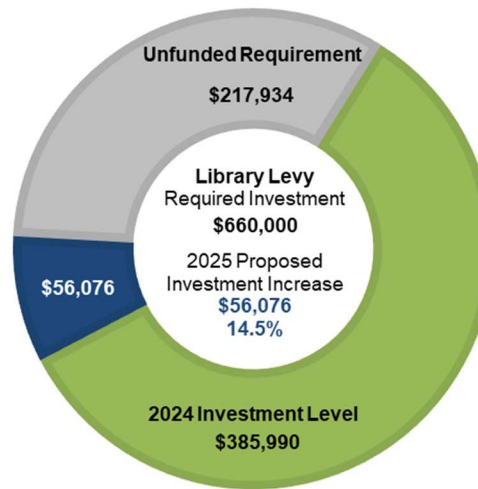
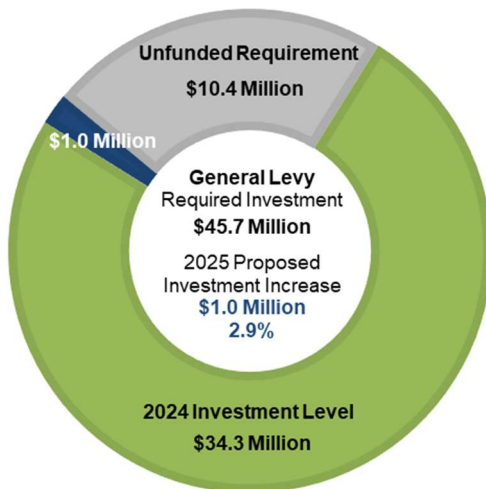
Additional details on the reserves can be found starting on page **78**.

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 framework to guide future investments and support economic growth. The following table summarizes the required investment level as noted in the 2024 Asset Management Plan and how that need compares to the proposed investment level contained in the 2025 Budget. The 2025 budget includes steps towards an appropriately funded and sustainable asset management program.

| Budget Source \$Millions | AMP Required Investment | 2025 Budget Investment | Investment Surplus/(Deficit) |
|-------------------------------|----------------------------|---------------------------|---------------------------------|
| General Levy | 45.68 | 35.24 | (10.44) |
| Library Levy | 0.66 | 0.44 | (0.22) |
| Water and Wastewater Rates | 29.43 | 22.08 | (7.35) |
| Total | \$75.77 | \$57.76 | \$(18.01) |

Additional Details on advancement of the asset management plan in the 2025 Budget can be found starting on page 33.



Summary

In summary, the 2025 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 2.8%. In addition to the base budget increase there are 7 new initiatives in the budget that contribute to the overall levy increase of 8.9%. 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 7 new initiatives identified, the 2025 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 2025 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 \$22.6 million, an increase of \$2.3 million; 10.9%
 - Library Capital reserve contributions of \$0.4 million, an increase of \$0.3 million; 30.4%
 - Water and Wastewater reserve contributions of \$17.0 million, an increase of \$3.0 million; 21.2%
- **Affordable Housing** There is a growing demand to increase affordable rental housing supply in the community.
 - Continued investment of \$3.0 million in the Affordable Housing reserve, to support the creation of affordable housing units through, the My Second Unit program and ongoing development projects.
 - 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 increase drastically. While these numbers have now stabilized, they remain higher than historical rates due to the competitive labour market we are operating in. Attracting and retaining the highest quality staff remains a key priority to ensure the County continues to be able to meet increasing service level demands.
 - Implementation of a new succession planning and leadership development framework and program, to ensure we are developing current and emerging leaders to be the best candidates for future vacancies, which will ensure service continuity and stability.
 - Development of an employee feedback strategy to ensure we are utilizing the most effective combination of strategies to gather ongoing employee feedback as a means of continuous organizational improvement and innovation and to aid in employee retention.
- **Planning for Growth** The County has recently experienced unprecedentedly levels of growth, while also being faced with a host changes to Provincial legislation and policies related to planning for growth and housing. To ensure the County and Area Municipalities remain well positioned to continue to accommodate growth in accordance with current Provincial direction, the County has identified a range of growth related planning and infrastructure projects in the 2025 budget. These include, but are not limited to:
 - Completing updates to County and Area Municipal growth forecasts and land needs analysis to ensure they reflect current information (e.g. Ministry of Finance Forecasts) and trends

- Continuing to improve data and develop processes to monitor growth and infrastructure needs/capacity and establishing appropriate phasing policies and measures to ensure the timely provision of the services necessary to support expected growth, while also avoiding the premature and/or over expansion of costly infrastructure and public services.
- Working with area municipalities to plan for and initiate secondary planning studies and processes necessary to expand settlement areas, where required to accommodate forecasted growth.
- Initiating development of a new Official Plan to ensure the County's land use policy framework is consistent with current Provincial Policy direction and reflective of local planning goals and objectives;
- Completing initial updates to the Official Plan and Zoning By-laws to support increased density, height and/or unit mix, where appropriate; and
- Undertaking numerous infrastructure projects to ensure the County and Area Municipalities maintain a sufficient supply of fully serviced growth land to accommodate growth in an efficient and sustainable manner.
- **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 2025 Budget includes an investment in staff resources of 22.9 FTE.
- **Safe Drinking Water** The 2025 budget includes a \$2 million investment in upgrading the County's SCADA system and an additional full-time position. This multi-year Master Plan will enhance critical control measures and monitoring of various risks identified in the annual drinking water quality risk assessment, improving event detection and mitigating risks in our drinking water system.
- **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 2025 Budget includes ongoing support for the 24/7 emergency shelter services in the City of Woodstock and additional shelter space in the Town of Tillsonburg.
 - The 2025 Budget also includes ongoing support to continue work on the community focused Homelessness Response Strategy, with a goal of understanding the current gaps and opportunities in the homelessness service system, with a focus on preventing homelessness, providing appropriate supports to those currently experiencing homelessness, and supporting individuals in achieving stable housing.
- **Traffic Calming and Road Safety** The 2025 Budget includes investments into County-wide evidence based speed management, traffic calming and road safety measures:
 - Intersection studies and safety upgrades at various locations.
 - An investment of \$300,000 into 2 new pedestrian crossings.
 - An additional \$450,000 investment in traffic calming, including a horizontal lane shift in Plattsville as a pilot project evaluation for potential future County-wide implementation.
- **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 2025, with the publishing of proposed levels of service. To meet the regulation, cross-functional teams and work plans spanning across Oxford County municipalities are required.
 - 2025 budget includes support for the ongoing implementation of the long-term project to streamline asset information for convenient access to relevant, reliable, comprehensive and timely information to support informed decision making.
- **Curbside Waste Collection Services** Staff will be preparing for upcoming provincial regulatory and policy changes to curbside waste collection services:
 - Transition of the municipal blue box program to Producer

responsibility starting January 1, 2026 and potential implementation of blue box collection from non-eligible sources.

- Curbside collection contract amendments to accommodate transition of the municipal blue box program.
- Preparation of new curbside waste collection services that will potentially include source separated organics (SSO) collection and processing starting in 2027.
- Conversion of temporary FTE to permanent FTE to support SSO program implementation, Blue Box Transition Plan, and Curbside Waste Collection Services (2027 – 2034).
- **Indigenous Consultation Plan and Safe and Well Oxford plan update** Improving overall community safety and well-being continues to be a focus for staff through key projects in the 2025 budget.
 - Lead and facilitate the legislated update to the Safe and Well Oxford plan, utilizing the services of a consultant to ensure a thorough process and accurate reflection of community needs.
 - Engage the services of a consultant to guide the County in developing an Indigenous Consultation plan and navigating the Calls to Action within the Truth and Reconciliation report.

Challenges & Risks

Oxford County is facing a number of pressures in planning for 2025 that are not unique to Oxford, but reflective of the social and economic realities also faced by other communities in Ontario. They include:

- **Growth** The County continues to experience higher than normal population growth. As the County grows, so must the services to support the additional residents.
 - Impacts of Bill 23, the More Homes Built Faster Act, continue to be felt as part of the 2025 budget. It is imperative that solutions be found through collaboration, cooperation and innovation of all parties.
 - Significant industrial growth has contributed to a financial impact of \$2.1 million for Development Charge exemptions, water and wastewater service capacity availability, and increases to the County's capital plan.
 - Plans for infrastructure growth are based on the current projections. There is a level of financial risk if the growth does not materialize or generate the level of economic development anticipated.
 - 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.
 - 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 order to meet service level requirements.

- **WSIB Costs** The County is a schedule 2 WSIB employer, thereby entirely responsible for the full cost of accident claims. The County has continued to see a significant increase in claims in Woodingford Lodge and Paramedic Services. Based on current trends, and the 2024 actuarial update, the 2025 budget includes a \$1.0 million increase in WSIB costs.
- **Social Assistance Modernization** Social Assistance modernization announced by the provincial government will continue throughout 2025 with the continued implementation of Employment Services Transformation. With an emphasis on employment readiness and enhanced collaboration with Employment Ontario Partners, staff continue to 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.
- **Shifting Fiscal Accountability** – The complex challenges being faced by Ontario municipalities are exacerbated by inadequate financial resources. Programs and services that are typically administered by other levels of government are underfunded, shifting fiscal accountability to local municipalities. As the government closest to the people, municipalities are bridging the funding gap to provide much needed services including housing and homelessness, health care including long term care and paramedicine, and Community Safety and Well-Being plans. Until this funding imbalance is resolved, municipalities will continue to experience added financial pressures in order to support community needs and well-being.
- **Long-term Care** – The aging population requiring Long Term Care services has placed additional strain on the healthcare system. The growing list of those waiting to get into long-term care has heightened the need for additional beds in Ontario and Oxford County. Some challenges to the Long-Term Care sector will be addressed in the 2025 Budget, these include the following:
 - The Master plan approved by Council in 2024 identified the need for additional corporate supports and partnerships to enhance the

service delivery model for Long Term Care. The 2025 Budget will identify those corporate resources, through inter-departmental collaboration.

- The Master Plan outlined the need to collaborate with community partners in reviewing the importance of maintaining Long Term Care beds in Oxford, while creating additional services to meet the needs of our aging community members as they await Long Term Care placement such as a Seniors-Respite Day program currently funded with one-time Ontario Health funding. Staff will continue to pursue permanent base funding for these services for 2025.

The 2025 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.**

Approved Budget Documents

2025 Budget

Capital Budget Summary



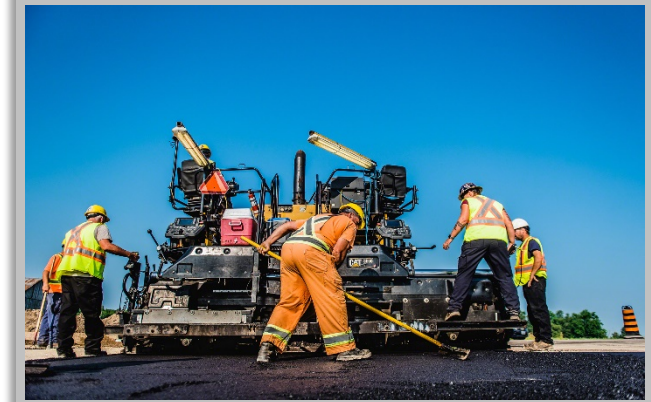
Capital Expenses

Capital expenses total \$125.2 million in 2025 (\$103.6 million–2024) representing a 20.8% increase (23.2% increase–2024). The 2025 capital expenses include \$15.0 million in carry forward projects. Of the capital projects included in the 2025 requested budget 18.8% represent road network projects, 6.1% stormwater projects, 6.7% bridges and culverts, 47.6% water and wastewater projects, 6.9% fleet and equipment, 9.0% facilities projects, and 5.2% 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 2025 Capital Plan can be found on page 37.

- **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.



Capital Projects – Tax Supported

Of the \$58.3 million in tax supported capital projects (2025 request) included in the 2025 budget 2.9% represent non infrastructure solutions, 53.6% replacement projects, 26.8% renewal projects, 1.5% maintenance projects and 15.2% expansion projects. Notable capital projects in the 2025 budget include:

| Project Description | Asset Activity | Carry Forward ² \$ | 2025 Request \$ | Total 2025 \$ |
|---|-----------------------|----------------------------------|--------------------|------------------|
| Paramedic Services (page 307) | | | | |
| Vehicles and equipment | Replacement | 40,000 | 2,072,940 | 2,112,940 |
| Woodingford Lodge (page 225) | | | | |
| Equipment and furnishings | Replacement | - | 399,510 | 399,510 |
| Buildings | Renewal | - | 1,842,800 | 756,250 |
| Facilities and Fleet (page 100) | | | | |
| Vehicles | Replacement | - | 2,341,700 | 2,341,700 |
| Renewable Energy Projects | Expansion | - | 1,565,000 | 1,565,000 |
| Transportation Services (page 126) | | | | |
| Various County Road improvements | Various | 720,000 | 22,940,000 | 23,660,000 |
| Bridge and Culvert rehabilitation / replacement | Renewal | 964,000 | 7,740,000 | 8,704,000 |
| Waste Management (page 139) | | | | |
| Landfill Gas Collection System | Replacement | 145,000 | 953,000 | 1,098,000 |
| Human Services (page 212) | | | | |
| Housing / Shelter buildings | Renewal / Replacement | - | 2,371,500 | 2,371,500 |
| Affordable Housing Projects | Expansion | - | 1,570,000 | 1,570,000 |

Funding details, along with the 10 year capital plan can be found starting on page 37 with capital projects described in the department's business plan

² Carry forward includes prior years approved budget not spent

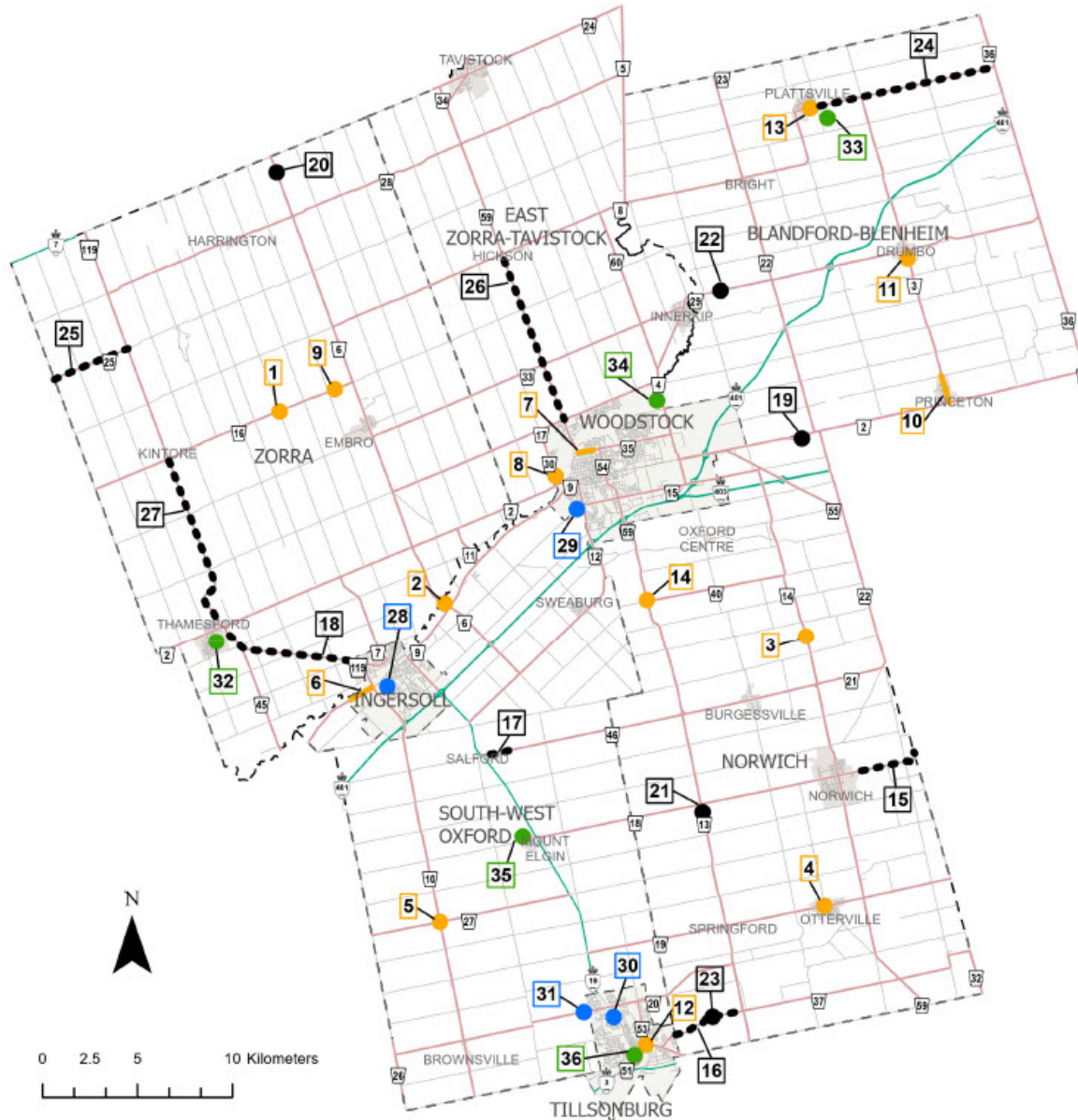
Capital Projects – Rate Supported

Of the \$64.0 million in rate supported capital projects (2025 request) included in the 2025 budget 4.2% represent non-infrastructure solutions, 34.4% replacement projects, 13.0% renewal projects, 1.8% maintenance projects and 46.6% expansion projects. Notable capital projects in the 2025 budget include:

| Project Description | Asset Activity | Carry Forward ² \$ | 2025 Request \$ | Total 2025 \$ |
|--|------------------------------|----------------------------------|--------------------|------------------|
| Combined Water and Wastewater (page 156) | | | | |
| SCADA master plan | Non-infrastructure solutions | 266,978 | 2,707,000 | 2,973,978 |
| Wastewater (page 158) | | | | |
| Woodstock-Lansdowne Pumping Station | Expansion | 3,514,000 | 4,220,000 | 7,734,000 |
| Woodstock-North East Industrial Park | Expansion | - | 6,036,000 | 6,036,000 |
| Tillsonburg-Cranberry Rd Extension | Expansion | - | 1,159,000 | 1,159,000 |
| Tillsonburg-Town projects | Replacement | - | 830,000 | 830,000 |
| Ingersoll-Town projects | Replacement | - | 371,000 | 371,000 |
| Ingersoll-Southwest Industrial Park | Expansion | 325,000 | 6,806,000 | 7,131,000 |
| Thamesford-Wastewater Treatment Plant process enhancements | Renewal | 780,000 | 5,200,000 | 5,980,000 |
| Mount Elgin-Wastewater Treatment Plant Capacity Expansion | Expansion | 536,000 | 1,820,000 | 2,356,000 |
| Water (page 160) | | | | |
| Woodstock-City projects | Replacement | 135,000 | 4,696,000 | 4,831,000 |
| Woodstock-Bowerhill Booster Pumping Station | Expansion | 3,750,000 | - | 3,750,000 |
| Tillsonburg-Well 7A | Renewal | 175,000 | 1,600,000 | 1,775,000 |
| Ingersoll-Town projects | Replacement | - | 1,002,000 | 1,002,000 |
| Ingersoll-Cast Iron Pipe Replacement | Replacement | - | 1,750,000 | 1,750,000 |
| Tavistock-New well supply | Expansion | - | 1,298,000 | 1,298,000 |

Funding details, along with the 10 year capital plan can be found starting on page 37 with capital projects described in the department's business plan.

Oxford County 2025 Construction Projects



Road Infrastructure Improvements

1. Bridge 843613 Replacement
2. Bridge 374623 Rehabilitation
3. Bridge 774050 Replacement
4. Bridge 225536 Replacement
5. Oxford Road 27 Culvert Replacement
6. Oxford Road 9 Road Reconstruction
7. Oxford Road 35 Road Reconstruction
8. Oxford Road 30 Slope Rehabilitation
9. Oxford Road 16 Stream Re-alignment
10. Oxford Road 3 Urbanization (Princeton)
11. Oxford Road 3 Pedestrian Crossing (Drumbo)
12. Oxford Road 53 Pedestrian Crossing (Tillsonburg)
13. Oxford Road 8 Bump Outs (Plattsville)
14. Oxford Road 59 Overhead Flasher (Curries)

Road Resurfacing / Road Culvert Replacement / Guiderails

15. Oxford Road 18 Road Resurfacing, Norwich to East County Limits
16. Oxford Road 37 Road Resurfacing, Tillsonburg to OR13
17. Oxford Road 46 Road Resurfacing, Prov. HWY 19 to East Salford Limit
18. Oxford Road 119 Road Resurfacing, Thamesford to Ingersoll
19. Oxford Road 2 Guiderails
20. Oxford Road 6 Guiderails
21. Oxford Road 13 Guiderails
22. Oxford Road 29 Guiderails
23. Oxford Road 37 Guiderails
24. Oxford Road 8 Culvert Replacement (Plattsville to Trussler)
25. Oxford Road 25 Culvert Replacement (Cobblehills Rd to OR119)
26. Oxford Road 59 Culvert Replacement (Woodstock to Hickson)
27. Oxford Road 119 Culvert Replacement (Thamesford to Kintore)

Water Infrastructure Improvements

28. Ingersoll Wonham Street Watermain Crossing
29. Bowerhill Booster Pumping Station
30. Tillsonburg Well 7A Upgrade
31. Tillsonburg North Street Pumphouse Generator

Wastewater Infrastructure Improvements

32. Thamesford WWTP Upgrade
33. Plattsville Lagoon Enhancement
34. Lansdowne Sewage Pumping Station & Sanitary Sewer
35. MT Elgin WWTP Upgrade
36. Tillsonburg WWTP Phase 1 Upgrade

Asset Management Plan

The Asset Management Plan (AMP) sets out a strategic framework that will guide future investments that support economic growth and respond to changing needs in a fiscally responsible manner by aligning assets with service objectives, documenting core practices and procedures and guiding the action and investment needed to meet key business goals. 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, aims 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. Proposed levels of service along with a detailed financial plan for achieving sustainability will be included in the County’s 2025 AMP update.



Required Investment

Based on asset lifecycle strategies in the County’s Asset Management Plan, the financial requirements over the next 100 years are determined. These estimates assume that all work is completed as indicated and do not account for future changes due to environmental factors, new maintenance techniques, and unidentified growth. The County utilizes this information to determine the required annual contribution to capital reserves. Utilizing the required annual contribution, over a charge based on actual required expenditures, helps smooth the impact on residents, helping with predictability and sustainability.

Annual contribution levels for water and wastewater systems and levy funded asset types are reviewed with each business plan and budget process. The annual required investment presented in the 2024 AMP has been increased for inflation over the 2025 to 2034 period.

The County’s current investment in capital assets consists of

- Debenture payments
- Reserve interest revenue allocation
- Capital contributions to reserve
- Grants

Closing the Funding Gap

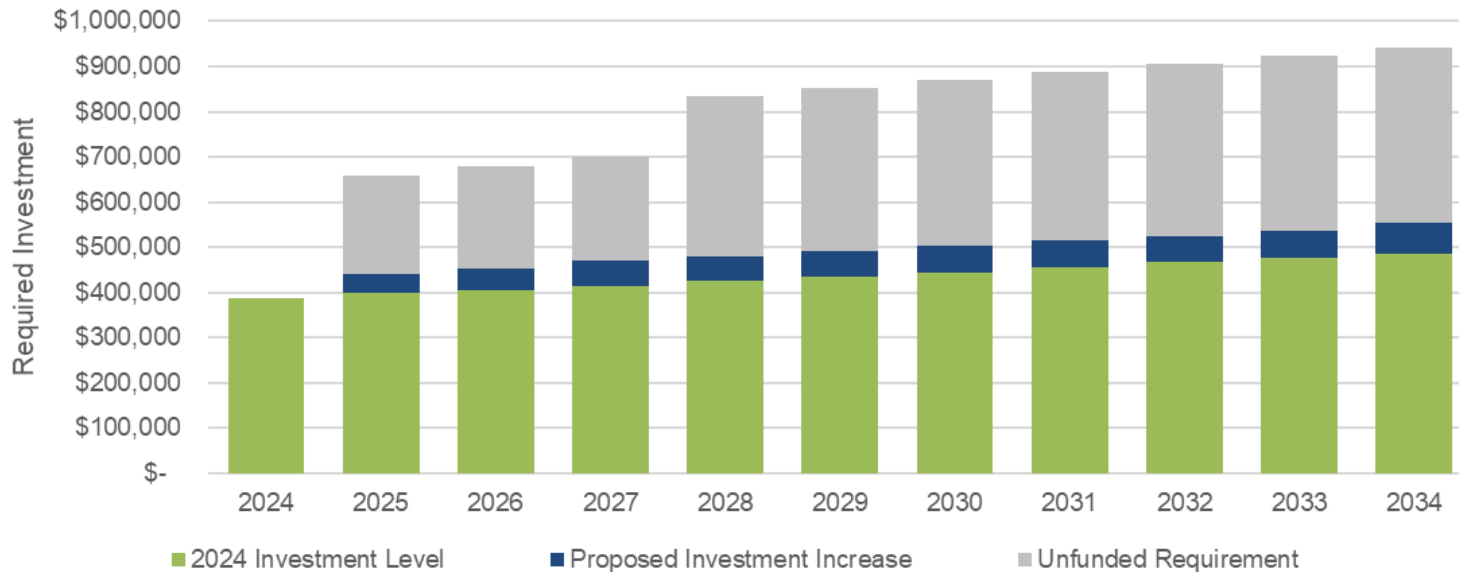
The 2025 Budget takes steps towards closing the funding gaps identified in the County’s latest AMP through a review of factors including inflation, impact to the overall levy or rates, and risks to the delivery of the asset management program. Declining interest rates and reserve balances will reduce the investment achieved through interest earned. Investment levels noted beyond 2025 are estimated based on current information and are subject to change through the annual budget process.

Library Levy

The 2025 budget proposes an inflationary increase, along with an additional investment based on the funding gap identified in the 2024 AMP which represents an approximate 14.5% increase in the investment level. Although a small step towards closing the funding gap for the required investment, the additional investment allows for the capital needs identified in the 10-year period to be achieved with minimal funding risk. The 2028 required investment illustrated in the chart below includes the provision for a new Library facility as identified in the 2024 Development Charge Background Study. The proposed investment level beyond 2025 includes only estimated inflationary increases. Once proposed levels of service are defined, a detailed plan will be determined to establish the additional investment required to close the funding gap in a sustainable manner.

Comparing the Library Levy AMP required investment to the proposed investment level

| | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 |
|------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Required Investment | \$250,000 | \$660,000 | \$680,000 | \$701,000 | \$834,000 | \$851,000 | \$869,000 | \$887,000 | \$905,000 | \$924,000 | \$943,000 |
| 2024 Investment Level | 385,990 | 398,821 | 405,478 | 415,045 | 425,410 | 434,086 | 443,096 | 456,241 | 466,720 | 477,471 | 487,020 |
| Proposed Investment Increase | - | 43,245 | 48,096 | 54,289 | 55,516 | 57,075 | 59,271 | 58,233 | 56,959 | 58,962 | 66,618 |
| Unfunded Requirement | - | 217,934 | 226,426 | 231,666 | 353,074 | 359,839 | 366,633 | 372,526 | 381,321 | 387,567 | 389,362 |

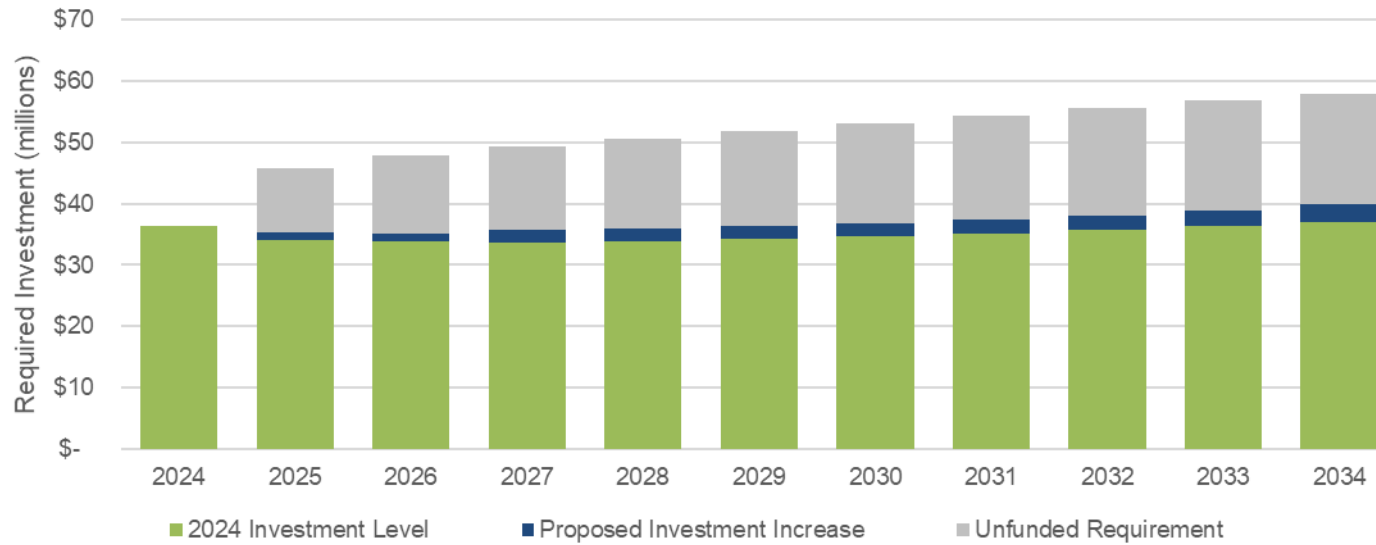


General Levy

The required investment level is reviewed for each service area supported by the General Levy. The 2025 budget proposes an inflationary increase, for most service areas, along with additional investments to reduce the funding gaps identified in the 2024 AMP, including a \$1.2 million reduction of interest revenue, resulting in a 2.9% increase in the investment level. The 2025 budget addresses improvement areas from the 2024 AMP through **FTE 2025-03** to collect and document stormwater asset data through field observations and **NI 2025-03** for implementing a storm sewer closed-circuit television (CCTV) inspection program. The required investment increases to incorporate growth related projects that are planned for completion within the 2025 to 2034 period. The 10-year capital plan proposed in the 2025 Budget does not align with the recommendations from the 2024 AMP due to funding limitations. The 2025 proposed investment increase is insufficient to complete all identified projects over the period; staff continue to review lifecycle needs and levels of service. Defining the proposed level of service as part of the 2025 AMP update process will be critical in determining an appropriate investment level.

Comparing the General Levy AMP required investment to the proposed investment level (millions)

| | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 |
|------------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Required Investment | \$34.69 | \$45.68 | \$47.79 | \$49.41 | \$50.65 | \$51.77 | \$53.06 | \$54.25 | \$55.57 | \$56.76 | \$57.90 |
| 2024 Investment Level | 36.37 | 34.10 | 33.87 | 33.67 | 33.81 | 34.38 | 34.80 | 35.17 | 35.73 | 36.40 | 37.03 |
| Proposed Investment Increase | - | 1.14 | 1.31 | 1.97 | 2.15 | 2.02 | 1.97 | 2.21 | 2.33 | 2.52 | 2.91 |
| Unfunded Requirement | - | 10.44 | 12.61 | 13.77 | 14.69 | 15.37 | 16.29 | 16.87 | 17.51 | 17.84 | 17.96 |

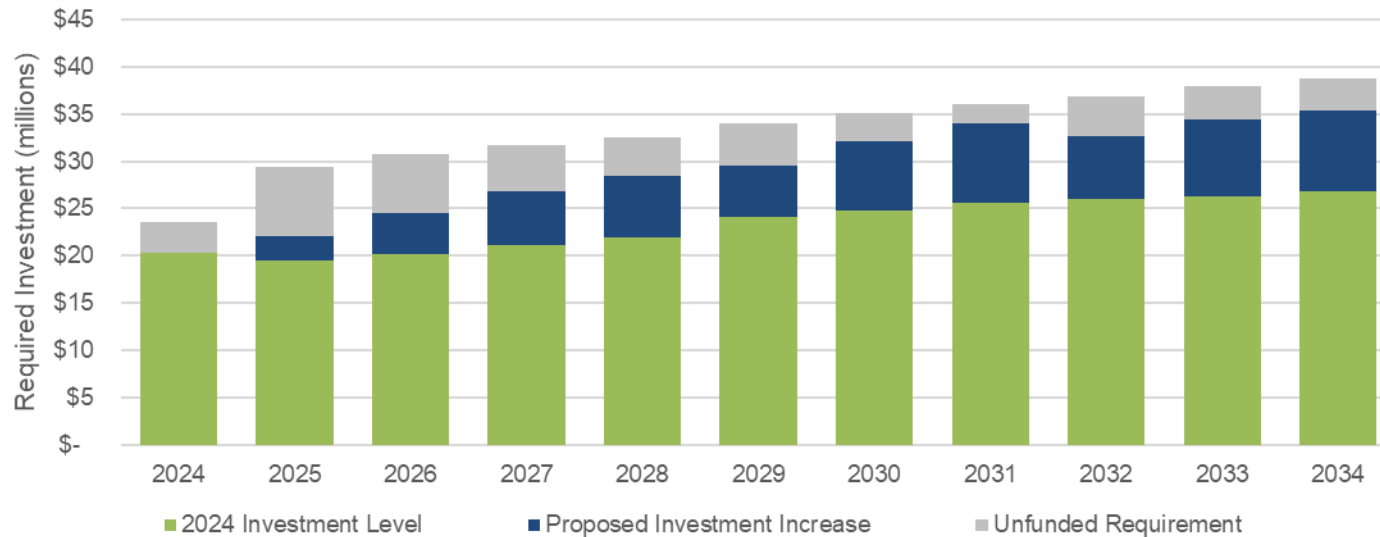


Water and Wastewater Rates

The Water and Wastewater Rates Policy sets out the basis to which rates are calculated to achieve full cost recovery, on a system-by-system basis. The policy indicates the capital contribution component of the calculation will increase by construction inflation at a minimum along with additional increases to close identified funding gaps. Interest revenue is anticipated to decline in 2025 by \$1.0 million, resulting in an overall 8.7% increase in the investment level. The 2025 budget addresses improvement areas from the 2024 AMP through **NI 2025-04** to complete watermain swabbing and sanitary de-rooting helping to maintain service levels. The required investment increases to incorporate growth related projects that are planned for completion within the 2025 to 2034 period. It is critical to look at sustainability by system as capital needs vary based on age and size of system. The 2025 proposed investment increase is insufficient to complete all identified projects over the period in certain systems; staff continue to review lifecycle needs and levels of service. Debentures will be used as a funding tool to ensure key projects are completed. Defining the proposed level of service as part of the 2025 AMP update process will be critical in determining an appropriate investment level.

Comparing the Water and Wastewater rates AMP required investment to the proposed investment level (millions)

| | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 |
|------------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Required Investment | \$23.63 | \$29.43 | \$30.81 | \$31.76 | \$32.55 | \$34.02 | \$35.02 | \$36.09 | \$36.86 | \$37.93 | \$38.70 |
| 2024 Investment Level | 20.30 | 19.56 | 20.14 | 21.19 | 21.95 | 24.18 | 24.85 | 25.65 | 26.02 | 26.31 | 26.84 |
| Proposed Investment Increase | - | 2.52 | 4.39 | 5.60 | 6.56 | 5.31 | 7.30 | 8.40 | 6.58 | 8.16 | 8.47 |
| Unfunded Requirement | - | 7.35 | 6.28 | 4.97 | 4.04 | 4.53 | 2.87 | 2.04 | 4.26 | 3.46 | 3.39 |



| | CARRY | 2025 | 2025 | | 2025 | | WWW | | | | | |
|---|------------|------------|-----------|-------------|-----------|----------|----------|-----------|--------|---------|-----------|---------|
| DESCRIPTION | FORWARD | REQUESTED | CAPITAL | UNFINANCED | FINANCED | TAXATION | RATES & | RESERVES | DC | GRANTS | DEBT | OTHER |
| | BUDGET (2) | BUDGET (3) | BUDGET | CAPITAL (1) | CAPITAL | | RESERVES | | | | | SOURCES |
| CAO | | | | | | | | | | | | |
| CAO | | | | | | | | | | | | |
| GENERAL | | | | | | | | | | | | |
| 113000 STRATEGIC COMM. & ENGAGEMENT | - | 2,000 | 2,000 | - | 2,000 | 2,000 | - | - | - | - | - | - |
| TOTAL GENERAL | - | 2,000 | 2,000 | - | 2,000 | 2,000 | - | - | - | - | - | - |
| TOTAL CAO | - | 2,000 | 2,000 | - | 2,000 | 2,000 | - | - | - | - | - | - |
| TOTAL CAO | - | 2,000 | 2,000 | - | 2,000 | 2,000 | - | - | - | - | - | - |
| CORPORATE SERVICES | | | | | | | | | | | | |
| CORPORATE SERVICES | | | | | | | | | | | | |
| GENERAL | | | | | | | | | | | | |
| 120000 FINANCE | - | 2,000 | 2,000 | - | 2,000 | 2,000 | - | - | - | - | - | - |
| 120100 CAPITAL PLANNING | - | 2,000 | 2,000 | - | 2,000 | 2,000 | - | - | - | - | - | - |
| 123000 INFORMATION TECHNOLOGY | - | 337,100 | 337,100 | - | 337,100 | - | - | 337,100 | - | - | - | - |
| 124000 INFORMATION SERVICES | - | 2,000 | 2,000 | - | 2,000 | 2,000 | - | - | - | - | - | - |
| 900050 ASSET MGMT SYSTEMS ENHANCEMENT | 501,477 | - | 501,477 | - | 501,477 | - | 231,068 | 270,409 | - | - | - | - |
| TOTAL GENERAL | 501,477 | 343,100 | 844,577 | - | 844,577 | 6,000 | 231,068 | 607,509 | - | - | - | - |
| TOTAL CORPORATE SERVICES | 501,477 | 343,100 | 844,577 | - | 844,577 | 6,000 | 231,068 | 607,509 | - | - | - | - |
| TOTAL CORPORATE SERVICES | 501,477 | 343,100 | 844,577 | - | 844,577 | 6,000 | 231,068 | 607,509 | - | - | - | - |
| PUBLIC WORKS | | | | | | | | | | | | |
| ENGINEERING AND CONSTRUCTION | | | | | | | | | | | | |
| GENERAL | | | | | | | | | | | | |
| 290000 CAPITAL ADMIN | - | 56,200 | 56,200 | - | 56,200 | 56,200 | - | - | - | - | - | - |
| 900031 INFRASTRUCTURE DESIGN GUIDELNS | 5,000 | - | 5,000 | - | 5,000 | - | 2,300 | 2,700 | - | - | - | - |
| TOTAL GENERAL | 5,000 | 56,200 | 61,200 | - | 61,200 | 56,200 | 2,300 | 2,700 | - | - | - | - |
| TOTAL ENGINEERING AND CONSTRUCTION | 5,000 | 56,200 | 61,200 | - | 61,200 | 56,200 | 2,300 | 2,700 | - | - | - | - |
| FACILITIES | | | | | | | | | | | | |
| GREEN INITIATIVES | | | | | | | | | | | | |
| 911006 GREEN INITIATIVES FACILITIES | - | 1,408,200 | 1,408,200 | - | 1,408,200 | - | - | 1,006,200 | - | 402,000 | - | - |
| 911012 EV CHARGERS | - | 80,000 | 80,000 | - | 80,000 | - | - | 80,000 | - | - | - | - |
| 911900 FACILITIES RENEWABLE ENERGY | - | 1,565,000 | 1,565,000 | (177,462) | 1,387,538 | - | - | 25,000 | 69,879 | 6,000 | 1,286,659 | - |
| TOTAL GREEN INITIATIVES | - | 3,053,200 | 3,053,200 | (177,462) | 2,875,738 | - | - | 1,111,200 | 69,879 | 408,000 | 1,286,659 | - |
| ADMINISTRATION BUILDINGS | | | | | | | | | | | | |
| 210000 FACILITIES ADMIN | - | 10,000 | 10,000 | - | 10,000 | - | - | 10,000 | - | - | - | - |
| 210010 ADMIN BUILDING (21 REEVE) | - | 66,000 | 66,000 | - | 66,000 | - | - | 66,000 | - | - | - | - |
| 210030 ARCHIVES (82 LIGHT) | - | 16,500 | 16,500 | - | 16,500 | - | - | 16,500 | - | - | - | - |
| 210040 POA (419 HUNTER) | - | 12,000 | 12,000 | - | 12,000 | - | - | 12,000 | - | - | - | - |
| 210070 93 GRAHAM | - | 59,400 | 59,400 | - | 59,400 | - | - | 59,400 | - | - | - | - |
| 210110 COIN TOWERS | - | 3,500 | 3,500 | - | 3,500 | - | - | 3,500 | - | - | - | - |
| 215000 410 BULLER | - | 58,000 | 58,000 | - | 58,000 | - | - | 58,000 | - | - | - | - |
| 911000 FACILITIES CONDITION ASSESSMT | - | 400,000 | 400,000 | - | 400,000 | - | - | 400,000 | - | - | - | - |
| 911020 ADMIN BLDG SPACE OPTIMIZATION | - | 700,000 | 700,000 | - | 700,000 | - | - | 700,000 | - | - | - | - |
| TOTAL ADMINISTRATION BUILDINGS | - | 1,325,400 | 1,325,400 | - | 1,325,400 | - | - | 1,325,400 | - | - | - | - |

| | CARRY | 2025 | 2025 | | 2025 | | WWW | | | | | OTHER |
|-----------------------------------|------------|------------|-----------|-------------|-----------|----------|----------|-----------|-----------|---------|-----------|---------|
| DESCRIPTION | FORWARD | REQUESTED | CAPITAL | UNFINANCED | FINANCED | TAXATION | RATES & | RESERVES | DC | GRANTS | DEBT | SOURCES |
| | BUDGET (2) | BUDGET (3) | BUDGET | CAPITAL (1) | CAPITAL | | RESERVES | | | | | |
| TOTAL FACILITIES | - | 4,378,600 | 4,378,600 | (177,462) | 4,201,138 | - | - | 2,436,600 | 69,879 | 408,000 | 1,286,659 | - |
| FLEET | | | | | | | | | | | | |
| FLEET | | | | | | | | | | | | |
| 220117 F - PICKUP | - | 89,000 | 89,000 | - | 89,000 | - | - | 89,000 | - | - | - | - |
| 220353 R - W - PICKUP | - | 79,000 | 79,000 | - | 79,000 | - | - | 79,000 | - | - | - | - |
| 220361 R - W - TANDEM | - | 456,900 | 456,900 | - | 456,900 | - | - | 456,900 | - | - | - | - |
| 220366 R - S - TANDEM | - | 456,900 | 456,900 | - | 456,900 | - | - | 456,900 | - | - | - | - |
| 220411 R - S - GRADER | - | 700,000 | 700,000 | - | 700,000 | - | - | 700,000 | - | - | - | - |
| 220415 R - S - FORK LIFT | - | 61,300 | 61,300 | - | 61,300 | - | - | 61,300 | - | - | - | - |
| 220524 WW - PICKUP | - | 89,000 | 89,000 | - | 89,000 | - | - | 89,000 | - | - | - | - |
| 220659 W - PICKUP | - | 77,500 | 77,500 | - | 77,500 | - | - | 77,500 | - | - | - | - |
| 220661 W - PICKUP | - | 77,500 | 77,500 | - | 77,500 | - | - | 77,500 | - | - | - | - |
| 220663 W - PICKUP | - | 89,000 | 89,000 | - | 89,000 | - | - | 89,000 | - | - | - | - |
| 220664 W CARGO VAN | - | 80,400 | 80,400 | - | 80,400 | - | - | 80,400 | - | - | - | - |
| 220733 L - LOADER | - | 43,000 | 43,000 | - | 43,000 | - | - | 43,000 | - | - | - | - |
| 220805 Admin - Pickup | - | 42,200 | 42,200 | - | 42,200 | - | - | 42,200 | - | - | - | - |
| TOTAL FLEET | - | 2,341,700 | 2,341,700 | - | 2,341,700 | - | - | 2,341,700 | - | - | - | - |
| TOTAL FLEET | - | 2,341,700 | 2,341,700 | - | 2,341,700 | - | - | 2,341,700 | - | - | - | - |
| TRANSPORTATION SERVICES | | | | | | | | | | | | |
| GENERAL | | | | | | | | | | | | |
| 230000 ROADS ADMIN | - | 17,500 | 17,500 | - | 17,500 | - | - | 17,500 | - | - | - | - |
| TOTAL GENERAL | - | 17,500 | 17,500 | - | 17,500 | - | - | 17,500 | - | - | - | - |
| FACILITIES | | | | | | | | | | | | |
| 213000 DRUMBO YARD FAC | - | 22,500 | 22,500 | - | 22,500 | - | - | 22,500 | - | - | - | - |
| 213010 HIGHLAND YARD FAC | - | 6,500 | 6,500 | - | 6,500 | - | - | 6,500 | - | - | - | - |
| 213020 SPRINGFORD YARD FAC | - | 26,000 | 26,000 | - | 26,000 | - | - | 26,000 | - | - | - | - |
| 911300 ROADS FACILITIES GENERAL | - | 15,000 | 15,000 | - | 15,000 | - | - | 15,000 | - | - | - | - |
| 911303 SPRINGFORD YARD FACILITIES | - | 250,000 | 250,000 | - | 250,000 | - | - | 250,000 | - | - | - | - |
| 911304 WOODSTOCK YARD FACILITIES | - | 200,000 | 200,000 | - | 200,000 | - | - | 200,000 | - | - | - | - |
| TOTAL FACILITIES | - | 520,000 | 520,000 | - | 520,000 | - | - | 520,000 | - | - | - | - |
| ROAD NETWORK | | | | | | | | | | | | |
| 930001 ROADS NEEDS STUDY | - | 150,000 | 150,000 | - | 150,000 | - | - | 150,000 | - | - | - | - |
| 930002 CR 2 | 90,000 | 50,000 | 140,000 | - | 140,000 | - | - | 116,165 | 23,835 | - | - | - |
| 930003 CR 3 | 450,000 | 1,350,000 | 1,800,000 | - | 1,800,000 | - | - | 1,033,800 | 766,200 | - | - | - |
| 930004 CR 4 | 180,000 | 150,000 | 330,000 | - | 330,000 | - | - | 77,154 | 252,846 | - | - | - |
| 930009 CR 9 | - | 3,700,000 | 3,700,000 | - | 3,700,000 | - | - | 2,125,121 | 1,574,879 | - | - | - |
| 930019 CR 19 | - | 650,000 | 650,000 | - | 650,000 | - | - | 539,330 | 110,670 | - | - | - |
| 930035 CR 35 | - | 2,500,000 | 2,500,000 | - | 2,500,000 | - | - | 1,908,344 | 425,656 | - | - | 166,000 |
| 930059 CR 59 | - | 1,215,000 | 1,215,000 | - | 1,215,000 | - | - | 1,095,816 | 119,184 | - | - | - |
| 930070 GUIDE RAILS | - | 585,000 | 585,000 | - | 585,000 | 275,000 | - | 310,000 | - | - | - | - |
| 930076 PEDESTRIAN CROSSINGS | - | 325,000 | 325,000 | - | 325,000 | 265,000 | - | - | 60,000 | - | - | - |
| 930077 INTERSECTION UPGRADES | - | 355,000 | 355,000 | - | 355,000 | - | - | 194,778 | 160,222 | - | - | - |

| DESCRIPTION | CARRY | 2025 | 2025 | UNFINANCED | 2025 | TAXATION | WWW | RESERVES | DC | GRANTS | DEBT | OTHER |
|---------------------------------------|------------------|-------------------|-------------------|------------------|-------------------|------------------|--------------|-------------------|------------------|-------------------|------------------|----------------|
| | FORWARD | REQUESTED | CAPITAL | | FINANCED | | RATES & | | | | | |
| | BUDGET (2) | BUDGET (3) | BUDGET | CAPITAL (1) | CAPITAL | | RESERVES | | | | | SOURCES |
| 930078 INTERSECTION ILLUMINATION | - | 200,000 | 200,000 | - | 200,000 | 130,000 | - | - | 20,000 | - | - | 50,000 |
| 930079 CYCLING INFRASTRUCTURE | - | 675,000 | 675,000 | - | 675,000 | - | - | - | 287,323 | 387,677 | - | - |
| 930080 RETAINING WALLS | - | 1,025,000 | 1,025,000 | - | 1,025,000 | - | - | 1,025,000 | - | - | - | - |
| 930099 REHAB & RESURFACING | - | 7,025,000 | 7,025,000 | - | 7,025,000 | - | - | 1,130,000 | - | 5,795,000 | - | 100,000 |
| 930102 CRACK SEALING | - | 300,000 | 300,000 | - | 300,000 | - | - | 200,000 | - | - | - | 100,000 |
| 930119 CR 119 | - | 100,000 | 100,000 | - | 100,000 | - | - | 23,384 | 76,616 | - | - | - |
| 930150 URBANIZATION | - | 15,000 | 15,000 | - | 15,000 | - | - | 8,616 | 6,384 | - | - | - |
| 930300 TRAFFIC SIGNALS | - | 2,120,000 | 2,120,000 | - | 2,120,000 | 233,387 | - | 1,723,500 | 163,113 | - | - | - |
| 930301 TRAFFIC - TRAFFIC CALMING | - | 450,000 | 450,000 | - | 450,000 | 280,000 | - | - | 30,000 | - | - | 140,000 |
| TOTAL ROAD NETWORK | 720,000 | 22,940,000 | 23,660,000 | - | 23,660,000 | 1,183,387 | - | 11,661,008 | 4,076,928 | 6,182,677 | - | 556,000 |
| STORM NETWORK | | | | | | | | | | | | |
| 930115 DRAIN IMPROV | - | 200,000 | 200,000 | - | 200,000 | - | - | 200,000 | - | - | - | - |
| 930116 PRINCETON DRAIN | - | 700,000 | 700,000 | - | 700,000 | - | - | 700,000 | - | - | - | - |
| 930198 URBAN STORM SEWER | - | 2,695,000 | 2,695,000 | - | 2,695,000 | - | - | 554,769 | 994,231 | 1,146,000 | - | - |
| 930199 RURAL STORM SEWER | - | 3,910,000 | 3,910,000 | - | 3,910,000 | - | - | 1,130,515 | 389,485 | 2,390,000 | - | - |
| TOTAL STORM NETWORK | - | 7,505,000 | 7,505,000 | - | 7,505,000 | - | - | 2,585,284 | 1,383,716 | 3,536,000 | - | - |
| BRIDGES AND CULVERTS | | | | | | | | | | | | |
| 930200 BRIDGE REHAB | 964,000 | 8,240,000 | 9,204,000 | - | 9,204,000 | - | - | 5,686,000 | - | 3,518,000 | - | - |
| TOTAL BRIDGES AND CULVERTS | 964,000 | 8,240,000 | 9,204,000 | - | 9,204,000 | - | - | 5,686,000 | - | 3,518,000 | - | - |
| TOTAL TRANSPORTATION SERVICES | 1,684,000 | 39,222,500 | 40,906,500 | - | 40,906,500 | 1,183,387 | - | 20,469,792 | 5,460,644 | 13,236,677 | - | 556,000 |
| WASTE MANAGEMENT | | | | | | | | | | | | |
| GENERAL | | | | | | | | | | | | |
| 280000 WASTE MGMT | 400,000 | 723,000 | 1,123,000 | - | 1,123,000 | 20,000 | - | 1,103,000 | - | - | - | - |
| 900032 LANDFILL GAS COLLECTION SYSTEM | 145,000 | 953,000 | 1,098,000 | - | 1,098,000 | - | - | 1,098,000 | - | - | - | - |
| 900033 LANDFILL COVER | - | 150,000 | 150,000 | - | 150,000 | - | - | 150,000 | - | - | - | - |
| 918700 LANDFILL SOUTH OPERATING ARE | - | 55,000 | 55,000 | - | 55,000 | - | - | 55,000 | - | - | - | - |
| TOTAL GENERAL | 545,000 | 1,881,000 | 2,426,000 | - | 2,426,000 | 20,000 | - | 2,406,000 | - | - | - | - |
| FACILITIES | | | | | | | | | | | | |
| 218700 SALFORD LF BLDGS | - | 32,000 | 32,000 | - | 32,000 | - | - | 32,000 | - | - | - | - |
| 911800 SALFORD LANDFILL FACILITIES | - | 610,000 | 610,000 | - | 610,000 | - | - | 610,000 | - | - | - | - |
| TOTAL FACILITIES | - | 642,000 | 642,000 | - | 642,000 | - | - | 642,000 | - | - | - | - |
| TOTAL WASTE MANAGEMENT | 545,000 | 2,523,000 | 3,068,000 | - | 3,068,000 | 20,000 | - | 3,048,000 | - | - | - | - |
| TOTAL PUBLIC WORKS | 2,234,000 | 48,522,000 | 50,756,000 | (177,462) | 50,578,538 | 1,259,587 | 2,300 | 28,298,792 | 5,530,523 | 13,644,677 | 1,286,659 | 556,000 |
| WOODINGFORD LODGE | | | | | | | | | | | | |
| WOODINGFORD LODGE | | | | | | | | | | | | |
| GENERAL | | | | | | | | | | | | |
| 391000 WFL - WOODSTOCK | - | 1,145,610 | 1,145,610 | - | 1,145,610 | 48,600 | - | 1,087,010 | - | - | - | 10,000 |
| 392000 WFL - INGERSOLL | - | 104,500 | 104,500 | - | 104,500 | - | - | 104,500 | - | - | - | - |
| 393000 WFL - TILLSONBURG | - | 1,053,300 | 1,053,300 | - | 1,053,300 | - | - | 1,053,300 | - | - | - | - |
| TOTAL GENERAL | - | 2,303,410 | 2,303,410 | - | 2,303,410 | 48,600 | - | 2,244,810 | - | - | - | 10,000 |
| TOTAL WOODINGFORD LODGE | - | 2,303,410 | 2,303,410 | - | 2,303,410 | 48,600 | - | 2,244,810 | - | - | - | 10,000 |
| TOTAL WOODINGFORD LODGE | - | 2,303,410 | 2,303,410 | - | 2,303,410 | 48,600 | - | 2,244,810 | - | - | - | 10,000 |

| | CARRY | 2025 | 2025 | | 2025 | | WWW | | | | | |
|--|------------|------------|-----------|-------------|-----------|----------|----------|-----------|----|---------|------|---------|
| DESCRIPTION | FORWARD | REQUESTED | CAPITAL | UNFINANCED | FINANCED | TAXATION | RATES & | RESERVES | DC | GRANTS | DEBT | OTHER |
| | BUDGET (2) | BUDGET (3) | BUDGET | CAPITAL (1) | CAPITAL | | RESERVES | | | | | SOURCES |
| HUMAN SERVICES | | | | | | | | | | | | |
| CHILD CARE | | | | | | | | | | | | |
| GENERAL | | | | | | | | | | | | |
| 310500 CC CWELCC | - | 65,000 | 65,000 | - | 65,000 | - | - | - | - | 65,000 | - | - |
| TOTAL GENERAL | - | 65,000 | 65,000 | - | 65,000 | - | - | - | - | 65,000 | - | - |
| TOTAL CHILD CARE | - | 65,000 | 65,000 | - | 65,000 | - | - | - | - | 65,000 | - | - |
| HOUSING | | | | | | | | | | | | |
| SOCIAL HOUSING FACILITIES | | | | | | | | | | | | |
| 360000 H.S.I. SHELTER | - | 35,000 | 35,000 | - | 35,000 | - | - | 35,000 | - | - | - | - |
| 360425 HSG - 16 GEORGE | - | 94,900 | 94,900 | - | 94,900 | - | - | 70,630 | - | 24,270 | - | - |
| 360435 HSG - 70 MARIA | - | 218,000 | 218,000 | - | 218,000 | - | - | 155,300 | - | 62,700 | - | - |
| 360440 HSG - 111 BROCK | - | 31,100 | 31,100 | - | 31,100 | - | - | 24,470 | - | 6,630 | - | - |
| 360451 HSG - 235 THAMES | - | 223,500 | 223,500 | - | 223,500 | - | - | 201,000 | - | 22,500 | - | - |
| 360452 HSG - 221 THAMES | - | 272,700 | 272,700 | - | 272,700 | - | - | 193,590 | - | 79,110 | - | - |
| 360453 HSG - 272 HARRIS | - | 34,500 | 34,500 | - | 34,500 | - | - | 34,500 | - | - | - | - |
| 360454 HSG - 178 EARL | - | 226,000 | 226,000 | - | 226,000 | - | - | 168,400 | - | 57,600 | - | - |
| 360455 HSG - 135 CARROLL | - | 306,000 | 306,000 | - | 306,000 | - | - | 243,900 | - | 62,100 | - | - |
| 360456 HSG - 329 TUNIS | - | 39,500 | 39,500 | - | 39,500 | - | - | 39,500 | - | - | - | - |
| 360461 HSG - 57 ROLPH | - | 114,300 | 114,300 | - | 114,300 | - | - | 82,710 | - | 31,590 | - | - |
| 360462 HSG - 174 LISGAR | - | 184,400 | 184,400 | - | 184,400 | - | - | 145,280 | - | 39,120 | - | - |
| 360463 HSG - 215 LISGAR | - | 196,900 | 196,900 | - | 196,900 | - | - | 140,530 | - | 56,370 | - | - |
| 360464 HSG - EARLE | - | 35,200 | 35,200 | - | 35,200 | - | - | 35,200 | - | - | - | - |
| 360472 HSG - 816 ALICE | - | 104,000 | 104,000 | - | 104,000 | - | - | 75,500 | - | 28,500 | - | - |
| 360475 HSG - 742 PAVEY | - | 169,000 | 169,000 | - | 169,000 | - | - | 169,000 | - | - | - | - |
| 360476 HSG - 82 FINKLE | - | 25,500 | 25,500 | - | 25,500 | - | - | 20,550 | - | 4,950 | - | - |
| 360477 HSG - 161 FYFE | - | 44,000 | 44,000 | - | 44,000 | - | - | 44,000 | - | - | - | - |
| 360478 HSG - 738 PARKINSON | - | 17,000 | 17,000 | - | 17,000 | - | - | 17,000 | - | - | - | - |
| 360479 HSG - 1132 CREE AVE | - | 35,500 | 35,500 | - | 35,500 | - | - | - | - | 35,500 | - | - |
| 360481 HSG - STAFFORD ST | - | 288,000 | 288,000 | - | 288,000 | - | - | - | - | 288,000 | - | - |
| 360484 HSG - RATHBOURNE AVE | - | 10,000 | 10,000 | - | 10,000 | - | - | - | - | 10,000 | - | - |
| 360486 HSG - 140 WINNIETT ST | - | 70,000 | 70,000 | - | 70,000 | - | - | - | - | 70,000 | - | - |
| 361000 AHP | - | 70,000 | 70,000 | - | 70,000 | - | - | 70,000 | - | - | - | - |
| 361060 AHP - 102 DEREHAM TILLSONBURG | - | 1,500,000 | 1,500,000 | - | 1,500,000 | - | - | 1,500,000 | - | - | - | - |
| TOTAL SOCIAL HOUSING FACILITIES | - | 4,345,000 | 4,345,000 | - | 4,345,000 | - | - | 3,466,060 | - | 878,940 | - | - |
| TOTAL HOUSING | - | 4,345,000 | 4,345,000 | - | 4,345,000 | - | - | 3,466,060 | - | 878,940 | - | - |
| TOTAL HUMAN SERVICES | - | 4,410,000 | 4,410,000 | - | 4,410,000 | - | - | 3,466,060 | - | 943,940 | - | - |
| PARAMEDIC SERVICES | | | | | | | | | | | | |
| PARAMEDIC SERVICES | | | | | | | | | | | | |
| GENERAL | | | | | | | | | | | | |
| 510000 PARAMEDIC SERVICES | 40,000 | 2,072,940 | 2,112,940 | - | 2,112,940 | 40,000 | - | 2,072,940 | - | - | - | - |
| TOTAL GENERAL | 40,000 | 2,072,940 | 2,112,940 | - | 2,112,940 | 40,000 | - | 2,072,940 | - | - | - | - |
| FACILITIES | | | | | | | | | | | | |

| DESCRIPTION | CARRY | 2025 | 2025 | UNFINANCED | 2025 | TAXATION | WWW | RESERVES | DC | GRANTS | DEBT | OTHER |
|---|------------|------------|-----------|-------------|-----------|----------|-----------|-----------|-----------|--------|------|---------|
| | FORWARD | REQUESTED | CAPITAL | | FINANCED | | RATES & | | | | | |
| | BUDGET (2) | BUDGET (3) | BUDGET | CAPITAL (1) | CAPITAL | | RESERVES | | | | | SOURCES |
| 915010 EMS MILL ST | - | 4,000 | 4,000 | - | 4,000 | - | - | 4,000 | - | - | - | - |
| 915020 EMS 208 BYSHAM | - | 72,100 | 72,100 | - | 72,100 | 2,500 | - | 69,600 | - | - | - | - |
| 915030 EMS 162 CARNEGIE ING | - | 82,100 | 82,100 | - | 82,100 | 2,500 | - | 79,600 | - | - | - | - |
| 915040 EMS 81 KING TBURG | - | 14,000 | 14,000 | - | 14,000 | 5,000 | - | 9,000 | - | - | - | - |
| 915050 EMS WILMOT DRUMBO | - | 74,000 | 74,000 | - | 74,000 | 5,000 | - | 69,000 | - | - | - | - |
| 915060 EMS CR8 EMBRO | - | 74,000 | 74,000 | - | 74,000 | 5,000 | - | 69,000 | - | - | - | - |
| 915070 EMS TIDEY NORWICH | - | 14,000 | 14,000 | - | 14,000 | 5,000 | - | 9,000 | - | - | - | - |
| TOTAL FACILITIES | - | 334,200 | 334,200 | - | 334,200 | 25,000 | - | 309,200 | - | - | - | - |
| TOTAL PARAMEDIC SERVICES | 40,000 | 2,407,140 | 2,447,140 | - | 2,447,140 | 65,000 | - | 2,382,140 | - | - | - | - |
| TOTAL PARAMEDIC SERVICES | 40,000 | 2,407,140 | 2,447,140 | - | 2,447,140 | 65,000 | - | 2,382,140 | - | - | - | - |
| LIBRARY | | | | | | | | | | | | |
| LIBRARY | | | | | | | | | | | | |
| GENERAL | | | | | | | | | | | | |
| 600000 LIBRARY ADMINISTRATION | - | 287,800 | 287,800 | - | 287,800 | - | - | 287,800 | - | - | - | - |
| TOTAL GENERAL | - | 287,800 | 287,800 | - | 287,800 | - | - | 287,800 | - | - | - | - |
| FACILITIES | | | | | | | | | | | | |
| 916040 OCL ING | - | 15,100 | 15,100 | - | 15,100 | - | - | 15,100 | - | - | - | - |
| 916060 Norwich Library | - | 15,000 | 15,000 | - | 15,000 | - | - | 15,000 | - | - | - | - |
| 916110 THAMESFORD LIBRARY | - | 12,000 | 12,000 | - | 12,000 | - | - | 7,200 | - | - | - | 4,800 |
| TOTAL FACILITIES | - | 42,100 | 42,100 | - | 42,100 | - | - | 37,300 | - | - | - | 4,800 |
| TOTAL LIBRARY | - | 329,900 | 329,900 | - | 329,900 | - | - | 325,100 | - | - | - | 4,800 |
| TOTAL LIBRARY | - | 329,900 | 329,900 | - | 329,900 | - | - | 325,100 | - | - | - | 4,800 |
| WATER & WASTEWATER | | | | | | | | | | | | |
| WATER & WASTEWATER GENERAL | | | | | | | | | | | | |
| GREEN INITIATIVES | | | | | | | | | | | | |
| 911007 GREEN INITIATIVES WATER | - | 70,500 | 70,500 | - | 70,500 | - | 70,500 | - | - | - | - | - |
| 911008 GREEN INITIATIVES WASTEWATER | - | 162,100 | 162,100 | - | 162,100 | - | 162,100 | - | - | - | - | - |
| TOTAL GREEN INITIATIVES | - | 232,600 | 232,600 | - | 232,600 | - | 232,600 | - | - | - | - | - |
| GENERAL | | | | | | | | | | | | |
| 250000 WW GENERAL | - | 53,500 | 53,500 | - | 53,500 | - | 53,500 | - | - | - | - | - |
| 260000 WATER GENERAL | - | 32,500 | 32,500 | - | 32,500 | - | 32,500 | - | - | - | - | - |
| 900016 SCADA MASTER PLAN | 266,978 | 2,707,000 | 2,973,978 | - | 2,973,978 | - | 2,831,652 | - | 142,326 | - | - | - |
| TOTAL GENERAL | 266,978 | 2,793,000 | 3,059,978 | - | 3,059,978 | - | 2,917,652 | - | 142,326 | - | - | - |
| TOTAL WATER & WASTEWATER GENERAL | 266,978 | 3,025,600 | 3,292,578 | - | 3,292,578 | - | 3,150,252 | - | 142,326 | - | - | - |
| WASTEWATER SYSTEMS | | | | | | | | | | | | |
| WOODSTOCK - WW | | | | | | | | | | | | |
| 250100 WW WDSK | - | 122,000 | 122,000 | - | 122,000 | - | 122,000 | - | - | - | - | - |
| 911279 WDSTK - WW FACILITIES - C | - | 12,000 | 12,000 | - | 12,000 | - | 12,000 | - | - | - | - | - |
| 911280 WDSTK - WW FACILITIES - T | - | 89,700 | 89,700 | - | 89,700 | - | 89,700 | - | - | - | - | - |
| 950150 WDSTK - NE INDUSTRIAL PARK | - | 6,036,000 | 6,036,000 | (2,342,760) | 3,693,240 | - | 1,818,418 | - | 1,874,822 | - | - | - |
| 950158 WDSTK - CITY PROJECTS | 126,000 | 1,404,000 | 1,530,000 | - | 1,530,000 | - | 1,530,000 | - | - | - | - | - |
| 950163 WDSTK - LANSLOWNE PS | 3,514,000 | 4,220,000 | 7,734,000 | (2,265,155) | 5,468,845 | - | 2,330,020 | - | 3,138,825 | - | - | - |

| DESCRIPTION | CARRY | 2025 | 2025 | UNFINANCED CAPITAL (1) | 2025 | TAXATION | WWW | RESERVES | DC | GRANTS | DEBT | OTHER SOURCES |
|---------------------------------------|-----------------------|-------------------------|-------------------|---------------------------|---------------------|----------|---------------------|----------|------------------|----------|----------|------------------|
| | FORWARD BUDGET (2) | REQUESTED BUDGET (3) | CAPITAL BUDGET | | FINANCED CAPITAL | | RATES & RESERVES | | | | | |
| 950164 WDSTK - LANSDOWNE SEWER EXT | 370,000 | 165,000 | 535,000 | - | 535,000 | - | 161,142 | - | 373,858 | - | - | - |
| 950170 WDSTK - TRUNK I&I REDUCTION | - | 115,000 | 115,000 | - | 115,000 | - | 74,821 | - | 40,179 | - | - | - |
| 950171 WDSTK - TRUNK SEWER UPGRADES | - | 2,047,000 | 2,047,000 | - | 2,047,000 | - | 2,047,000 | - | - | - | - | - |
| 950173 WDSTK - SAN REPL (59&FAIRWAY | 20,000 | 100,000 | 120,000 | - | 120,000 | - | 103,231 | - | 16,769 | - | - | - |
| 950174 WDSTK - LINEAR R/R CR PROJ | - | 670,000 | 670,000 | - | 670,000 | - | 670,000 | - | - | - | - | - |
| TOTAL WOODSTOCK - WW | 4,030,000 | 14,980,700 | 19,010,700 | (4,607,915) | 14,402,785 | - | 8,958,332 | - | 5,444,453 | - | - | - |
| TILLSONBURG - WW | | | | | | | | | | | | |
| 250200 WW TBURG | - | 111,000 | 111,000 | - | 111,000 | - | 111,000 | - | - | - | - | - |
| 911281 TBURG - WW FACILITIES - T | - | 68,500 | 68,500 | - | 68,500 | - | 68,500 | - | - | - | - | - |
| 911292 TBURG - WW FACILITIES - C | - | 6,000 | 6,000 | - | 6,000 | - | 6,000 | - | - | - | - | - |
| 950200 TBURG - WWTP PHASE 1 UPGRADE | - | 600,000 | 600,000 | - | 600,000 | - | 431,400 | - | 168,600 | - | - | - |
| 950216 TBURG - CRANBERRY RD EXT | - | 1,159,000 | 1,159,000 | (25,920) | 1,133,080 | - | 2,145 | - | 1,130,935 | - | - | - |
| 950223 TBURG - GRAVITY INLET TRUNK | - | 217,000 | 217,000 | - | 217,000 | - | 108,500 | - | 108,500 | - | - | - |
| 950225 TBURG - STONEY CREEK SAN MAIN | - | 850,000 | 850,000 | - | 850,000 | - | 850,000 | - | - | - | - | - |
| 950226 TBURG - TOWN PROJECTS | - | 830,000 | 830,000 | - | 830,000 | - | 830,000 | - | - | - | - | - |
| 950250 TBURG - TRUNK I&I REDUCTION | - | 63,000 | 63,000 | - | 63,000 | - | 31,511 | - | 31,489 | - | - | - |
| TOTAL TILLSONBURG - WW | - | 3,904,500 | 3,904,500 | (25,920) | 3,878,580 | - | 2,439,056 | - | 1,439,524 | - | - | - |
| INGERSOLL - WW | | | | | | | | | | | | |
| 250300 WW INGERSOLL | - | 65,000 | 65,000 | - | 65,000 | - | 65,000 | - | - | - | - | - |
| 911282 ING - WW FACILITIES - T | - | 183,000 | 183,000 | - | 183,000 | - | 183,000 | - | - | - | - | - |
| 950330 ING - TOWN PROJECTS | - | 371,000 | 371,000 | - | 371,000 | - | 371,000 | - | - | - | - | - |
| 950336 ING - SW INDUSTRIAL PARK | 325,000 | 6,806,000 | 7,131,000 | (3,307,353) | 3,823,647 | - | 2,409,556 | - | 1,414,091 | - | - | - |
| TOTAL INGERSOLL - WW | 325,000 | 7,425,000 | 7,750,000 | (3,307,353) | 4,442,647 | - | 3,028,556 | - | 1,414,091 | - | - | - |
| NORWICH - WW | | | | | | | | | | | | |
| 250400 WW NORWICH | - | 48,000 | 48,000 | - | 48,000 | - | 48,000 | - | - | - | - | - |
| 911294 NOR - WW FACILITIES - C | - | 25,000 | 25,000 | - | 25,000 | - | 25,000 | - | - | - | - | - |
| 950409 NOR - BIOSOLIDS CLEAN-OUT | - | 40,000 | 40,000 | - | 40,000 | - | 40,000 | - | - | - | - | - |
| 950412 NOR-LAGOON EXPANSION | 50,000 | 25,000 | 75,000 | - | 75,000 | - | 27,531 | - | 47,469 | - | - | - |
| 950450 NOR - SANITARY REPLACEMENTS | - | 8,000 | 8,000 | - | 8,000 | - | 8,000 | - | - | - | - | - |
| TOTAL NORWICH - WW | 50,000 | 146,000 | 196,000 | - | 196,000 | - | 148,531 | - | 47,469 | - | - | - |
| TAVISTOCK - WW | | | | | | | | | | | | |
| 250500 WW TAVISTOCK | - | 85,000 | 85,000 | - | 85,000 | - | 85,000 | - | - | - | - | - |
| 911284 TAV - WW FACILITIES - T | - | 25,700 | 25,700 | - | 25,700 | - | 25,700 | - | - | - | - | - |
| 950504 TAV - WWTP EXPANSION/UPGRADE | 140,000 | 100,000 | 240,000 | - | 240,000 | - | 100,648 | - | 89,352 | - | - | 50,000 |
| 950513 TAV - WILLIAM SPS REHAB | 500,000 | 200,000 | 700,000 | - | 700,000 | - | 447,273 | - | 252,727 | - | - | - |
| 950550 TAV - SANITARY REPLACEMENTS | - | 708,000 | 708,000 | - | 708,000 | - | 708,000 | - | - | - | - | - |
| 950551 TAV - WILLIAM SEWER REPL & UPS | - | 100,000 | 100,000 | - | 100,000 | - | 54,317 | - | 45,683 | - | - | - |
| TOTAL TAVISTOCK - WW | 640,000 | 1,218,700 | 1,858,700 | - | 1,858,700 | - | 1,420,938 | - | 387,762 | - | - | 50,000 |
| PLATTSVILLE - WW | | | | | | | | | | | | |
| 250600 WW PLATTSVILLE | - | 79,000 | 79,000 | - | 79,000 | - | 79,000 | - | - | - | - | - |
| 911296 PLAT - WW FACILITIES - C | - | 4,000 | 4,000 | - | 4,000 | - | 4,000 | - | - | - | - | - |
| 950607 PLAT - BIOSOLIDS CLEAN-OUT | - | 1,100,000 | 1,100,000 | - | 1,100,000 | - | 1,100,000 | - | - | - | - | - |

| DESCRIPTION | CARRY | 2025 | 2025 | UNFINANCED | 2025 | TAXATION | W/WW | RESERVES | DC | GRANTS | DEBT | OTHER |
|---------------------------------------|------------------|-------------------|-------------------|--------------------|-------------------|----------|-------------------|----------|-------------------|-----------|------------------|---------------|
| | FORWARD | REQUESTED | CAPITAL | | FINANCED | | RATES & | | | | | |
| | BUDGET (2) | BUDGET (3) | BUDGET | CAPITAL (1) | CAPITAL | | RESERVES | | | | | SOURCES |
| 950608 PLAT - BERM REPAIR | - | 200,000 | 200,000 | - | 200,000 | - | 200,000 | - | - | - | - | - |
| 950609 PLAT - WWTP OPERATION ENHANCE | - | 100,000 | 100,000 | - | 100,000 | - | 80,000 | - | 20,000 | - | - | - |
| TOTAL PLATTVILLE - WW | - | 1,483,000 | 1,483,000 | - | 1,483,000 | - | 1,463,000 | - | 20,000 | - | - | - |
| THAMESFORD - WW | | | | | | | | | | | | |
| 250700 WW THAMESFORD | - | 20,000 | 20,000 | - | 20,000 | - | 20,000 | - | - | - | - | - |
| 950718 THAMES - WWTP UPGRADE | 780,000 | 5,200,000 | 5,980,000 | (2,278,103) | 3,701,897 | - | 2,989,980 | - | 711,917 | - | - | - |
| TOTAL THAMESFORD - WW | 780,000 | 5,220,000 | 6,000,000 | (2,278,103) | 3,721,897 | - | 3,009,980 | - | 711,917 | - | - | - |
| DRUMBO - WW | | | | | | | | | | | | |
| 250800 WW DRUMBO | - | 20,000 | 20,000 | - | 20,000 | - | 20,000 | - | - | - | - | - |
| 950810 DRUMBO - WWTP CAPACITY EXP | 390,000 | 160,000 | 550,000 | 2,343,330 | 2,893,330 | - | - | - | 425,316 | - | 2,468,014 | - |
| TOTAL DRUMBO - WW | 390,000 | 180,000 | 570,000 | 2,343,330 | 2,913,330 | - | 20,000 | - | 425,316 | - | 2,468,014 | - |
| MT ELGIN - WW | | | | | | | | | | | | |
| 250900 WW MT. ELGIN | - | 18,000 | 18,000 | - | 18,000 | - | 18,000 | - | - | - | - | - |
| 950905 MT ELGIN - WWTP CAPACITY EXP | 536,000 | 1,820,000 | 2,356,000 | (1,610,067) | 745,933 | - | 406,771 | - | 339,162 | - | - | - |
| 950906 MT ELGIN - SAN SEWER UPGRADES | 20,000 | - | 20,000 | - | 20,000 | - | 20,000 | - | - | - | - | - |
| TOTAL MT ELGIN - WW | 556,000 | 1,838,000 | 2,394,000 | (1,610,067) | 783,933 | - | 444,771 | - | 339,162 | - | - | - |
| INNERKIP - WW | | | | | | | | | | | | |
| 251100 WW INNERKIP | - | 5,000 | 5,000 | - | 5,000 | - | 5,000 | - | - | - | - | - |
| TOTAL INNERKIP - WW | - | 5,000 | 5,000 | - | 5,000 | - | 5,000 | - | - | - | - | - |
| TOTAL WASTEWATER SYSTEMS | 6,771,000 | 36,400,900 | 43,171,900 | (9,486,028) | 33,685,872 | - | 20,938,164 | - | 10,229,694 | - | 2,468,014 | 50,000 |
| WATER SYSTEMS | | | | | | | | | | | | |
| WOODSTOCK - W | | | | | | | | | | | | |
| 260100 WATER WOODSTOCK | - | 360,000 | 360,000 | - | 360,000 | - | 360,000 | - | - | - | - | - |
| 911261 WDSTK - WATER FAC - T | - | 109,000 | 109,000 | - | 109,000 | - | 109,000 | - | - | - | - | - |
| 911265 WDSTK - WATER FAC - D | - | 3,000 | 3,000 | - | 3,000 | - | 3,000 | - | - | - | - | - |
| 960134 WDSTK - SW WATERMAIN EXTENSION | - | 650,000 | 650,000 | - | 650,000 | - | 195,700 | - | 454,300 | - | - | - |
| 960135 WDSTK - NE INDUSTRIAL PARK | - | 3,399,000 | 3,399,000 | (2,375,767) | 1,023,233 | - | 1,023,233 | - | - | - | - | - |
| 960141 WDSTK - CITY PROJECTS | 135,000 | 4,696,000 | 4,831,000 | - | 4,831,000 | - | 4,831,000 | - | - | - | - | - |
| 960149 WDSTK - CITY PROJ OVERSIZING | 413,000 | - | 413,000 | - | 413,000 | - | 124,351 | - | 288,649 | - | - | - |
| 960153 WDSTCK - LINEAR R/R CR PROJ | - | 1,405,000 | 1,405,000 | - | 1,405,000 | - | 1,405,000 | - | - | - | - | - |
| 960154 WDSTK - BOWERHILL BPS | 3,750,000 | - | 3,750,000 | - | 3,750,000 | - | 1,391,053 | - | 2,358,947 | - | - | - |
| 960159 WDSTK - THORNTON FEEDERMN REPL | - | 100,000 | 100,000 | - | 100,000 | - | 100,000 | - | - | - | - | - |
| 960166 WDSTK - FEEDERMAIN RELINING | - | 250,000 | 250,000 | - | 250,000 | - | 162,624 | - | 87,376 | - | - | - |
| TOTAL WOODSTOCK - W | 4,298,000 | 10,972,000 | 15,270,000 | (2,375,767) | 12,894,233 | - | 9,704,961 | - | 3,189,272 | - | - | - |
| TILLSONBURG - W | | | | | | | | | | | | |
| 260200 WATER TILLSONBURG | - | 450,000 | 450,000 | - | 450,000 | - | 450,000 | - | - | - | - | - |
| 911262 TBURG - WATER FACILITIES - T | - | 29,200 | 29,200 | - | 29,200 | - | 29,200 | - | - | - | - | - |
| 960200 TBURG - WELL 7A | 175,000 | 1,600,000 | 1,775,000 | - | 1,775,000 | - | 383,410 | - | 95,840 | 1,295,750 | - | - |
| 960202 TBURG - WELL 6A | - | 150,000 | 150,000 | - | 150,000 | - | 15,000 | - | 135,000 | - | - | - |
| 960204 TBURG - WELL 11 | - | 642,000 | 642,000 | - | 642,000 | - | 513,600 | - | 128,400 | - | - | - |
| 960213 TBURG - CRANBERRY RD EXT | - | 837,000 | 837,000 | (4,135) | 832,865 | - | 2,317 | - | 830,548 | - | - | - |
| 960220 TBURG - NORTH ST PUMPHOUSE | 400,000 | - | 400,000 | - | 400,000 | - | 320,000 | - | 80,000 | - | - | - |

| DESCRIPTION | CARRY | 2025 | 2025 | UNFINANCED CAPITAL (1) | 2025 | TAXATION | WWW | RESERVES | DC | GRANTS | DEBT | OTHER SOURCES |
|---|--------------------|----------------------|--------------------|------------------------|--------------------|------------------|-------------------|-------------------|-------------------|-------------------|------------------|----------------|
| | FORWARD BUDGET (2) | REQUESTED BUDGET (3) | CAPITAL BUDGET | | FINANCED CAPITAL | | RATES & | | | | | |
| 960245 TBURG - WATERMAIN LOOPING | 68,000 | 437,000 | 505,000 | - | 505,000 | - | 101,004 | - | 403,996 | - | - | - |
| 960249 TBURG - TOWN PROJ OVERSIZING | - | 44,000 | 44,000 | - | 44,000 | - | 4,400 | - | 39,600 | - | - | - |
| 960251 TBURG - VICTORIA WOOD WM | - | 797,000 | 797,000 | - | 797,000 | - | - | - | 797,000 | - | - | - |
| 960252 TBURG - VIENNA RD WM | - | 400,000 | 400,000 | - | 400,000 | - | - | - | 400,000 | - | - | - |
| TOTAL TILLSONBURG - W | 643,000 | 5,386,200 | 6,029,200 | (4,135) | 6,025,065 | - | 1,818,931 | - | 2,910,384 | 1,295,750 | - | - |
| INGERSOLL - W | | | | | | | | | | | | |
| 260300 WATER INGERSOLL | - | 217,000 | 217,000 | - | 217,000 | - | 217,000 | - | - | - | - | - |
| 911272 WATER INGERSOLL FACILITIES - T | - | 305,000 | 305,000 | - | 305,000 | - | 305,000 | - | - | - | - | - |
| 960303 ING - SOUTH THAMES WATERMAIN | 23,000 | 667,000 | 690,000 | - | 690,000 | - | 268,383 | - | 421,617 | - | - | - |
| 960310 ING - WELL 11 UPGRADE | - | 800,000 | 800,000 | - | 800,000 | - | 691,381 | - | 108,619 | - | - | - |
| 960325 ING - TOWN PROJECTS | - | 1,002,000 | 1,002,000 | - | 1,002,000 | - | 1,002,000 | - | - | - | - | - |
| 960335 ING - CAST IRON PIPE REPLACE | - | 1,750,000 | 1,750,000 | - | 1,750,000 | - | 300,000 | - | - | - | 1,450,000 | - |
| 960338 ING - WALLACE LN IND PARK | 190,000 | - | 190,000 | - | 190,000 | - | 61,015 | - | 128,985 | - | - | - |
| TOTAL INGERSOLL - W | 213,000 | 4,741,000 | 4,954,000 | - | 4,954,000 | - | 2,844,779 | - | 659,221 | - | 1,450,000 | - |
| TOWNSHIPS - W | | | | | | | | | | | | |
| 260400 WATER TOWNSHIPS | - | 677,000 | 677,000 | - | 677,000 | - | 677,000 | - | - | - | - | - |
| 911264 WATER TOWNSHIP FACILITIES - T | - | 60,200 | 60,200 | - | 60,200 | - | 60,200 | - | - | - | - | - |
| 960400 TOWNSHIP DISTRIB REPLACEMENT | - | 194,000 | 194,000 | - | 194,000 | - | 194,000 | - | - | - | - | - |
| 960417 TWN - GRDWATER MONITOR WELL | - | 50,000 | 50,000 | - | 50,000 | - | 50,000 | - | - | - | - | - |
| 960420 DRUMBO - NEW WELL SUPPLY | - | 300,000 | 300,000 | - | 300,000 | - | 266,045 | - | 33,955 | - | - | - |
| 960421 DRUMBO - WELL 1 & 2A | - | 150,000 | 150,000 | - | 150,000 | - | 133,000 | - | 17,000 | - | - | - |
| 960422 TWSP - WATER QUALITY IMP | - | 100,000 | 100,000 | - | 100,000 | - | 100,000 | - | - | - | - | - |
| 960424 THAMES - WM TRUNK EXTENSION | - | 40,000 | 40,000 | - | 40,000 | - | - | - | 40,000 | - | - | - |
| 960430 TREATABILITY STUDY | - | 200,000 | 200,000 | - | 200,000 | - | 200,000 | - | - | - | - | - |
| 960437 TAV - WELL 4 | - | 1,298,000 | 1,298,000 | - | 1,298,000 | - | 713,605 | - | 584,395 | - | - | - |
| 960441 NOR-TOWER PAINT/REPAIR | - | 10,000 | 10,000 | - | 10,000 | - | 10,000 | - | - | - | - | - |
| 960461 PLATT - TOWER PAINT/REPAIR | - | 400,000 | 400,000 | - | 400,000 | - | 400,000 | - | - | - | - | - |
| TOTAL TOWNSHIPS - W | - | 3,479,200 | 3,479,200 | - | 3,479,200 | - | 2,803,850 | - | 675,350 | - | - | - |
| TOTAL WATER SYSTEMS | 5,154,000 | 24,578,400 | 29,732,400 | (2,379,902) | 27,352,498 | - | 17,172,521 | - | 7,434,227 | 1,295,750 | 1,450,000 | - |
| TOTAL WATER & WASTEWATER | 12,191,978 | 64,004,900 | 76,196,878 | (11,865,930) | 64,330,948 | - | 41,260,937 | - | 17,806,247 | 1,295,750 | 3,918,014 | 50,000 |
| TOTAL County of Oxford - Capital | 14,967,455 | 122,322,450 | 137,289,905 | (12,043,392) | 125,246,513 | 1,381,187 | 41,494,305 | 37,324,411 | 23,336,770 | 15,884,367 | 5,204,673 | 620,800 |

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.

| | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 | TOTAL |
|---|-----------|-----------|-----------|-----------|-----------|-----------|---------|---------|---------|-----------|------------|
| CAPITAL COSTS | | | | | | | | | | | |
| CAPITAL COSTS | | | | | | | | | | | |
| CAO | | | | | | | | | | | |
| GENERAL | | | | | | | | | | | |
| 113000 STRATEGIC COMM. & ENGAGEMENT | 2,000 | 2,400 | - | - | - | - | - | - | - | - | 4,400 |
| TOTAL GENERAL | 2,000 | 2,400 | - | - | - | - | - | - | - | - | 4,400 |
| TOTAL CAO | 2,000 | 2,400 | - | - | - | - | - | - | - | - | 4,400 |
| TOTAL CAO | 2,000 | 2,400 | - | - | - | - | - | - | - | - | 4,400 |
| CORPORATE SERVICES | | | | | | | | | | | |
| CORPORATE SERVICES | | | | | | | | | | | |
| GENERAL | | | | | | | | | | | |
| 120000 FINANCE | 2,000 | - | - | - | - | - | - | - | - | - | 2,000 |
| 120100 CAPITAL PLANNING | 2,000 | - | - | - | - | - | - | - | - | - | 2,000 |
| 123000 INFORMATION TECHNOLOGY | 337,100 | 206,350 | 402,450 | 295,250 | 466,100 | 206,350 | 418,450 | 244,250 | 252,100 | 206,350 | 3,034,750 |
| 124000 INFORMATION SERVICES | 2,000 | - | - | - | - | - | - | - | - | - | 2,000 |
| 900050 ASSET MGMT SYSTEMS ENHANCEMENT | 501,477 | - | - | - | - | - | - | - | - | - | 501,477 |
| TOTAL GENERAL | 844,577 | 206,350 | 402,450 | 295,250 | 466,100 | 206,350 | 418,450 | 244,250 | 252,100 | 206,350 | 3,542,227 |
| TOTAL CORPORATE SERVICES | 844,577 | 206,350 | 402,450 | 295,250 | 466,100 | 206,350 | 418,450 | 244,250 | 252,100 | 206,350 | 3,542,227 |
| TOTAL CORPORATE SERVICES | 844,577 | 206,350 | 402,450 | 295,250 | 466,100 | 206,350 | 418,450 | 244,250 | 252,100 | 206,350 | 3,542,227 |
| PUBLIC WORKS | | | | | | | | | | | |
| ENGINEERING AND CONSTRUCTION | | | | | | | | | | | |
| GENERAL | | | | | | | | | | | |
| 290000 CAPITAL ADMIN | 56,200 | 76,200 | 4,000 | 2,000 | 26,000 | 7,000 | 7,000 | - | - | - | 178,400 |
| 900031 INFRASTRUCTURE DESIGN GUIDELNS | 5,000 | - | - | - | - | - | - | - | - | - | 5,000 |
| TOTAL GENERAL | 61,200 | 76,200 | 4,000 | 2,000 | 26,000 | 7,000 | 7,000 | - | - | - | 183,400 |
| TOTAL ENGINEERING AND CONSTRUCTION | 61,200 | 76,200 | 4,000 | 2,000 | 26,000 | 7,000 | 7,000 | - | - | - | 183,400 |
| FACILITIES | | | | | | | | | | | |
| GREEN INITIATIVES | | | | | | | | | | | |
| 911006 GREEN INITIATIVES FACILITIES | 1,408,200 | 2,088,300 | 679,100 | 371,800 | - | - | - | - | - | - | 4,547,400 |
| 911012 EV CHARGERS | 80,000 | 500,000 | - | - | - | 500,000 | - | - | - | - | 1,080,000 |
| 911900 FACILITIES RENEWABLE ENERGY | 1,387,538 | 397,395 | 5,372,562 | 1,880,000 | 1,660,000 | 700,000 | 150,000 | 905,000 | - | 1,100,000 | 13,552,495 |
| TOTAL GREEN INITIATIVES | 2,875,738 | 2,985,695 | 6,051,662 | 2,251,800 | 1,660,000 | 1,200,000 | 150,000 | 905,000 | - | 1,100,000 | 19,179,895 |
| ADMINISTRATION BUILDINGS | | | | | | | | | | | |
| 210000 FACILITIES ADMIN | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 100,000 |
| 210010 ADMIN BUILDING (21 REEVE) | 66,000 | 263,700 | 229,700 | 811,900 | 81,800 | 39,000 | 39,000 | 39,000 | 239,000 | 39,000 | 1,848,100 |
| 210030 ARCHIVES (82 LIGHT) | 16,500 | - | - | - | - | - | - | - | - | - | 16,500 |
| 210040 POA (419 HUNTER) | 12,000 | 39,100 | - | - | - | - | - | - | - | - | 51,100 |
| 210070 93 GRAHAM | 59,400 | 110,000 | - | - | - | - | - | - | - | 150,000 | 319,400 |
| 210110 COIN TOWERS | 3,500 | 23,100 | 14,300 | - | - | - | 5,500 | - | - | - | 46,400 |
| 215000 410 BULLER | 58,000 | 99,000 | 55,000 | 143,000 | - | 71,500 | 82,500 | - | 5,000 | - | 514,000 |
| 911000 FACILITIES CONDITION ASSESSMT | 400,000 | 400,000 | - | 30,000 | 12,000 | 250,000 | - | - | - | - | 1,092,000 |

| | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 | TOTAL |
|---------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|----------------|------------------|----------------|------------------|-------------------|
| 911002 COURTHOUSE RENOVATIONS | - | 150,000 | 250,000 | 270,000 | 100,000 | 250,000 | 250,000 | 250,000 | 100,000 | 100,000 | 1,720,000 |
| 911020 ADMIN BLDG SPACE OPTIMIZATION | 700,000 | - | - | - | - | - | - | - | - | - | 700,000 |
| 911080 75 GRAHAM | - | - | 170,000 | 40,000 | - | 100,000 | - | - | - | - | 310,000 |
| 915000 BOH - Facility | - | 176,000 | - | - | - | - | - | - | - | - | 176,000 |
| TOTAL ADMINISTRATION BUILDINGS | 1,325,400 | 1,270,900 | 729,000 | 1,304,900 | 203,800 | 720,500 | 387,000 | 299,000 | 354,000 | 299,000 | 6,893,500 |
| TOTAL FACILITIES | 4,201,138 | 4,256,595 | 6,780,662 | 3,556,700 | 1,863,800 | 1,920,500 | 537,000 | 1,204,000 | 354,000 | 1,399,000 | 26,073,395 |
| FLEET | | | | | | | | | | | |
| FLEET | | | | | | | | | | | |
| 220101 F - PICKUP | - | - | - | - | - | - | 89,000 | - | - | - | 89,000 |
| 220104 F - VAN | - | 80,400 | - | - | - | - | - | 80,400 | - | - | 160,800 |
| 220110 F - VAN | - | - | - | - | - | - | 80,400 | - | - | - | 80,400 |
| 220112 F - CAR | - | - | - | - | - | - | - | 56,000 | - | - | 56,000 |
| 220113 F - PICKUP | - | - | - | - | - | - | 89,000 | - | - | - | 89,000 |
| 220114 F - PICKUP | - | - | - | 77,500 | - | - | - | - | 77,500 | - | 155,000 |
| 220116 F - PICKUP | - | - | - | - | - | - | 89,000 | - | - | - | 89,000 |
| 220117 F - PICKUP | 89,000 | - | - | - | - | - | - | 89,000 | - | - | 178,000 |
| 220325 R - S - SIGN TRUCK | - | - | - | - | 92,000 | - | - | - | - | - | 92,000 |
| 220326 R - H - PICKUP | - | - | - | 76,000 | - | - | - | - | 76,000 | - | 152,000 |
| 220327 R - H - UTILITY | - | - | - | - | 119,000 | - | - | - | - | 79,000 | 198,000 |
| 220328 R - W - UTILITY | - | - | - | - | 119,000 | - | - | - | - | 79,000 | 198,000 |
| 220329 R - TRAILER | - | - | - | - | - | - | - | 7,500 | - | - | 7,500 |
| 220330 R - TRAILER | - | - | - | - | - | - | - | 7,500 | - | - | 7,500 |
| 220331 R - W - PAINT TRAILER | - | - | - | 20,000 | - | - | - | - | - | - | 20,000 |
| 220333 R - TRAILER | - | - | - | - | - | - | - | 7,500 | - | - | 7,500 |
| 220334 R - S - LINE PAINTER | - | - | - | - | 840,000 | - | - | - | - | - | 840,000 |
| 220335 R - H - TRUCK | - | - | - | 80,000 | - | - | - | - | 96,000 | - | 176,000 |
| 220336 R - H - TRAILER | - | - | 60,000 | - | - | - | - | - | - | - | 60,000 |
| 220338 R - W - PICKUP | - | - | - | 76,000 | - | - | - | - | 76,000 | - | 152,000 |
| 220339 R - S - PICKUP | - | - | - | - | - | 89,000 | - | - | - | - | 89,000 |
| 220340 R - TRAILER | - | - | - | - | - | - | - | 7,500 | - | - | 7,500 |
| 220344 R - S - TRUCK | - | - | - | 80,000 | - | - | - | - | 96,000 | - | 176,000 |
| 220346 R - D - TRUCK | - | - | - | 80,000 | - | - | - | - | 96,000 | - | 176,000 |
| 220350 R - D - PICKUP | - | - | - | - | 76,000 | - | - | - | - | 76,000 | 152,000 |
| 220351 R - W - TRUCK | - | - | - | - | 80,000 | - | - | - | - | 96,000 | 176,000 |
| 220352 R - S - PICKUP | - | - | - | - | 119,000 | - | - | - | - | 79,000 | 198,000 |
| 220353 R - W - PICKUP | 79,000 | - | - | - | - | 119,000 | - | - | - | - | 198,000 |
| 220360 R - H - TANDEM | - | - | - | - | - | - | - | - | 495,000 | - | 495,000 |
| 220361 R - W - TANDEM | 456,900 | - | - | - | - | - | - | - | - | 495,000 | 951,900 |
| 220362 R - W - TANDEM | - | - | - | - | 495,000 | - | - | - | - | - | 495,000 |
| 220364 R - H - TANDEM | - | 495,000 | - | - | - | - | - | - | - | - | 495,000 |
| 220365 R - D - TANDEM | - | 495,000 | - | - | - | - | - | - | - | - | 495,000 |
| 220366 R - S - TANDEM | 456,900 | - | - | - | - | - | - | - | - | 495,000 | 951,900 |

| | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 | TOTAL |
|-------------------------------------|---------|---------|---------|---------|---------|---------|--------|---------|---------|---------|---------|
| 220367 R - W - TANDEM | - | - | - | - | 580,000 | - | - | - | - | - | 580,000 |
| 220368 R - W - SINGLE | - | - | 495,000 | - | - | - | - | - | - | - | 495,000 |
| 220370 R - W - SINGLE | - | - | - | 495,000 | - | - | - | - | - | - | 495,000 |
| 220371 R - W - SINGLE DUMP | - | - | 500,000 | - | - | - | - | - | - | - | 500,000 |
| 220373 R - S - TANDEM | - | - | - | - | - | - | - | - | 500,000 | - | 500,000 |
| 220374 R - H - TANDEM | - | - | - | - | - | - | - | - | 495,000 | - | 495,000 |
| 220375 R - H - TANDEM | - | - | 500,000 | - | - | - | - | - | - | - | 500,000 |
| 220382 R - D - TANDEM | - | - | - | - | - | - | - | - | 495,000 | - | 495,000 |
| 220386 R - S - TANDEM | - | - | - | - | - | - | - | - | - | 495,000 | 495,000 |
| 220387 R - H - TANDEM | - | - | - | - | - | - | - | 500,000 | - | - | 500,000 |
| 220391 R - W - TANDEM | - | - | - | - | - | - | - | 495,000 | - | - | 495,000 |
| 220393 R - W - TANDEM | - | - | - | - | 495,000 | - | - | - | - | - | 495,000 |
| 220394 R - W - TANDEM | - | - | - | - | - | 495,000 | - | - | - | - | 495,000 |
| 220402 R - W - BRUSHCHIPPER | - | - | - | - | - | - | 91,600 | - | - | - | 91,600 |
| 220403 R - H - KUBOTA | - | - | 15,000 | - | - | - | - | 15,000 | - | - | 30,000 |
| 220404 R - H - ASPHALT ROLLER | - | - | - | - | 83,200 | - | - | - | - | - | 83,200 |
| 220407 R - H - BRUSHCHIPPER | - | - | - | - | - | - | 91,600 | - | - | - | 91,600 |
| 220408 R - H - ASPHALT PAVER | - | - | - | - | 300,000 | - | - | - | - | - | 300,000 |
| 220411 R - S - GRADER | 700,000 | - | - | - | - | - | - | - | - | - | 700,000 |
| 220413 R-D-SWEEPER | - | - | - | - | - | - | - | - | - | 500,000 | 500,000 |
| 220415 R - S - FORK LIFT | 61,300 | - | - | - | - | - | - | - | - | - | 61,300 |
| 220417 R - D - SWEEPER | - | - | - | 400,000 | - | - | - | - | - | - | 400,000 |
| 220420 R - D - TRACTOR | - | 225,000 | - | - | - | - | - | - | - | - | 225,000 |
| 220427 R - W - TRACTOR | - | 225,000 | - | - | - | - | - | - | - | - | 225,000 |
| 220461 R - D - ANTI-ICE | - | - | - | - | - | 30,000 | - | - | - | - | 30,000 |
| 220462 R - H - ANTI-ICE | - | - | - | - | - | - | 30,000 | - | - | - | 30,000 |
| 220463 R - S - ANTI-ICE | - | - | - | - | - | - | 30,000 | - | - | - | 30,000 |
| 220501 WW - MOWER TRACTOR | - | - | 15,000 | - | - | - | - | - | - | - | 15,000 |
| 220505 WW - LOADER | - | - | - | - | 163,000 | - | - | - | - | - | 163,000 |
| 220506 WW - Forklift | - | - | - | - | - | 61,300 | - | - | - | - | 61,300 |
| 220522 WW - PICKUP | - | - | - | 76,000 | - | - | - | - | 76,000 | - | 152,000 |
| 220523 WW - PICKUP | - | - | - | 76,000 | - | - | - | - | 76,000 | - | 152,000 |
| 220524 WW - PICKUP | 89,000 | - | - | - | - | - | - | 89,000 | - | - | 178,000 |
| 220525 WW - PICKUP | - | 76,000 | - | - | - | - | - | - | 76,000 | - | 152,000 |
| 220529 WW - PICKUP | - | 76,000 | - | - | - | - | - | - | 76,000 | - | 152,000 |
| 220532 WW - 4X4 PICKUP | - | - | 77,500 | - | - | - | - | 77,500 | - | - | 155,000 |
| 220533 WW - PICKUP | - | - | - | 76,000 | - | - | - | - | 76,000 | - | 152,000 |
| 220534 WW - PICKUP | - | - | - | 76,000 | - | - | - | - | 76,000 | - | 152,000 |
| 220542 WW - ROLLOFF BIN TRUCK | - | - | - | - | - | 400,000 | - | - | - | - | 400,000 |
| 220556 WW - VAC TRUCK | - | 375,000 | - | - | - | - | - | - | - | - | 375,000 |
| 220557 WW - FLUSHING/CLEANING TRUCK | - | - | - | - | - | - | - | - | - | 700,000 | 700,000 |
| 220560 WW - TRAILER | - | - | - | - | - | - | - | - | - | 7,000 | 7,000 |

| | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 | TOTAL |
|-----------------------------|--------|--------|---------|---------|---------|--------|---------|---------|--------|--------|---------|
| 220562 WW - TRAILER | - | - | - | - | - | - | - | 12,000 | - | - | 12,000 |
| 220563 WW FORKLIFT | - | - | - | - | 61,300 | - | - | - | - | - | 61,300 |
| 220570 WW - VAN | - | - | - | - | - | 80,400 | - | - | - | - | 80,400 |
| 220573 WW - VAN | - | - | - | 80,400 | - | - | - | - | - | 80,400 | 160,800 |
| 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 |
| 220626 W - BACKHOE | - | - | - | - | - | - | 225,000 | - | - | - | 225,000 |
| 220632 W - 4X4 PICKUP | - | - | - | 77,500 | - | - | - | - | 77,500 | - | 155,000 |
| 220633 W - PICKUP | - | 76,000 | - | - | - | - | 76,000 | - | - | - | 152,000 |
| 220634 W - PICKUP | - | - | 76,000 | - | - | - | - | - | 76,000 | - | 152,000 |
| 220636 W - PICKUP | - | - | - | 77,500 | - | - | - | - | 77,500 | - | 155,000 |
| 220637 W - PICKUP | - | - | - | - | 120,000 | - | - | - | - | 79,000 | 199,000 |
| 220638 W - PICKUP | - | - | - | 120,000 | - | - | - | - | 79,000 | - | 199,000 |
| 220642 W - PICKUP | - | - | - | - | - | - | - | 91,600 | - | - | 91,600 |
| 220646 W - PICKUP | - | 76,000 | - | - | - | - | 76,000 | - | - | - | 152,000 |
| 220648 W - PICKUP | - | - | 77,500 | - | - | - | - | - | 77,500 | - | 155,000 |
| 220649 W-PICKUP | - | - | 42,200 | - | - | - | - | 42,200 | - | - | 84,400 |
| 220652 W - 4X4 PICKUP | - | 77,500 | - | - | - | - | 77,500 | - | - | - | 155,000 |
| 220653 W-PICKUP | - | - | - | 42,200 | - | - | - | - | 42,200 | - | 84,400 |
| 220654 W - PICKUP | - | - | - | 42,200 | - | - | - | - | 42,200 | - | 84,400 |
| 220655 W - PICKUP | - | - | - | - | - | 89,000 | - | - | - | - | 89,000 |
| 220656 W - PICKUP | - | - | - | - | - | 89,000 | - | - | - | - | 89,000 |
| 220659 W - PICKUP | 77,500 | - | - | - | - | 77,500 | - | - | - | - | 155,000 |
| 220660 W - PICKUP | - | - | - | - | 77,500 | - | - | - | - | 77,500 | 155,000 |
| 220661 W - PICKUP | 77,500 | - | - | - | - | 77,500 | - | - | - | - | 155,000 |
| 220662 W - PICKUP | - | - | - | - | - | - | 89,000 | - | - | - | 89,000 |
| 220663 W - PICKUP | 89,000 | - | - | - | - | 89,000 | - | - | - | - | 178,000 |
| 220664 W CARGO VAN | 80,400 | - | - | - | - | - | 80,400 | - | - | - | 160,800 |
| 220665 W - PICKUP | - | - | - | - | - | 52,000 | - | - | - | - | 52,000 |
| 220667 W - PICKUP | - | - | - | 76,000 | - | - | - | - | 76,000 | - | 152,000 |
| 220668 W - PICKUP | - | - | - | 76,000 | - | - | - | - | 76,000 | - | 152,000 |
| 220678 W - PICKUP | - | - | - | - | - | - | - | 387,000 | - | - | 387,000 |
| 220680 W - VAN | - | - | - | - | - | 80,400 | - | - | - | - | 80,400 |
| 220681 W - VAN | - | - | 80,400 | - | - | - | - | - | 80,400 | - | 160,800 |
| 220682 W - VAN | - | - | - | - | - | 80,400 | - | - | - | - | 80,400 |
| 220684 W - SINGLE | - | - | 300,000 | - | - | - | - | - | - | - | 300,000 |
| 220691 W - FLAT BED TRAILER | - | - | - | - | - | - | 10,500 | - | - | - | 10,500 |
| 220692 GENSET TRAILER | - | - | - | - | - | - | - | - | - | 60,000 | 60,000 |
| 220693 GENSET TRAILER | - | - | - | - | - | - | - | 60,000 | - | - | 60,000 |
| 220694 GENSET TRAILER | - | - | - | - | - | - | - | - | - | 60,000 | 60,000 |
| 220701 L - UTV | - | 25,500 | - | - | - | - | 25,500 | - | - | - | 51,000 |

| | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 | TOTAL |
|-----------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|-------------------|
| 220702 L - UTV | - | 15,000 | - | - | - | - | 15,000 | - | - | - | 30,000 |
| 220703 ZTRAK MOWER | - | - | - | 15,000 | - | - | - | - | - | - | 15,000 |
| 220705 L - Vac | - | - | - | - | - | - | - | 6,050 | - | - | 6,050 |
| 220722 L - COMPACTOR | - | - | - | - | - | - | - | - | - | 1,750,000 | 1,750,000 |
| 220723 L - COMPACTOR 826h | - | - | - | - | - | 1,750,000 | - | - | - | - | 1,750,000 |
| 220731 L - PULL SCRAPER | - | - | - | - | - | - | - | 290,000 | - | - | 290,000 |
| 220732 L - UTILITY TRACTOR | - | - | - | - | - | 155,000 | - | - | - | - | 155,000 |
| 220733 L - LOADER | 43,000 | - | - | - | - | - | 350,000 | - | - | - | 393,000 |
| 220741 L - TRACTOR | - | - | - | - | 650,000 | - | - | - | - | - | 650,000 |
| 220742 L - TRACTOR DOZER | - | - | - | - | - | - | - | - | 1,297,500 | - | 1,297,500 |
| 220744 L - TRUCK | - | - | - | - | - | - | - | - | - | 243,600 | 243,600 |
| 220746 L - TRACTOR | - | - | - | - | - | - | 86,500 | - | - | - | 86,500 |
| 220750 L - TRUCK | - | - | - | - | - | - | 89,000 | - | - | - | 89,000 |
| 220752 L - PICKUP | - | - | - | 42,200 | - | - | - | - | 42,200 | - | 84,400 |
| 220753 TREE - PICKUP | - | - | 76,000 | - | - | - | - | 76,000 | - | - | 152,000 |
| 220801 ADMIN - CAR | - | - | 56,000 | - | - | - | - | - | - | 56,000 | 112,000 |
| 220802 ADMIN - CAR | - | - | - | - | - | 56,000 | - | - | - | - | 56,000 |
| 220805 Admin - Pickup | 42,200 | - | - | - | - | 42,200 | - | - | - | - | 84,400 |
| 220905 LIBRARY VAN | - | - | - | - | - | 80,400 | - | - | - | - | 80,400 |
| 220912 C - PICKUP | - | - | - | 42,200 | - | - | - | - | 42,200 | - | 84,400 |
| 220913 C - PICKUP | - | - | - | - | 42,200 | - | - | - | - | 42,200 | 84,400 |
| 220914 C - VAN | - | - | - | - | - | 42,200 | - | - | - | - | 42,200 |
| 220915 C - PICKUP | - | - | - | - | 42,200 | - | - | - | - | 42,200 | 84,400 |
| 220916 C - PICKUP | - | - | - | - | - | 42,200 | - | - | - | - | 42,200 |
| 220917 C - PICKUP | - | - | - | - | 52,000 | - | - | - | - | - | 52,000 |
| 220919 C - VAN | - | - | - | - | 42,200 | - | - | - | - | - | 42,200 |
| 220921 C - VAN | - | - | 42,200 | - | - | - | - | 42,200 | - | - | 84,400 |
| TOTAL FLEET | 2,341,700 | 2,408,300 | 2,493,200 | 2,379,700 | 4,648,600 | 4,077,500 | 1,791,000 | 2,519,350 | 5,125,100 | 5,591,900 | 33,376,350 |
| TOTAL FLEET | 2,341,700 | 2,408,300 | 2,493,200 | 2,379,700 | 4,648,600 | 4,077,500 | 1,791,000 | 2,519,350 | 5,125,100 | 5,591,900 | 33,376,350 |
| TRANSPORTATION SERVICES | | | | | | | | | | | |
| GENERAL | | | | | | | | | | | |
| 230000 ROADS ADMIN | 17,500 | - | - | - | - | - | - | - | - | - | 17,500 |
| TOTAL GENERAL | 17,500 | - | - | - | - | - | - | - | - | - | 17,500 |
| FACILITIES | | | | | | | | | | | |
| 213000 DRUMBO YARD FAC | 22,500 | 51,000 | 220,000 | - | 71,500 | 5,500 | - | - | - | 37,500 | 408,000 |
| 213010 HIGHLAND YARD FAC | 6,500 | 63,900 | 4,000 | - | 16,500 | 55,000 | - | 9,400 | 10,000 | 20,000 | 185,300 |
| 213020 SPRINGFORD YARD FAC | 26,000 | 60,500 | - | - | - | - | - | - | 6,500 | 20,000 | 113,000 |
| 213030 WOODSTOCK YARD FAC | - | 28,200 | 5,500 | - | - | - | - | - | - | - | 33,700 |
| 911300 ROADS FACILITIES GENERAL | 15,000 | - | - | - | 11,000 | - | - | - | - | 16,000 | 42,000 |
| 911301 DRUMBO YARD FACILITIES | - | 159,500 | - | - | - | - | - | - | - | - | 159,500 |
| 911302 HIGHLAND YARD FACILITIES | - | 159,500 | - | - | - | - | - | - | - | - | 159,500 |
| 911303 SPRINGFORD YARD FACILITIES | 250,000 | - | - | - | - | - | - | - | - | - | 250,000 |

| | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 | TOTAL |
|-----------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|------------------|------------------|--------------------|
| 911304 WOODSTOCK YARD FACILITIES | 200,000 | - | - | - | - | - | - | - | - | - | 200,000 |
| TOTAL FACILITIES | 520,000 | 522,600 | 229,500 | - | 99,000 | 60,500 | - | 9,400 | 16,500 | 93,500 | 1,551,000 |
| ROAD NETWORK | | | | | | | | | | | |
| 930001 ROADS NEEDS STUDY | 150,000 | - | - | - | - | 150,000 | - | - | - | - | 300,000 |
| 930002 CR 2 | 140,000 | 3,000,000 | - | - | - | - | - | - | - | - | 3,140,000 |
| 930003 CR 3 | 1,800,000 | - | - | - | - | - | - | - | - | - | 1,800,000 |
| 930004 CR 4 | 330,000 | 1,300,000 | 750,000 | 750,000 | 5,000,000 | 5,000,000 | - | - | - | - | 13,130,000 |
| 930008 CR 8 | - | 100,000 | 100,000 | 1,150,000 | - | - | - | - | - | - | 1,350,000 |
| 930009 CR 9 | 3,700,000 | - | - | - | - | - | - | 300,000 | - | - | 4,000,000 |
| 930012 CR 12 | - | - | - | 100,000 | - | - | 1,500,000 | 75,000 | - | 1,200,000 | 2,875,000 |
| 930014 CR 14 | - | - | - | - | - | 300,000 | - | - | - | - | 300,000 |
| 930018 CR 18 | - | 297,601 | 752,399 | 500,000 | 4,500,000 | - | - | - | - | - | 6,050,000 |
| 930019 CR 19 | 650,000 | 150,000 | - | 5,288,340 | 6,202,422 | 5,132,505 | 4,409,303 | 4,167,430 | - | - | 26,000,000 |
| 930020 CR 20 | - | 300,000 | - | 250,000 | 300,000 | - | 2,700,000 | - | - | - | 3,550,000 |
| 930022 CR 22 | - | - | - | - | - | - | - | - | 300,000 | - | 300,000 |
| 930028 CR 28 | - | - | - | - | - | 300,000 | - | - | - | - | 300,000 |
| 930035 CR 35 | 2,500,000 | 2,500,000 | 9,600,000 | 1,800,000 | - | - | - | - | - | - | 16,400,000 |
| 930053 CR 53 | - | - | - | - | - | - | 300,000 | - | - | - | 300,000 |
| 930059 CR 59 | 1,215,000 | 1,871,227 | 828,773 | 3,875,000 | 1,920,000 | - | - | - | 300,000 | - | 10,010,000 |
| 930070 GUIDE RAILS | 585,000 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | 3,285,000 |
| 930076 PEDESTRIAN CROSSINGS | 325,000 | 400,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 2,725,000 |
| 930077 INTERSECTION UPGRADES | 355,000 | 840,000 | 625,000 | - | - | 3,543,000 | 3,771,790 | 7,906,485 | 1,038,725 | - | 18,080,000 |
| 930078 INTERSECTION ILLUMINATION | 200,000 | 80,000 | 110,000 | 25,000 | 75,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 615,000 |
| 930079 CYCLING INFRASTRUCTURE | 675,000 | 750,000 | 1,400,000 | 450,000 | 750,000 | 500,000 | 1,700,000 | 1,500,000 | 850,000 | 450,000 | 9,025,000 |
| 930080 RETAINING WALLS | 1,025,000 | 150,000 | 250,000 | 330,000 | 230,000 | 230,000 | 230,000 | 230,000 | 230,000 | 230,000 | 3,135,000 |
| 930099 REHAB & RESURFACING | 7,025,000 | 7,525,000 | 7,250,000 | 6,400,000 | 5,500,000 | 4,000,000 | 7,000,000 | 5,500,000 | 3,500,000 | 4,500,000 | 58,200,000 |
| 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 | 23,384 | 4,237,933 | 3,366,780 | - | - | - | - | 71,904 | - | 7,800,001 |
| 930150 URBANIZATION | 15,000 | 4,950,000 | - | - | - | - | - | - | - | - | 4,965,000 |
| 930300 TRAFFIC SIGNALS | 2,120,000 | 1,950,000 | 1,150,000 | 500,000 | 500,000 | 1,140,000 | 290,000 | 500,000 | 390,000 | 140,000 | 8,680,000 |
| 930301 TRAFFIC - TRAFFIC CALMING | 450,000 | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 | 1,800,000 |
| TOTAL ROAD NETWORK | 23,660,000 | 26,937,212 | 28,054,105 | 25,785,120 | 25,977,422 | 21,320,505 | 22,926,093 | 21,203,915 | 7,705,629 | 7,545,000 | 211,115,001 |
| STORM NETWORK | | | | | | | | | | | |
| 930115 DRAIN IMPROV | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 2,000,000 |
| 930116 PRINCETON DRAIN | 700,000 | - | - | - | - | - | - | - | - | - | 700,000 |
| 930198 URBAN STORM SEWER | 2,695,000 | 500,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 11,195,000 |
| 930199 RURAL STORM SEWER | 3,910,000 | 3,350,000 | 1,450,000 | 2,150,000 | 2,650,000 | 2,150,000 | 2,450,000 | 1,450,000 | 1,450,000 | 1,450,000 | 22,460,000 |
| TOTAL STORM NETWORK | 7,505,000 | 4,050,000 | 2,650,000 | 3,350,000 | 3,850,000 | 3,350,000 | 3,650,000 | 2,650,000 | 2,650,000 | 2,650,000 | 36,355,000 |
| BRIDGES AND CULVERTS | | | | | | | | | | | |
| 930200 BRIDGE REHAB | 9,204,000 | 8,925,000 | 7,480,000 | 6,450,000 | 6,385,000 | 5,510,000 | 5,170,000 | 7,600,000 | 3,590,000 | 4,350,000 | 64,664,000 |
| 930201 BRIDGE NEEDS STUDY | - | 150,000 | - | 150,000 | - | 150,000 | - | 170,000 | - | 170,000 | 790,000 |
| TOTAL BRIDGES AND CULVERTS | 9,204,000 | 9,075,000 | 7,480,000 | 6,600,000 | 6,385,000 | 5,660,000 | 5,170,000 | 7,770,000 | 3,590,000 | 4,520,000 | 65,454,000 |

| | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 | TOTAL |
|---------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|--------------------|
| TOTAL TRANSPORTATION SERVICES | 40,906,500 | 40,584,812 | 38,413,605 | 35,735,120 | 36,311,422 | 30,391,005 | 31,746,093 | 31,633,315 | 13,962,129 | 14,808,500 | 314,492,501 |
| WASTE MANAGEMENT | | | | | | | | | | | |
| GENERAL | | | | | | | | | | | |
| 280000 WASTE MGMT | 1,123,000 | 40,000 | - | - | - | 20,000 | - | 16,000 | 80,000 | - | 1,279,000 |
| 900032 LANDFILL GAS COLLECTION SYSTEM | 1,098,000 | 797,000 | 837,000 | - | - | - | - | - | - | - | 2,732,000 |
| 900033 LANDFILL COVER | 150,000 | 155,000 | 159,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 1,164,000 |
| 918700 LANDFILL SOUTH OPERATING ARE | 55,000 | - | 7,210,000 | - | - | 150,000 | - | 5,900,000 | - | - | 13,315,000 |
| TOTAL GENERAL | 2,426,000 | 992,000 | 8,206,000 | 100,000 | 100,000 | 270,000 | 100,000 | 6,016,000 | 180,000 | 100,000 | 18,490,000 |
| FACILITIES | | | | | | | | | | | |
| 218700 SALFORD LF BLDGS | 32,000 | - | - | 16,500 | 74,800 | 17,100 | - | - | 98,000 | 7,000 | 245,400 |
| 911800 SALFORD LANDFILL FACILITIES | 610,000 | - | 500,000 | - | - | - | - | - | - | - | 1,110,000 |
| 911801 SALFORD ORGANICS FACILITIES | - | - | - | - | - | - | - | - | 983,300 | 4,866,700 | 5,850,000 |
| TOTAL FACILITIES | 642,000 | - | 500,000 | 16,500 | 74,800 | 17,100 | - | - | 1,081,300 | 4,873,700 | 7,205,400 |
| TOTAL WASTE MANAGEMENT | 3,068,000 | 992,000 | 8,706,000 | 116,500 | 174,800 | 287,100 | 100,000 | 6,016,000 | 1,261,300 | 4,973,700 | 25,695,400 |
| TOTAL PUBLIC WORKS | 50,578,538 | 48,317,907 | 56,397,467 | 41,790,020 | 43,024,622 | 36,683,105 | 34,181,093 | 41,372,665 | 20,702,529 | 26,773,100 | 399,821,046 |
| WOODINGFORD LODGE | | | | | | | | | | | |
| WOODINGFORD LODGE | | | | | | | | | | | |
| GENERAL | | | | | | | | | | | |
| 391000 WFL - WOODSTOCK | 1,145,610 | 711,220 | 785,170 | 612,650 | 598,075 | 473,200 | 550,690 | 705,194 | 574,964 | 371,650 | 6,528,423 |
| 392000 WFL - INGERSOLL | 104,500 | 1,017,100 | 333,680 | 70,050 | 90,690 | 173,600 | 65,120 | 111,645 | 52,100 | 466,350 | 2,484,835 |
| 393000 WFL - TILLSONBURG | 1,053,300 | 177,200 | 234,380 | 60,750 | 95,970 | 225,082 | 58,860 | 121,340 | 108,100 | 11,000 | 2,145,982 |
| TOTAL GENERAL | 2,303,410 | 1,905,520 | 1,353,230 | 743,450 | 784,735 | 871,882 | 674,670 | 938,179 | 735,164 | 849,000 | 11,159,240 |
| TOTAL WOODINGFORD LODGE | 2,303,410 | 1,905,520 | 1,353,230 | 743,450 | 784,735 | 871,882 | 674,670 | 938,179 | 735,164 | 849,000 | 11,159,240 |
| TOTAL WOODINGFORD LODGE | 2,303,410 | 1,905,520 | 1,353,230 | 743,450 | 784,735 | 871,882 | 674,670 | 938,179 | 735,164 | 849,000 | 11,159,240 |
| HUMAN SERVICES | | | | | | | | | | | |
| CHILD CARE | | | | | | | | | | | |
| GENERAL | | | | | | | | | | | |
| 310500 CC CWELCC | 65,000 | - | - | - | - | - | - | - | - | - | 65,000 |
| TOTAL GENERAL | 65,000 | - | - | - | - | - | - | - | - | - | 65,000 |
| TOTAL CHILD CARE | 65,000 | - | - | - | - | - | - | - | - | - | 65,000 |
| HOUSING | | | | | | | | | | | |
| SOCIAL HOUSING FACILITIES | | | | | | | | | | | |
| 360000 H.S.I. SHELTER | 35,000 | 37,700 | 38,400 | 39,200 | 39,900 | 40,800 | 41,600 | 42,400 | 43,500 | 45,000 | 403,500 |
| 360425 HSG - 16 GEORGE | 94,900 | - | - | 88,000 | - | 33,000 | 38,500 | 11,000 | - | 36,000 | 301,400 |
| 360435 HSG - 70 MARIA | 218,000 | 192,500 | - | - | - | 420,200 | - | - | - | - | 830,700 |
| 360440 HSG - 111 BROCK | 31,100 | 174,500 | - | - | - | - | 177,100 | - | - | - | 382,700 |
| 360451 HSG - 235 THAMES | 223,500 | 83,600 | - | - | - | 76,600 | - | - | - | - | 383,700 |
| 360452 HSG - 221 THAMES | 272,700 | 66,500 | - | - | 6,600 | 11,600 | - | 110,000 | - | 22,500 | 489,900 |
| 360453 HSG - 272 HARRIS | 34,500 | - | - | - | 19,800 | - | 64,900 | - | - | - | 119,200 |
| 360454 HSG - 178 EARL | 226,000 | 75,500 | - | - | 11,000 | 115,500 | 11,000 | - | - | - | 439,000 |
| 360455 HSG - 135 CARROLL | 306,000 | 44,000 | - | 23,100 | - | 12,000 | 88,000 | - | - | - | 473,100 |
| 360456 HSG - 329 TUNIS | 39,500 | - | - | - | 13,200 | 71,500 | - | - | - | - | 124,200 |

| | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 | TOTAL |
|--|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|----------------|-------------------|
| 360461 HSG - 57 ROLPH | 114,300 | 13,500 | - | - | - | - | - | - | - | - | 127,800 |
| 360462 HSG - 174 LISGAR | 184,400 | 121,000 | - | 11,000 | 105,600 | 5,500 | - | 110,000 | - | 7,500 | 545,000 |
| 360463 HSG - 215 LISGAR | 196,900 | 194,000 | - | - | - | 44,000 | 11,000 | 49,500 | - | 7,500 | 502,900 |
| 360464 HSG - EARLE | 35,200 | - | 9,900 | 49,500 | 9,900 | 15,400 | - | - | - | - | 119,900 |
| 360465 HSG - VERNA | - | - | - | 22,000 | - | 33,000 | 22,000 | - | - | - | 77,000 |
| 360470 HSG - PAVEY/ALICE | - | 4,400 | 11,000 | 17,600 | - | - | - | - | - | - | 33,000 |
| 360471 HSG - JAMES | - | - | 165,000 | 204,600 | 49,500 | - | - | 264,000 | - | - | 683,100 |
| 360472 HSG - 816 ALICE | 104,000 | 131,300 | - | 71,500 | - | 63,800 | 38,500 | 49,500 | - | - | 458,600 |
| 360473 HSG - CROSS PL | - | - | 74,800 | 57,200 | 214,500 | - | 33,000 | - | - | - | 379,500 |
| 360474 HSG - KARN | - | - | 212,800 | 154,000 | 44,000 | - | 77,000 | - | - | - | 487,800 |
| 360475 HSG - 742 PAVEY | 169,000 | 44,000 | 154,000 | 418,000 | 302,500 | 440,000 | 115,500 | - | - | - | 1,643,000 |
| 360476 HSG - 82 FINKLE | 25,500 | 154,000 | - | - | 16,500 | 22,000 | - | - | - | 111,500 | 329,500 |
| 360477 HSG - 161 FYFE | 44,000 | 61,500 | - | 58,300 | 88,000 | - | - | 49,500 | - | - | 301,300 |
| 360478 HSG - 738 PARKINSON | 17,000 | - | 16,500 | 99,000 | 5,500 | 22,000 | 143,000 | - | - | 15,000 | 318,000 |
| 360479 HSG - 1132 CREE AVE | 35,500 | - | - | - | - | - | - | - | - | - | 35,500 |
| 360481 HSG - STAFFORD ST | 288,000 | - | - | - | - | - | - | - | - | - | 288,000 |
| 360484 HSG - RATHBOURNE AVE | 10,000 | - | - | - | - | - | - | - | - | - | 10,000 |
| 360486 HSG - 140 WINNIETT ST | 70,000 | - | - | - | - | - | - | - | - | - | 70,000 |
| 361000 AHP | 70,000 | - | - | - | - | - | - | - | - | - | 70,000 |
| 361060 AHP - 102 DEREHAM TILLSONBURG | 1,500,000 | - | - | - | - | - | - | - | - | - | 1,500,000 |
| TOTAL SOCIAL HOUSING FACILITIES | 4,345,000 | 1,398,000 | 682,400 | 1,313,000 | 926,500 | 1,426,900 | 861,100 | 685,900 | 43,500 | 245,000 | 11,927,300 |
| TOTAL HOUSING | 4,345,000 | 1,398,000 | 682,400 | 1,313,000 | 926,500 | 1,426,900 | 861,100 | 685,900 | 43,500 | 245,000 | 11,927,300 |
| TOTAL HUMAN SERVICES | 4,410,000 | 1,398,000 | 682,400 | 1,313,000 | 926,500 | 1,426,900 | 861,100 | 685,900 | 43,500 | 245,000 | 11,992,300 |
| PARAMEDIC SERVICES | | | | | | | | | | | |
| PARAMEDIC SERVICES | | | | | | | | | | | |
| GENERAL | | | | | | | | | | | |
| 510000 PARAMEDIC SERVICES | 2,112,940 | 676,830 | 1,012,554 | 147,380 | 2,000,540 | 1,280,040 | 910,830 | 1,934,694 | 909,314 | 796,000 | 11,781,122 |
| TOTAL GENERAL | 2,112,940 | 676,830 | 1,012,554 | 147,380 | 2,000,540 | 1,280,040 | 910,830 | 1,934,694 | 909,314 | 796,000 | 11,781,122 |
| FACILITIES | | | | | | | | | | | |
| 915010 EMS MILL ST | 4,000 | 25,000 | - | 11,100 | - | - | - | - | 99,600 | 50,000 | 189,700 |
| 915020 EMS 208 BYSHAM | 72,100 | 27,000 | - | - | - | - | - | - | - | - | 99,100 |
| 915030 EMS 162 CARNegie ING | 82,100 | 8,800 | - | 5,500 | - | 8,300 | - | 16,500 | - | - | 121,200 |
| 915040 EMS 81 KING TBURG | 14,000 | 40,000 | - | 35,800 | 41,300 | 93,500 | 38,500 | 11,000 | 13,000 | 57,000 | 344,100 |
| 915050 EMS WILMOT DRUMBO | 74,000 | 3,300 | - | - | - | 7,700 | - | 15,000 | - | - | 100,000 |
| 915060 EMS CR8 EMBRO | 74,000 | 4,400 | - | - | - | 7,700 | - | - | - | - | 86,100 |
| 915070 EMS TIDEY NORWICH | 14,000 | 44,000 | 102,600 | - | - | - | - | 33,000 | - | 11,000 | 204,600 |
| 915080 EMS EXPANSION | - | 3,340,152 | 758,326 | 758,326 | 758,326 | 758,326 | 758,326 | 758,326 | 758,326 | - | 8,648,434 |
| TOTAL FACILITIES | 334,200 | 3,492,652 | 860,926 | 810,726 | 799,626 | 875,526 | 796,826 | 833,826 | 870,926 | 118,000 | 9,793,234 |
| TOTAL PARAMEDIC SERVICES | 2,447,140 | 4,169,482 | 1,873,480 | 958,106 | 2,800,166 | 2,155,566 | 1,707,656 | 2,768,520 | 1,780,240 | 914,000 | 21,574,356 |
| TOTAL PARAMEDIC SERVICES | 2,447,140 | 4,169,482 | 1,873,480 | 958,106 | 2,800,166 | 2,155,566 | 1,707,656 | 2,768,520 | 1,780,240 | 914,000 | 21,574,356 |
| LIBRARY | | | | | | | | | | | |
| LIBRARY | | | | | | | | | | | |

| | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 | TOTAL |
|---|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|------------|
| GENERAL | | | | | | | | | | | |
| 600000 LIBRARY ADMINISTRATION | 287,800 | 318,000 | 323,000 | 342,000 | 322,000 | 317,000 | 355,000 | 360,000 | 332,000 | 337,000 | 3,293,800 |
| TOTAL GENERAL | 287,800 | 318,000 | 323,000 | 342,000 | 322,000 | 317,000 | 355,000 | 360,000 | 332,000 | 337,000 | 3,293,800 |
| FACILITIES | | | | | | | | | | | |
| 600500 BRANCH LIBRARIES | - | - | - | - | - | - | - | - | - | 11,000 | 11,000 |
| 916040 OCL ING | 15,100 | 22,100 | 10,500 | - | - | - | 187,500 | 43,000 | - | 3,500 | 281,700 |
| 916060 Norwich Library | 15,000 | - | - | - | - | - | - | - | - | - | 15,000 |
| 916110 THAMESFORD LIBRARY | 12,000 | - | 223,300 | - | - | 27,500 | - | 350,400 | - | - | 613,200 |
| 916140 TILLSONBURG LIBRARY | - | - | - | 27,500 | 256,200 | - | - | - | - | - | 283,700 |
| TOTAL FACILITIES | 42,100 | 22,100 | 233,800 | 27,500 | 256,200 | 27,500 | 187,500 | 393,400 | - | 14,500 | 1,204,600 |
| TOTAL LIBRARY | 329,900 | 340,100 | 556,800 | 369,500 | 578,200 | 344,500 | 542,500 | 753,400 | 332,000 | 351,500 | 4,498,400 |
| TOTAL LIBRARY | 329,900 | 340,100 | 556,800 | 369,500 | 578,200 | 344,500 | 542,500 | 753,400 | 332,000 | 351,500 | 4,498,400 |
| WATER & WASTEWATER | | | | | | | | | | | |
| WATER & WASTEWATER GENERAL | | | | | | | | | | | |
| GREEN INITIATIVES | | | | | | | | | | | |
| 911007 GREEN INITIATIVES WATER | 70,500 | 21,100 | 8,200 | 16,100 | - | - | - | - | - | - | 115,900 |
| 911008 GREEN INITIATIVES WASTEWATER | 162,100 | 173,500 | 29,200 | 109,700 | - | - | - | - | - | - | 474,500 |
| TOTAL GREEN INITIATIVES | 232,600 | 194,600 | 37,400 | 125,800 | - | - | - | - | - | - | 590,400 |
| GENERAL | | | | | | | | | | | |
| 250000 WW GENERAL | 53,500 | - | - | - | - | - | - | - | - | - | 53,500 |
| 260000 WATER GENERAL | 32,500 | - | - | - | - | - | - | - | - | - | 32,500 |
| 900016 SCADA MASTER PLAN | 2,973,978 | 3,780,000 | 2,764,418 | 2,872,000 | 2,039,592 | 2,281,546 | 1,356,620 | 823 | - | - | 18,068,977 |
| TOTAL GENERAL | 3,059,978 | 3,780,000 | 2,764,418 | 2,872,000 | 2,039,592 | 2,281,546 | 1,356,620 | 823 | - | - | 18,154,977 |
| TOTAL WATER & WASTEWATER GENERAL | 3,292,578 | 3,974,600 | 2,801,818 | 2,997,800 | 2,039,592 | 2,281,546 | 1,356,620 | 823 | - | - | 18,745,377 |
| WASTEWATER SYSTEMS | | | | | | | | | | | |
| WOODSTOCK - WW | | | | | | | | | | | |
| 250100 WW WDSK | 122,000 | 45,000 | 222,000 | - | 13,000 | 705,000 | 545,000 | - | 65,000 | 40,000 | 1,757,000 |
| 911279 WDSTK - WW FACILITIES - C | 12,000 | 12,000 | 67,200 | - | 28,500 | - | - | - | - | 11,000 | 130,700 |
| 911280 WDSTK - WW FACILITIES - T | 89,700 | 825,000 | 45,100 | 5,500 | 148,000 | 56,100 | - | - | 7,000 | 5,500 | 1,181,900 |
| 950103 WDSTK - WWTP UPGRADES | - | - | - | - | 500,000 | 5,686,575 | 6,642,664 | 1,920,761 | - | - | 14,750,000 |
| 950128 WDSTK - THAMESVALLEY SPS UPG | - | - | - | 102,000 | 2,220,319 | 762,681 | - | - | - | - | 3,085,000 |
| 950140 WDSTK - NW TRUNK UPSIZING | - | 500,000 | - | - | - | - | - | - | - | - | 500,000 |
| 950150 WDSTK - NE INDUSTRIAL PARK | 3,693,240 | 3,550,941 | 1,529,708 | 969,111 | - | - | - | - | - | - | 9,743,000 |
| 950152 WDSTK - SE SERVICING PHASE 2 | - | - | - | - | 1,767,000 | - | - | - | - | - | 1,767,000 |
| 950155 WDSTK - SW SANITARY EXTENSION | - | 545,000 | - | - | - | - | - | - | - | - | 545,000 |
| 950158 WDSTK - CITY PROJECTS | 1,530,000 | 1,930,000 | 2,046,000 | 2,575,000 | 2,400,000 | 2,315,000 | 2,514,000 | 2,030,000 | 2,214,000 | 2,142,000 | 21,696,000 |
| 950159 WDSK - BRICK PONDS TRUNK SEWER | - | - | - | - | - | - | 214,000 | 163,000 | 4,633,000 | - | 5,010,000 |
| 950162 WDSTK - 11th LINE SANITARY | - | - | - | - | 40,000 | 1,149,000 | - | - | - | - | 1,189,000 |
| 950163 WDSTK - LANSLOWNE PS | 5,468,845 | 2,940,155 | - | - | - | - | - | - | - | - | 8,409,000 |
| 950164 WDSTK - LANSLOWNE SEWER EXT | 535,000 | 105,000 | - | - | - | - | - | - | - | - | 640,000 |
| 950165 WDSTK - SANITARY OVERSIZING | - | - | 67,000 | - | - | - | - | - | - | - | 67,000 |
| 950170 WDSTK - TRUNK I&I REDUCTION | 115,000 | 65,000 | - | - | - | - | - | - | - | - | 180,000 |

| | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 | TOTAL |
|---------------------------------------|-------------------|-------------------|------------------|------------------|-------------------|-------------------|-------------------|-------------------|------------------|------------------|--------------------|
| 950171 WDSTK - TRUNK SEWER UPGRADES | 2,047,000 | 100,000 | - | 1,446,000 | 5,279,000 | 3,407,000 | 1,656,000 | 7,724,000 | 178,000 | 3,898,000 | 25,735,000 |
| 950173 WDSTK - SAN REPL (59&FAIRWAY | 120,000 | 500,000 | - | - | - | - | - | - | - | - | 620,000 |
| 950174 WDSTK - LINEAR R/R CR PROJ | 670,000 | 750,000 | 400,000 | - | - | - | 20,000 | 700,000 | - | 1,000,000 | 3,540,000 |
| TOTAL WOODSTOCK - WW | 14,402,785 | 11,868,096 | 4,377,008 | 5,097,611 | 12,395,819 | 14,081,356 | 11,591,664 | 12,537,761 | 7,097,000 | 7,096,500 | 100,545,600 |
| TILLSONBURG - WW | | | | | | | | | | | |
| 250200 WW TBURG | 111,000 | 104,000 | 63,000 | - | 36,000 | 226,000 | 215,000 | 843,000 | 96,000 | - | 1,694,000 |
| 911281 TBURG - WW FACILITIES - T | 68,500 | 222,700 | 17,200 | - | - | 13,200 | - | - | 11,000 | - | 332,600 |
| 911292 TBURG - WW FACILITIES - C | 6,000 | 5,500 | - | - | - | - | 4,400 | - | - | - | 15,900 |
| 950200 TBURG - WWTP PHASE 1 UPGRADE | 600,000 | - | - | - | - | - | - | - | - | - | 600,000 |
| 950203 TBURG - WWTP EXPANSION | - | - | - | - | 700,000 | 3,750,000 | 3,750,000 | - | - | - | 8,200,000 |
| 950216 TBURG - CRANBERRY RD EXT | 1,133,080 | 25,920 | - | - | - | - | - | - | - | - | 1,159,000 |
| 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 | 1,111,500 | - | - | - | - | - | - | 1,150,500 |
| 950223 TBURG - GRAVITY INLET TRUNK | 217,000 | - | - | - | - | - | - | - | - | - | 217,000 |
| 950224 TBURG - GRAVITY TRUNK UPSIZING | - | - | 57,000 | 578,000 | - | - | - | - | - | - | 635,000 |
| 950225 TBURG - STONEY CREEK SAN MAIN | 850,000 | - | - | - | - | - | - | - | - | - | 850,000 |
| 950226 TBURG - TOWN PROJECTS | 830,000 | - | 903,000 | 732,000 | 1,695,000 | 358,000 | 926,000 | 1,141,000 | 492,000 | 387,000 | 7,464,000 |
| 950250 TBURG - TRUNK I&I REDUCTION | 63,000 | 63,000 | - | - | - | - | - | - | - | - | 126,000 |
| TOTAL TILLSONBURG - WW | 3,878,580 | 421,120 | 1,197,200 | 2,788,500 | 2,492,000 | 6,091,200 | 4,895,400 | 1,984,000 | 599,000 | 387,000 | 24,734,000 |
| INGERSOLL - WW | | | | | | | | | | | |
| 250300 WW INGERSOLL | 65,000 | 306,000 | 61,000 | 387,000 | 125,000 | 167,000 | 49,000 | 565,000 | 88,000 | - | 1,813,000 |
| 911282 ING - WW FACILITIES - T | 183,000 | 33,600 | 7,700 | 13,250 | 51,400 | - | - | - | - | - | 288,950 |
| 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 | 371,000 | 252,000 | 1,561,000 | 1,230,000 | 298,000 | 298,000 | 1,295,000 | 626,000 | 1,863,000 | 1,475,000 | 9,269,000 |
| 950332 ING-RELINING | - | 250,000 | - | - | - | - | - | - | - | - | 250,000 |
| 950336 ING - SW INDUSTRIAL PARK | 3,823,647 | 5,959,879 | 2,200,775 | 97,000 | 904,000 | 2,713,071 | 2,563,256 | 1,937,941 | 1,046,721 | 670,011 | 21,916,301 |
| TOTAL INGERSOLL - WW | 4,442,647 | 6,904,479 | 4,315,475 | 4,017,250 | 1,378,400 | 3,178,071 | 3,907,256 | 3,191,941 | 3,060,721 | 2,145,011 | 36,541,251 |
| NORWICH - WW | | | | | | | | | | | |
| 250400 WW NORWICH | 48,000 | - | 181,000 | 58,000 | - | 20,000 | 7,000 | 1,614,000 | - | - | 1,928,000 |
| 911294 NOR - WW FACILITIES - C | 25,000 | 33,100 | - | - | - | 66,000 | - | - | - | - | 124,100 |
| 950409 NOR - BIOSOLIDS CLEAN-OUT | 40,000 | 1,200,000 | - | - | - | - | - | - | - | - | 1,240,000 |
| 950410 NOR - BERM REPAIR | - | 100,000 | - | - | - | - | - | - | - | - | 100,000 |
| 950412 NOR-LAGOON EXPANSION | 75,000 | - | 400,000 | 350,000 | 5,000,000 | 5,000,000 | - | - | - | - | 10,825,000 |
| 950413 NOR - TRUNK I&I REDUCTION | - | - | 62,000 | - | - | - | - | - | - | - | 62,000 |
| 950450 NOR - SANITARY REPLACEMENTS | 8,000 | 610,000 | 12,000 | 927,000 | - | - | - | - | - | - | 1,557,000 |
| TOTAL NORWICH - WW | 196,000 | 1,943,100 | 655,000 | 1,335,000 | 5,000,000 | 5,086,000 | 7,000 | 1,614,000 | - | - | 15,836,100 |
| TAVISTOCK - WW | | | | | | | | | | | |
| 250500 WW TAVISTOCK | 85,000 | 52,000 | 5,000 | - | 5,000 | 386,000 | 38,000 | - | 294,000 | - | 865,000 |
| 911284 TAV - WW FACILITIES - T | 25,700 | - | 5,500 | - | - | 22,000 | - | - | - | - | 53,200 |

| | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 | TOTAL |
|---------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|------------------|--------------------|
| 911295 TAV - WW FACILITIES - C | - | 19,800 | - | - | 107,800 | - | - | - | - | - | 127,600 |
| 950502 TAV - TRUNK I&I REDUCTION | - | - | 62,000 | - | - | - | - | - | - | - | 62,000 |
| 950504 TAV - WWTP EXPANSION/UPGRADE | 240,000 | 2,000,000 | 2,100,000 | 13,339,343 | 12,023,084 | 2,090,823 | 2,153,540 | 2,218,636 | 94,574 | - | 36,260,000 |
| 950513 TAV - WILLIAM SPS REHAB | 700,000 | 3,162,500 | 3,162,500 | - | - | - | - | - | - | - | 7,025,000 |
| 950550 TAV - SANITARY REPLACEMENTS | 708,000 | 634,000 | 16,000 | 646,000 | - | - | - | - | - | - | 2,004,000 |
| 950551 TAV - WILLIAM SEWER REPL & UPS | 100,000 | 405,000 | - | - | - | - | - | - | - | - | 505,000 |
| TOTAL TAVISTOCK - WW | 1,858,700 | 6,273,300 | 5,351,000 | 13,985,343 | 12,135,884 | 2,498,823 | 2,191,540 | 2,218,636 | 388,574 | - | 46,901,800 |
| PLATTSVILLE - WW | | | | | | | | | | | |
| 250600 WW PLATTSVILLE | 79,000 | - | 75,000 | 20,000 | 20,000 | 22,000 | - | 35,000 | 397,000 | - | 648,000 |
| 911285 PLAT - WW FACILITIES - T | - | - | - | - | - | 7,700 | - | - | - | - | 7,700 |
| 911296 PLAT - WW FACILITIES - C | 4,000 | 24,700 | 16,000 | - | - | 7,700 | - | - | - | - | 52,400 |
| 950607 PLAT - BIOSOLIDS CLEAN-OUT | 1,100,000 | - | - | - | - | - | - | - | - | - | 1,100,000 |
| 950608 PLAT - BERM REPAIR | 200,000 | - | - | - | - | - | - | - | - | - | 200,000 |
| 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 | 1,483,000 | 594,700 | 661,000 | 20,000 | 145,000 | 37,400 | - | 35,000 | 397,000 | - | 3,373,100 |
| THAMESFORD - WW | | | | | | | | | | | |
| 250700 WW THAMESFORD | 20,000 | 27,000 | 11,000 | 13,000 | - | 94,000 | 23,000 | 243,000 | - | - | 431,000 |
| 911286 THAMES - WW FACILITIES - T | - | 96,900 | 6,600 | - | - | 14,300 | 6,600 | - | - | - | 124,400 |
| 950718 THAMES - WWTP UPGRADE | 3,701,897 | 1,942,427 | 4,744,675 | 430,000 | 361,000 | - | - | - | - | - | 11,179,999 |
| TOTAL THAMESFORD - WW | 3,721,897 | 2,066,327 | 4,762,275 | 443,000 | 361,000 | 108,300 | 29,600 | 243,000 | - | - | 11,735,399 |
| DRUMBO - WW | | | | | | | | | | | |
| 250800 WW DRUMBO | 20,000 | - | 60,000 | 10,000 | - | - | 22,000 | - | - | - | 112,000 |
| 911291 DRUMBO - WW FACILITIES - T | - | - | - | - | - | - | - | - | 47,300 | 3,900 | 51,200 |
| 950810 DRUMBO - WWTP CAPACITY EXP | 2,893,330 | - | - | - | - | - | - | - | - | - | 2,893,330 |
| TOTAL DRUMBO - WW | 2,913,330 | - | 60,000 | 10,000 | - | - | 22,000 | - | 47,300 | 3,900 | 3,056,530 |
| MT ELGIN - WW | | | | | | | | | | | |
| 250900 WW MT. ELGIN | 18,000 | 3,000 | 3,000 | 3,000 | 3,000 | 12,000 | 3,000 | - | - | - | 45,000 |
| 911288 MT ELGIN - WW FACILITIES - T | - | - | - | - | - | - | - | - | 16,500 | - | 16,500 |
| 950905 MT ELGIN - WWTP CAPACITY EXP | 745,933 | 2,192,705 | - | - | - | - | - | - | - | - | 2,938,638 |
| 950906 MT ELGIN - SAN SEWER UPGRADES | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | - | 180,000 |
| 950907 MT ELGIN - FORCEMAIN UPSIZING | - | - | - | 565,624 | 157,218 | 168,158 | - | - | - | - | 891,000 |
| TOTAL MT ELGIN - WW | 783,933 | 2,215,705 | 23,000 | 588,624 | 180,218 | 200,158 | 23,000 | 20,000 | 36,500 | - | 4,071,138 |
| EMBRO - WW | | | | | | | | | | | |
| 251000 WW EMBRO | - | 20,000 | 5,000 | - | 5,000 | 5,000 | 40,000 | 5,000 | - | - | 80,000 |
| 951001 EMBRO - SPS | - | - | - | - | - | - | - | - | 750,000 | - | 750,000 |
| TOTAL EMBRO - WW | - | 20,000 | 5,000 | - | 5,000 | 5,000 | 40,000 | 5,000 | 750,000 | - | 830,000 |
| INNERKIP - WW | | | | | | | | | | | |
| 251100 WW INNERKIP | 5,000 | 20,000 | 10,000 | - | - | - | - | - | - | - | 35,000 |
| 951105 INNERKIP - FM TWINNING | - | - | - | 259,000 | 2,622,299 | 4,297,222 | 245,520 | 221,959 | - | - | 7,646,000 |
| TOTAL INNERKIP - WW | 5,000 | 20,000 | 10,000 | 259,000 | 2,622,299 | 4,297,222 | 245,520 | 221,959 | - | - | 7,681,000 |
| TOTAL WASTEWATER SYSTEMS | 33,685,872 | 32,326,827 | 21,416,958 | 28,544,328 | 36,715,620 | 35,583,530 | 22,952,980 | 22,071,297 | 12,376,095 | 9,632,411 | 255,305,918 |

| | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 | TOTAL |
|---|-------------------|------------------|------------------|-------------------|-------------------|------------------|------------------|------------------|------------------|------------------|-------------------|
| WATER SYSTEMS | | | | | | | | | | | |
| WOODSTOCK - W | | | | | | | | | | | |
| 260100 WATER WOODSTOCK | 360,000 | 347,000 | 186,000 | 57,000 | 115,000 | 414,000 | 175,000 | 95,000 | 47,000 | 120,000 | 1,916,000 |
| 911261 WDSTK - WATER FAC - T | 109,000 | 704,400 | 192,000 | 15,500 | - | 37,100 | 2,800 | 9,900 | - | - | 1,070,700 |
| 911265 WDSTK - WATER FAC - D | 3,000 | 146,000 | 22,100 | 104,500 | - | - | - | 7,800 | - | - | 283,400 |
| 960103 WDSTK - METER INSTALLATION | - | - | 100,000 | 4,000,000 | - | - | - | - | - | - | 4,100,000 |
| 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 |
| 960129 WDSTK - RAILWAY CROSSINGS | - | - | - | 300,000 | 2,000,000 | - | 300,000 | 3,500,000 | - | - | 6,100,000 |
| 960134 WDSTK - SW WATERMAIN EXTENSION | 650,000 | - | - | - | - | - | - | - | - | - | 650,000 |
| 960135 WDSTK - NE INDUSTRIAL PARK | 1,023,233 | 2,375,767 | 427,000 | - | - | - | - | - | - | - | 3,826,000 |
| 960141 WDSTK - CITY PROJECTS | 4,831,000 | 2,133,000 | 2,093,000 | 3,258,000 | 2,192,000 | 2,362,000 | 3,849,000 | 2,139,000 | 2,224,000 | 2,142,000 | 27,223,000 |
| 960144 WDSTK PRV CNTRL BLDG SOUTHSIDE | - | - | - | 12,000 | 542,000 | - | - | - | - | - | 554,000 |
| 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 | 413,000 | - | 514,000 | - | - | - | - | - | - | - | 927,000 |
| 960153 WDSTCK - LINEAR R/R CR PROJ | 1,405,000 | 700,000 | 400,000 | - | - | - | 20,000 | 600,000 | - | - | 3,125,000 |
| 960154 WDSTK - BOWERHILL BPS | 3,750,000 | 370,000 | - | - | - | - | - | - | - | - | 4,120,000 |
| 960155 WDSTK - ZONE 3 BOOSTER PUMPING STN | - | - | - | - | 100,000 | 2,858,000 | - | - | - | - | 2,958,000 |
| 960159 WDSTK - THORNTON FEEDERMN REPL | 100,000 | 360,000 | 3,109,829 | 2,417,289 | 4,732,883 | - | - | - | - | - | 10,720,001 |
| 960160 WDSTK - SE SERVICING PHASE 2 | - | - | - | - | 1,711,000 | - | - | - | - | - | 1,711,000 |
| 960164 WDSTK - 11TH LINE WM REPLACE | - | - | - | - | 22,000 | 636,000 | - | - | - | - | 658,000 |
| 960166 WDSTK - FEEDERMAIN RELINING | 250,000 | 2,258,000 | - | - | - | - | - | - | - | - | 2,508,000 |
| TOTAL WOODSTOCK - W | 12,894,233 | 9,394,167 | 7,093,929 | 11,678,289 | 11,614,883 | 6,957,100 | 4,346,800 | 6,763,700 | 7,068,000 | 2,262,000 | 80,073,101 |
| TILLSONBURG - W | | | | | | | | | | | |
| 260200 WATER TILLSONBURG | 450,000 | 289,000 | 76,000 | 167,000 | 85,000 | 523,000 | 72,000 | 102,000 | 83,000 | 237,000 | 2,084,000 |
| 911262 TBURG - WATER FACILITIES - T | 29,200 | 101,500 | 156,300 | 33,200 | 164,000 | - | - | 2,200 | - | - | 486,400 |
| 911266 TBURG - WATER FACILITIES - D | - | 27,500 | 38,500 | - | - | - | - | - | 2,000 | - | 68,000 |
| 960200 TBURG - WELL 7A | 1,775,000 | 500,000 | - | - | - | - | - | - | - | - | 2,275,000 |
| 960201 TBURG - WELL 3 UPGRADE | - | 415,000 | 2,000,000 | - | - | - | - | - | - | - | 2,415,000 |
| 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 |
| 960211 TBURG - TRANSMISSION MAIN | - | - | 1,888,800 | 359,700 | - | - | - | - | - | - | 2,248,500 |
| 960213 TBURG - CRANBERRY RD EXT | 832,865 | 4,636 | - | - | - | - | - | - | - | - | 837,501 |
| 960216 TBURG - METER INSTALLATION | - | - | - | - | - | - | - | - | 42,000 | 1,680,000 | 1,722,000 |
| 960220 TBURG - NORTH ST PUMPHOUSE | 400,000 | - | - | - | - | - | - | - | - | - | 400,000 |
| 960235 TBURG - TOWN PROJECTS | - | - | 684,000 | 733,000 | 1,487,000 | 548,000 | 504,000 | 1,746,000 | 753,000 | 811,000 | 7,266,000 |

| | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 | TOTAL |
|---|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|-------------------|
| 960245 TBURG - WATERMAIN LOOPING | 505,000 | 1,514,000 | - | - | - | - | - | - | 540,000 | - | 2,559,000 |
| 960249 TBURG - TOWN PROJ OVERSIZING | 44,000 | - | 66,000 | - | - | - | - | - | - | - | 110,000 |
| 960250 TBURG - WEST TOWN LINE WM | - | - | - | - | 26,000 | 8,600 | 150,000 | 289,000 | 280,400 | - | 754,000 |
| 960251 TBURG - VICTORIA WOOD WM | 797,000 | - | 12,000 | 339,000 | - | - | - | - | - | - | 1,148,000 |
| 960252 TBURG - VIENNA RD WM | 400,000 | - | - | - | - | - | - | - | - | - | 400,000 |
| TOTAL TILLSONBURG - W | 6,025,065 | 2,851,636 | 4,921,600 | 1,631,900 | 2,227,000 | 1,079,600 | 726,000 | 2,139,200 | 1,700,400 | 2,728,000 | 26,030,401 |
| INGERSOLL - W | | | | | | | | | | | |
| 260300 WATER INGERSOLL | 217,000 | 92,000 | 34,000 | 151,000 | 80,000 | 187,000 | 189,000 | 9,000 | 22,000 | 128,000 | 1,109,000 |
| 911267 WATER INGERSOLL FACILITIES - D | - | 33,000 | 10,700 | - | - | - | - | - | - | - | 43,700 |
| 911272 WATER INGERSOLL FACILITIES - T | 305,000 | 83,000 | 227,600 | - | 38,500 | 61,600 | 19,800 | - | - | 21,500 | 757,000 |
| 960303 ING - SOUTH THAMES WATERMAIN | 690,000 | - | - | - | - | - | - | - | - | - | 690,000 |
| 960310 ING - WELL 11 UPGRADE | 800,000 | 700,000 | - | - | - | - | - | - | - | - | 1,500,000 |
| 960311 ING - METER INSTALLATION | - | - | - | - | - | - | - | - | - | 32,000 | 32,000 |
| 960317 NG - WATER QUALITY IMPROVEMNT | - | - | - | 350,000 | - | - | - | - | 350,000 | - | 700,000 |
| 960325 ING - TOWN PROJECTS | 1,002,000 | 1,278,000 | 1,400,000 | 1,179,000 | 832,000 | 1,667,000 | 1,185,000 | 994,000 | 1,497,000 | 1,601,000 | 12,635,000 |
| 960335 ING - CAST IRON PIPE REPLACE | 1,750,000 | - | - | - | - | - | - | - | - | - | 1,750,000 |
| 960337 ING - SW INDUSTRIAL PARK | - | - | - | 44,000 | 1,254,000 | 53,000 | 1,625,000 | 1,665,000 | 1,665,000 | 350,000 | 6,656,000 |
| 960338 ING - WALLACE LN IND PARK | 190,000 | 1,756,877 | 558,123 | - | - | - | - | - | - | - | 2,505,000 |
| TOTAL INGERSOLL - W | 4,954,000 | 3,942,877 | 2,230,423 | 1,724,000 | 2,204,500 | 1,968,600 | 3,018,800 | 2,668,000 | 3,534,000 | 2,132,500 | 28,377,700 |
| TOWNSHIPS - W | | | | | | | | | | | |
| 260400 WATER TOWNSHIPS | 677,000 | 395,000 | 124,000 | 144,000 | 162,000 | 486,000 | 272,000 | 123,000 | 485,000 | 896,000 | 3,764,000 |
| 911264 WATER TOWNSHIP FACILITIES - T | 60,200 | 263,100 | 66,900 | 114,300 | 36,100 | 239,300 | 17,700 | 65,500 | 25,000 | - | 888,100 |
| 911268 WATER TOWNSHIP FACILITIES - D | - | 16,000 | 5,500 | - | 5,500 | 4,400 | - | - | - | - | 31,400 |
| 960400 TOWNSHIP DISTRIB REPLACEMENT | 194,000 | 1,215,000 | 1,877,000 | 657,000 | 11,000 | 432,000 | - | - | - | - | 4,386,000 |
| 960404 PLAT - WT FAC BACKUP POWER | - | - | - | - | 428,000 | - | - | - | - | - | 428,000 |
| 960406 TWSP - LINEAR R/R CR PROJ | - | - | - | - | - | 10,000 | 389,000 | - | - | - | 399,000 |
| 960411 THAMES - CT ENHANCEMENT STUDY | - | 300,000 | - | - | - | - | - | - | - | - | 300,000 |
| 960417 TWN - GRDWATER MONITOR WELL | 50,000 | - | - | - | - | - | - | - | - | - | 50,000 |
| 960420 DRUMBO - NEW WELL SUPPLY | 300,000 | - | - | - | 250,000 | 117,000 | 1,330,000 | - | - | - | 1,997,000 |
| 960421 DRUMBO - WELL 1 & 2A | 150,000 | - | - | - | 150,000 | - | - | - | - | - | 300,000 |
| 960422 TWSP - WATER QUALITY IMP | 100,000 | - | - | - | - | - | - | - | - | - | 100,000 |
| 960424 THAMES - WM TRUNK EXTENSION | 40,000 | 1,149,000 | - | - | - | - | - | - | - | - | 1,189,000 |
| 960429 MANGANESE FILTRATION TOWNSHIPS | - | - | 75,000 | 770,000 | 2,047,000 | 2,450,000 | 619,000 | 694,000 | 3,873,000 | 242,000 | 10,770,000 |
| 960430 TREATABILITY STUDY | 200,000 | - | - | - | - | - | - | - | - | - | 200,000 |
| 960432 NORWICH - STANDPIPE | - | - | - | 227,300 | 1,136,500 | 1,044,330 | 92,170 | - | - | - | 2,500,300 |
| 960437 TAV - WELL 4 | 1,298,000 | 238,000 | 2,126,000 | 619,966 | 1,737,821 | 197,449 | 70,764 | - | - | - | 6,288,000 |
| 960441 NOR-TOWER PAINT/REPAIR | 10,000 | - | - | - | - | - | - | - | - | - | 10,000 |
| 960451 EMBRO - CT ENHANCEMENT STUDY | - | - | - | - | - | - | - | - | 80,000 | 800,000 | 880,000 |
| 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 | - | - | - | - | - | - | 400,000 | 3,600,000 | - | - | 4,000,000 |
| 960470 BEACHVILLE - NEW WELL SUPPLY | - | - | - | - | 194,000 | 968,000 | 968,000 | - | - | - | 2,130,000 |

| | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 | TOTAL |
|---|--------------------|--------------------|--------------------|-------------------|--------------------|-------------------|-------------------|-------------------|-------------------|-------------------|--------------------|
| 960481 TWSP - METER INSTALLATION | - | - | - | - | - | - | - | - | 45,000 | 1,815,000 | 1,860,000 |
| TOTAL TOWNSHIPS - W | 3,479,200 | 7,176,100 | 4,274,400 | 2,532,566 | 6,157,921 | 5,948,479 | 4,158,634 | 4,482,500 | 4,508,000 | 9,142,350 | 51,860,150 |
| TOTAL WATER SYSTEMS | 27,352,498 | 23,364,780 | 18,520,352 | 17,566,755 | 22,204,304 | 15,953,779 | 12,250,234 | 16,053,400 | 16,810,400 | 16,264,850 | 186,341,352 |
| TOTAL WATER & WASTEWATER | 64,330,948 | 59,666,207 | 42,739,128 | 49,108,883 | 60,959,516 | 53,818,855 | 36,559,834 | 38,125,520 | 29,186,495 | 25,897,261 | 460,392,647 |
| TOTAL CAPITAL COSTS | 125,246,513 | 116,005,966 | 104,004,955 | 94,578,209 | 109,539,839 | 95,507,158 | 74,945,303 | 84,888,434 | 53,032,028 | 55,236,211 | 912,984,616 |
| TOTAL CAPITAL COSTS | 125,246,513 | 116,005,966 | 104,004,955 | 94,578,209 | 109,539,839 | 95,507,158 | 74,945,303 | 84,888,434 | 53,032,028 | 55,236,211 | 912,984,616 |
| FINANCING | | | | | | | | | | | |
| RESERVES | 78,818,716 | 66,398,956 | 60,564,773 | 56,061,895 | 56,138,658 | 53,905,969 | 43,980,861 | 50,582,530 | 35,403,852 | 33,788,786 | 535,644,996 |
| DEVELOPMENT CHARGES | 23,336,770 | 20,059,647 | 18,788,781 | 16,022,260 | 21,226,266 | 21,775,205 | 16,174,092 | 15,133,657 | 9,023,422 | 1,437,875 | 162,977,975 |
| CANADA COMMUNITY BUILDING FUND | 6,182,677 | 3,325,000 | 5,477,000 | 4,150,000 | 4,125,000 | 3,800,000 | 4,500,000 | 3,800,000 | 3,325,000 | 4,275,000 | 42,959,677 |
| GRANTS | 9,701,690 | 6,274,590 | 3,563,000 | 6,413,000 | 5,273,000 | 4,370,000 | 5,225,000 | 4,370,000 | 3,515,000 | 4,465,000 | 53,170,280 |
| DEBENTURES | 5,204,673 | 12,694,038 | 11,435,227 | 1,880,000 | 13,103,561 | 9,246,000 | 2,985,429 | 8,629,000 | - | 10,571,050 | 75,748,978 |
| OTHER SOURCES | 620,800 | 2,130,416 | 1,684,320 | 8,494,000 | 8,180,000 | 1,119,230 | 100,000 | 515,160 | 280,000 | 100,000 | 23,223,926 |
| TOTAL FINANCING | 123,865,326 | 110,882,647 | 101,513,101 | 93,021,155 | 108,046,485 | 94,216,404 | 72,965,382 | 83,030,347 | 51,547,274 | 54,637,711 | 893,725,832 |
| TOTAL County of Oxford - Capital | 1,381,187 | 5,123,319 | 2,491,854 | 1,557,054 | 1,493,354 | 1,290,754 | 1,979,921 | 1,858,087 | 1,484,754 | 598,500 | 19,258,784 |

2025 Budget

Budget Summary

OXFORD COUNTY
ADMINISTRATION
BUILDING

| | 2024 | 2024 | 2025 | \$ OVER | % OVER |
|--------------------------------------|----------------------|----------------------|----------------------|---------------------|-----------------|
| | FORECAST | APPROVED BUDGET | BUDGET | 2024 BUDGET | 2024 BUDGET |
| OPERATING | | | | | |
| REVENUES | | | | | |
| PROPERTY TAXATION | (2,367,900) | (2,409,000) | (2,387,900) | 21,100 | (0.9%) |
| GENERAL REVENUES | (166,699,714) | (149,709,251) | (183,800,548) | (34,091,297) | 22.8% |
| OTHER REVENUES | (14,060,049) | (7,545,369) | (7,618,377) | (73,008) | 1.0% |
| TOTAL REVENUES | (183,127,663) | (159,663,620) | (193,806,825) | (34,143,205) | 21.4% |
| EXPENSES | | | | | |
| SALARIES AND BENEFITS | 83,455,448 | 82,895,521 | 90,356,433 | 7,460,912 | 9.0% |
| OPERATING EXPENSES | 128,425,255 | 111,798,105 | 141,003,655 | 29,205,550 | 26.1% |
| DEBT REPAYMENT | 12,198,274 | 12,303,916 | 11,167,932 | (1,135,984) | (9.2%) |
| RESERVE TRANSFERS | 54,288,212 | 38,955,416 | 45,559,176 | 6,603,760 | 17.0% |
| INTERDEPARTMENTAL CHARGES | 23,890,857 | 23,339,461 | 25,156,771 | 1,817,310 | 7.8% |
| INTERDEPARTMENTAL RECOVERIES | (23,890,854) | (23,339,467) | (25,156,782) | (1,817,315) | 7.8% |
| TOTAL EXPENSES | 278,367,192 | 245,952,952 | 288,087,185 | 42,134,233 | 17.1% |
| PROGRAM SURPLUS/DEFICIT | | | | | |
| RESERVE CONTRIBUTION TO (FROM) | (9,134,364) | (84,894) | - | 84,894 | (100.0%) |
| TOTAL PROGRAM SURPLUS/DEFICIT | (9,134,364) | (84,894) | - | 84,894 | (100.0%) |
| NET OPERATING | 86,105,165 | 86,204,438 | 94,280,360 | 8,075,922 | 9.4% |
| CAPITAL | | | | | |
| CAPITAL REVENUES | (96,537,299) | (101,887,429) | (123,865,326) | (21,977,897) | 21.6% |
| CAPITAL | 97,716,669 | 103,556,125 | 125,246,513 | 21,690,388 | 20.9% |
| NET CAPITAL | 1,179,370 | 1,668,696 | 1,381,187 | (287,509) | (17.2%) |
| SUMMARY | | | | | |
| TOTAL REVENUES | (279,664,962) | (261,551,049) | (317,672,151) | (56,121,102) | 21.5% |
| TOTAL EXPENSES | 376,083,861 | 349,509,077 | 413,333,698 | 63,824,621 | 18.3% |
| TOTAL PROGRAM SURPLUS/DEFICIT | (9,134,364) | (84,894) | - | 84,894 | (100.0%) |
| TOTAL LEVY | 87,284,535 | 87,873,134 | 95,661,547 | 7,788,413 | 8.9% |

| | Taxation | % |
|--------------------------------------|------------------|-------------|
| Levy increase over prior year | 7,788,413 | 8.9% |
| New Initiatives | 243,801 | 0.3% |
| One-time Items | 245,630 | 0.3% |
| Service Level | 1,869,197 | 2.1% |
| Capital Contribution | 778,000 | 0.9% |
| Initiative Gapping | (151,314) | (0.2%) |
| In-year Approval/ Carryover | 110,054 | 0.1% |
| Minor Capital/Infrastructure | 1,284,387 | 1.5% |
| Budget Impacts | 4,379,755 | 5.0% |
| Prior year non-recurring items | (921,626) | (1.0%) |
| Prior year initiative gapping | 305,899 | 0.3% |
| Development charge exemptions | 1,562,959 | 1.8% |
| Base Budget increase | 2,461,426 | 2.8% |

| | Rates | % |
|--------------------------------------|------------------|-------------|
| Rates increase over last year | 3,887,752 | 8.8% |
| New Initiatives | 150,200 | 0.3% |
| One-time Items | 351,348 | 0.8% |
| Service Level | 170,303 | 0.4% |
| Initiative Gapping | (18,950) | (0.0%) |
| Budget Impact Total | 652,901 | 1.5% |
| Prior year non-recurring items | 161,240 | 0.4% |
| Prior year initiative gapping | (78,552) | (0.2%) |
| Development charge exemptions | (332,000) | (0.7%) |
| Base Budget increase | 3,484,163 | 7.9% |

Department Budget Changes

| | 2024 | 2024 | 2025 | \$ OVER | % OVER |
|--|-------------------|-------------------|-------------------|------------------|-------------|
| | FORECAST | BUDGET* | BUDGET | 2024 | 2024 |
| | | | | BUDGET | BUDGET |
| COUNTY OF OXFORD (GENERAL LEVY) | | | | | |
| COUNCIL | 664,090 | 656,932 | 681,066 | 24,134 | 3.7% |
| CAO OFFICE | 552,561 | 542,659 | 587,192 | 44,533 | 8.2% |
| STRATEGIC INITIATIVES | 502,022 | 515,378 | 639,067 | 123,689 | 24.0% |
| TOURISM | 558,557 | 560,104 | 570,770 | 10,666 | 1.9% |
| STRATEGIC COMM & ENGAGEMENT | 611,623 | 616,683 | 741,057 | 124,374 | 20.2% |
| HUMAN RESOURCES | (9,636) | - | - | - | - |
| CUSTOMER SERVICE | (3,080) | - | - | - | - |
| FINANCE | (14,109) | (10,000) | - | 10,000 | (100.0%) |
| INFORMATION TECHNOLOGY | 10,714 | - | - | - | - |
| INFORMATION SERVICES | 2,171,993 | 2,336,883 | 2,601,906 | 265,023 | 11.3% |
| ASSESSMENT MANAGEMENT | 100,000 | 100,000 | 100,000 | - | - |
| POA | 151,177 | 191,281 | 219,194 | 27,913 | 14.6% |
| GENERAL TAXATION | (144,189) | (900,237) | 390,519 | 1,290,756 | (143.4%) |
| CONSERVATION AUTHORITIES | 2,079,390 | 1,971,306 | 2,208,147 | 236,841 | 12.0% |
| PUBLIC HEALTH | 4,346,038 | 4,346,038 | 4,586,059 | 240,021 | 5.5% |
| ADMINISTRATION | - | - | - | - | - |
| ENGINEERING | 1,209,755 | 1,543,193 | 1,755,524 | 212,331 | 13.8% |
| FACILITIES | 1,291,920 | 1,290,949 | 1,250,353 | (40,596) | (3.1%) |
| FLEET | - | - | - | - | - |
| TRANSPORTATION SERVICES | 24,360,905 | 24,961,270 | 26,562,879 | 1,601,609 | 6.4% |
| WASTE MANAGEMENT | 4,059,543 | 3,894,587 | 4,329,325 | 434,738 | 11.2% |
| WOODINGFORD LODGE | 10,849,391 | 12,555,254 | 12,834,663 | 279,409 | 2.2% |
| COMMUNITY SERVICES | 1,999,170 | 1,999,170 | 2,189,584 | 190,414 | 9.5% |
| CHILD CARE | 941,707 | 908,433 | 957,819 | 49,386 | 5.4% |
| HOUSING | 11,009,254 | 11,009,254 | 11,840,368 | 831,114 | 7.5% |
| PARAMEDIC SERVICES | 12,366,021 | 10,975,499 | 12,105,763 | 1,130,264 | 10.3% |
| COMMUNITY PARAMEDICINE | - | - | - | - | - |
| PLANNING | 2,313,040 | 2,501,820 | 2,640,406 | 138,586 | 5.5% |
| TOTAL COUNTY OF OXFORD (GENERAL LEVY) | 81,977,857 | 82,566,456 | 89,791,661 | 7,225,205 | 8.8% |
| LIBRARY | 5,223,742 | 5,223,742 | 5,746,456 | 522,714 | 10.0 |
| COURT SECURITY | 82,936 | 82,936 | 123,430 | 40,494 | 48.8 |
| WATER AND WASTEWATER | - | - | - | - | - |
| TOTAL County of Oxford | 87,284,535 | 87,873,134 | 95,661,547 | 7,788,413 | 8.9 |

Budget for Public Sector Accounting Board (PSAB) Purposes

| | 2025 | PRINCIPAL | AREA | | | TRANSFERS | | 2025 |
|------------------------------|----------------------|--------------------|--------------------|----------------------|------------------|---------------------|-------------------|----------------------|
| | BUDGET | DEBT | MUNICIPAL DEBT | | DEBENTURE | TO/FROM | AMORTIZATION | PSAB |
| | | REPAYMENT (1) | REPAYMENTS (2) | CAPITAL | PROCEEDS | SURPLUS (3) | (4) | BUDGET |
| REVENUES | | | | | | | | |
| PROPERTY TAXATION | (2,387,900) | - | - | - | - | - | - | (2,387,900) |
| GENERAL REVENUES | (183,800,548) | - | 6,249,289 | - | - | (5,780,709) | - | (183,331,968) |
| OTHER REVENUES | (7,618,377) | - | - | - | - | 4,836,452 | - | (2,781,925) |
| INTERDEPARTMENTAL RECOVERIES | (25,156,782) | - | - | - | - | - | - | (25,156,782) |
| CAPITAL REVENUES | (123,865,326) | - | - | - | 5,204,673 | 78,818,716 | - | (39,841,937) |
| TOTAL REVENUES | (342,828,933) | - | 6,249,289 | - | 5,204,673 | 77,874,459 | - | (253,500,512) |
| EXPENSES | | | | | | | | |
| SALARIES AND BENEFITS | 90,356,433 | - | - | - | - | - | - | 90,356,433 |
| OPERATING EXPENSES | 141,003,655 | - | - | (15,000) | - | - | - | 140,988,655 |
| DEBT REPAYMENT | 11,167,932 | (3,767,621) | (6,249,289) | - | - | - | - | 1,151,022 |
| CAPITAL | 125,246,513 | - | - | (137,289,905) | - | 12,043,392 | - | - |
| CAPITAL | - | - | - | - | - | - | 22,833,074 | 22,833,074 |
| RESERVE TRANSFERS | 45,559,176 | - | - | - | - | (43,405,717) | - | 2,153,459 |
| INTERDEPARTMENTAL CHARGES | 25,156,771 | - | - | - | - | - | - | 25,156,771 |
| TOTAL EXPENSES | 438,490,480 | (3,767,621) | (6,249,289) | (137,304,905) | - | (31,362,325) | 22,833,074 | 282,639,414 |
| TOTAL | 95,661,547 | (3,767,621) | - | (137,304,905) | 5,204,673 | 46,512,134 | 22,833,074 | 29,138,902 |

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 2023 actual amortization

| | 2024 | 2024 | 2025 | \$ OVER | % OVER |
|--------------------------------------|----------------------|----------------------|----------------------|---------------------|---------------|
| | 2024 | 2024 | 2025 | 2024 | 2024 |
| | FORECAST | APPROVED | BUDGET | BUDGET | BUDGET |
| OPERATING | | | | | |
| REVENUES | | | | | |
| PROPERTY TAXATION | (2,367,900) | (2,409,000) | (2,387,900) | 21,100 | (0.9%) |
| GENERAL REVENUES | (118,702,353) | (102,738,728) | (132,560,771) | (29,822,043) | 29.0% |
| OTHER REVENUES | (12,368,540) | (5,912,854) | (5,633,113) | 279,741 | (4.7%) |
| TOTAL REVENUES | (133,438,793) | (111,060,582) | (140,581,784) | (29,521,202) | 26.6% |
| EXPENSES | | | | | |
| SALARIES AND BENEFITS | 72,265,648 | 71,590,285 | 78,185,118 | 6,594,833 | 9.2% |
| OPERATING EXPENSES | 114,280,642 | 97,652,018 | 125,981,647 | 28,329,629 | 29.0% |
| DEBT REPAYMENT | 8,777,154 | 8,934,187 | 7,743,563 | (1,190,624) | (13.3%) |
| RESERVE TRANSFERS | 29,562,532 | 24,424,639 | 28,079,727 | 3,655,088 | 15.0% |
| INTERDEPARTMENTAL CHARGES | 13,167,231 | 12,925,680 | 14,158,985 | 1,233,305 | 9.5% |
| INTERDEPARTMENTAL RECOVERIES | (23,890,854) | (23,339,467) | (25,156,782) | (1,817,315) | 7.8% |
| TOTAL EXPENSES | 214,162,353 | 192,187,342 | 228,992,258 | 36,804,916 | 19.2% |
| PROGRAM SURPLUS/DEFICIT | | | | | |
| RESERVE CONTRIBUTION TO (FROM) | 74,927 | - | - | - | - |
| TOTAL PROGRAM SURPLUS/DEFICIT | 74,927 | - | - | - | - |
| NET OPERATING | 80,798,487 | 81,126,760 | 88,410,474 | 7,283,714 | 9.0% |
| CAPITAL | | | | | |
| CAPITAL REVENUES | (61,489,890) | (57,198,641) | (59,204,478) | (2,005,837) | 3.5% |
| CAPITAL | 62,669,260 | 58,638,337 | 60,585,665 | 1,947,328 | 3.3% |
| NET CAPITAL | 1,179,370 | 1,439,696 | 1,381,187 | (58,509) | (4.1%) |
| SUMMARY | | | | | |
| TOTAL REVENUES | (194,928,683) | (168,259,223) | (199,786,262) | (31,527,039) | 18.7% |
| TOTAL EXPENSES | 276,831,613 | 250,825,679 | 289,577,923 | 38,752,244 | 15.4% |
| TOTAL PROGRAM SURPLUS/DEFICIT | 74,927 | - | - | - | - |
| TOTAL LEVY | 81,977,857 | 82,566,456 | 89,791,661 | 7,225,205 | 8.8% |

| | Taxation | % |
|--------------------------------------|------------------|-------------|
| Levy increase over prior year | 7,225,205 | 8.8% |
| New Initiatives | 243,801 | 0.3% |
| One-time Items | 61,411 | 0.1% |
| Service Level | 1,819,082 | 2.2% |
| Capital Contribution | 738,000 | 0.9% |
| Initiative Gapping | (151,314) | (0.2%) |
| In-year Approval/ Carryover | 110,054 | 0.1% |
| Minor Capital | 91,000 | 0.1% |
| Infrastructure Capital | 1,193,387 | 1.4% |
| Budget Impacts | 4,105,421 | 5.0% |
| Prior year non-recurring items | (917,126) | (1.1%) |
| Prior year initiative gapping | 305,899 | 0.4% |
| Development charge exemptions | 1,464,882 | 1.8% |
| Base Budget increase | 2,266,129 | 2.7% |

| | 2024 | 2024 | 2025 | \$ OVER | % OVER |
|--------------------------------------|--------------------|------------------|------------------|------------------|-----------------|
| | 2024 | 2024 | 2025 | 2024 | 2024 |
| | FORECAST | APPROVED | BUDGET | BUDGET | BUDGET |
| OPERATING | | | | | |
| REVENUES | | | | | |
| GENERAL REVENUES | (179,760) | (162,404) | (167,834) | (5,430) | 3.3% |
| OTHER REVENUES | (540,512) | (377,548) | (240,552) | 136,996 | (36.3%) |
| TOTAL REVENUES | (720,272) | (539,952) | (408,386) | 131,566 | (24.4%) |
| EXPENSES | | | | | |
| SALARIES AND BENEFITS | 3,176,846 | 3,198,446 | 3,456,250 | 257,804 | 8.1% |
| OPERATING EXPENSES | 704,701 | 692,273 | 572,583 | (119,690) | (17.3%) |
| RESERVE TRANSFERS | 416,163 | 139,020 | 528,577 | 389,557 | 280.2% |
| INTERDEPARTMENTAL CHARGES | 1,565,620 | 1,504,955 | 1,597,432 | 92,477 | 6.1% |
| TOTAL EXPENSES | 5,863,330 | 5,534,694 | 6,154,842 | 620,148 | 11.2% |
| PROGRAM SURPLUS/DEFICIT | | | | | |
| RESERVE CONTRIBUTION TO (FROM) | 80,684 | - | - | - | - |
| TOTAL PROGRAM SURPLUS/DEFICIT | 80,684 | - | - | - | - |
| NET OPERATING | 5,223,742 | 4,994,742 | 5,746,456 | 751,714 | 15.1% |
| | | | | | |
| CAPITAL | | | | | |
| CAPITAL REVENUES | (547,500) | (325,000) | (329,900) | (4,900) | 1.5% |
| CAPITAL | 547,500 | 554,000 | 329,900 | (224,100) | (40.5%) |
| NET CAPITAL | - | 229,000 | - | (229,000) | (100.0%) |
| | | | | | |
| SUMMARY | | | | | |
| TOTAL REVENUES | (1,267,772) | (864,952) | (738,286) | 126,666 | (14.6%) |
| TOTAL EXPENSES | 6,410,830 | 6,088,694 | 6,484,742 | 396,048 | 6.5% |
| TOTAL PROGRAM SURPLUS/DEFICIT | 80,684 | - | - | - | - |
| TOTAL LEVY | 5,223,742 | 5,223,742 | 5,746,456 | 522,714 | 10.0% |

| | Taxation | % |
|--------------------------------------|----------------|--------------|
| Levy increase over prior year | 522,714 | 10.0% |
| One-time Items | \$184,219 | 3.5% |
| Service Level | 50,115 | 1.0% |
| Capital Contribution | 40,000 | 0.8% |
| Total | 274,334 | 5.3% |
| Prior year non-recurring items | (4,500) | (0.1%) |
| Development charge exemptions | 98,077 | 1.9% |
| Base Budget increase | 154,803 | 3.0% |

| | 2024 | 2024 | 2025 | \$ OVER | % OVER |
|-----------------------|---------------|---------------|----------------|---------------|--------------|
| | FORECAST | APPROVED | BUDGET | 2024 | 2024 |
| | | BUDGET | BUDGET | BUDGET | BUDGET |
| OPERATING | | | | | |
| EXPENSES | | | | | |
| OPERATING EXPENSES | 82,936 | 82,936 | 123,430 | 40,494 | 48.8% |
| TOTAL EXPENSES | 82,936 | 82,936 | 123,430 | 40,494 | 48.8% |
| TOTAL LEVY | 82,936 | 82,936 | 123,430 | 40,494 | 48.8% |

| | 2024 | 2024 | 2025 | \$ OVER | % OVER |
|--------------------------------------|---------------------|---------------------|----------------------|---------------------|-----------------|
| | 2024 | 2024 | 2025 | 2024 | 2024 |
| | FORECAST | APPROVED | BUDGET | BUDGET | BUDGET |
| OPERATING | | | | | |
| REVENUES | | | | | |
| GENERAL REVENUES | (47,817,601) | (46,808,119) | (51,071,943) | (4,263,824) | 9.1% |
| OTHER REVENUES | (1,150,997) | (1,254,967) | (1,744,712) | (489,745) | 39.0% |
| TOTAL REVENUES | (48,968,598) | (48,063,086) | (52,816,655) | (4,753,569) | 9.9% |
| EXPENSES | | | | | |
| SALARIES AND BENEFITS | 8,012,954 | 8,106,790 | 8,715,065 | 608,275 | 7.5% |
| OPERATING EXPENSES | 13,356,976 | 13,370,878 | 14,325,995 | 955,117 | 7.1% |
| DEBT REPAYMENT | 3,421,120 | 3,369,729 | 3,424,369 | 54,640 | 1.6% |
| RESERVE TRANSFERS | 24,309,517 | 14,391,757 | 16,950,872 | 2,559,115 | 17.8% |
| INTERDEPARTMENTAL CHARGES | 9,158,006 | 8,908,826 | 9,400,354 | 491,528 | 5.5% |
| TOTAL EXPENSES | 58,258,573 | 48,147,980 | 52,816,655 | 4,668,675 | 9.7% |
| PROGRAM SURPLUS/DEFICIT | | | | | |
| RESERVE CONTRIBUTION TO (FROM) | (9,289,975) | (84,894) | - | 84,894 | (100.0%) |
| TOTAL PROGRAM SURPLUS/DEFICIT | (9,289,975) | (84,894) | - | 84,894 | (100.0%) |
| NET OPERATING | - | - | - | - | - |
| CAPITAL | | | | | |
| CAPITAL REVENUES | (34,499,909) | (44,363,788) | (64,330,948) | (19,967,160) | 45.0% |
| CAPITAL | 34,499,909 | 44,363,788 | 64,330,948 | 19,967,160 | 45.0% |
| NET CAPITAL | - | - | - | - | - |
| SUMMARY | | | | | |
| TOTAL REVENUES | (83,468,507) | (92,426,874) | (117,147,603) | (24,720,729) | 26.7% |
| TOTAL EXPENSES | 92,758,482 | 92,511,768 | 117,147,603 | 24,635,835 | 26.6% |
| TOTAL PROGRAM SURPLUS/DEFICIT | (9,289,975) | (84,894) | - | 84,894 | (100.0%) |
| TOTAL LEVY | - | - | - | - | - |

| | Rates | % |
|--------------------------------------|------------------|-------------|
| Rates increase over last year | 3,887,752 | 8.8% |
| New Initiatives | 150,200 | 0.3% |
| One-time Items | 351,348 | 0.8% |
| Service Level | 170,303 | 0.4% |
| Initiative Gapping | (18,950) | (0.0%) |
| Budget Impact Total | 652,901 | 1.5% |
| Prior year non-recurring items | 161,240 | 0.4% |
| Prior year initiative gapping | (78,552) | (0.2%) |
| Development charge exemptions | (332,000) | (0.7%) |
| Base Budget increase | 3,484,163 | 7.9% |

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 seven categories:

| | | Total | Reserves | Other Recoveries | Rates | % | Taxation | % |
|----|---|---------------------|---------------------|---------------------|------------------|-------------|--------------------|---------------|
| 1. | New Initiative - Significant new programs or services that are intended to have a lasting impact; includes non-recurring items and base budget impacts | \$2,654,001 | \$85,000 | \$2,175,000 | \$150,200 | 0.3% | \$243,801 | 0.3% |
| 2. | One-time Items - Items that are non-recurring in nature | 4,266,000 | 3,417,522 | 251,500 | 351,348 | 0.8% | 245,630 | 0.3% |
| 3. | Service Level - Changes in the services provided; includes non-recurring items and base budget impacts | 2,587,019 | 294,464 | 253,055 | 170,303 | 0.4% | 1,869,197 | 2.1% |
| 4. | Capital Contribution – Increase (above base budget inflationary increase) in asset contribution required to address capital plan requirements | 778,000 | - | - | - | -% | 778,000 | 0.9% |
| 5. | Initiative gapping - Phased-in impacts of service level and new initiatives to be realized in future budget year | (1,300,264) | - | (1,130,000) | (18,950) | -% | (151,314) | (0.2%) |
| 6. | Carryover/In-Year Approvals - In-year approvals previously not included in the budget, or previously approved and not completed | 1,614,392 | 570,000 | 934,338 | - | -% | 110,054 | 0.1% |
| 7. | Minor Capital and Infrastructure Capital – Expansion of capital assets and studies | 37,347,500 | 23,805,266 | 12,257,847 | - | -% | 1,284,387 | 1.5% |
| | Budget Impacts | \$47,946,648 | \$28,172,252 | \$14,741,740 | \$652,901 | 1.5% | \$4,379,755 | 5.0% |

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 detailed the budget impacts by cost driver:

| | REF | BASE BUDGET | ONE TIME/ CAPITAL | BUDGET COST | RESERVES | DC | GRANTS | DEBT | OTHER SOURCES | REVENUES | TAXATION | WWW RATES |
|---|------------|----------------|-------------------|------------------|---------------|----------|----------|------------------|----------------|------------------|----------------|----------------|
| NEW INITIATIVES | | | | | | | | | | | | |
| FAC-Thornton Wellfield Naturalization | NI 2025-01 | 156,801 | 2,122,000 | 2,278,801 | - | - | - | 2,000,000 | 175,000 | 2,175,000 | 103,801 | - |
| RDS-Benchmark Traffic Data - Automated Speed Enforcement Program | NI 2025-02 | - | 75,000 | 75,000 | - | - | - | - | - | - | 75,000 | - |
| RDS-Storm Sewer Closed-Circuit Television (CCTV) Inspection Program | NI 2025-03 | 45,000 | - | 45,000 | - | - | - | - | - | - | 45,000 | - |
| WAT/WW-Tillsonburg Watermain Swabbing and Sanitary De-rooting | NI 2025-04 | 126,000 | - | 126,000 | - | - | - | - | - | - | - | 126,000 |
| WAT/WW-Water Wastewater Electronic Logbooks | NI 2025-05 | 4,200 | 20,000 | 24,200 | - | - | - | - | - | - | - | 24,200 |
| IT-Council Chamber Technology Upgrades | NI 2025-06 | - | 65,000 | 65,000 | 65,000 | - | - | - | - | 65,000 | - | - |
| HR-Leadership Development and Succession Planning Programming | NI 2025-07 | 40,000 | - | 40,000 | 20,000 | - | - | - | - | 20,000 | 20,000 | - |
| | | 372,001 | 2,282,000 | 2,654,001 | 85,000 | - | - | 2,000,000 | 175,000 | 2,260,000 | 243,801 | 150,200 |

| | REF | BASE BUDGET | ONE TIME/ CAPITAL | BUDGET COST | RESERVES | DC | GRANTS | DEBT | OTHER SOURCES | REVENUES | TAXATION | WWW RATES |
|---|-------------|-------------|-------------------|-------------|----------|----|--------|------|---------------|----------|----------|-----------|
| ONE-TIME ITEMS | | | | | | | | | | | | |
| FAC-Driver FTE | FTE 2025-01 | - | 9,436 | 9,436 | - | - | - | - | - | - | 9,436 | - |
| FAC-Laptop Mount (FLT) | | - | 1,650 | 1,650 | - | - | - | - | - | - | 1,650 | - |
| FAC-Additional costs to comply with County Backflow Prevention Program | | - | 50,000 | 50,000 | - | - | - | - | - | - | 50,000 | - |
| RDS-Regrade Ditch 325243 Norwich Rd | | - | 5,000 | 5,000 | - | - | - | - | - | - | 5,000 | - |
| RDS-Tractor & Boom Arm Rental - Woodstock Patrol | | - | 10,400 | 10,400 | - | - | - | - | - | - | 10,400 | - |
| RDS-CP Crossing Galt Subdivision Rehab | | - | 95,000 | 95,000 | 67,000 | - | - | - | - | 67,000 | 28,000 | - |
| RDS-Driver Seat Change | | - | 4,000 | 4,000 | - | - | - | - | - | - | 4,000 | - |
| WM-Blue Box Transition | | - | 10,000 | 10,000 | - | - | - | - | - | - | 10,000 | - |
| WAT-Pattullo Realignment Consultant Fees (Woodstock) | | - | 50,000 | 50,000 | - | - | - | - | - | - | - | 50,000 |
| WAT-Management and Supervisor Training | | - | 2,500 | 2,500 | - | - | - | - | - | - | - | 2,500 |
| WAT-Woodstock Service Provider Summer Student to digitize water cards (Woodstock) | | - | 15,000 | 15,000 | - | - | - | - | - | - | - | 15,000 |
| WAT-Well Testing | | - | 8,200 | 8,200 | - | - | - | - | - | - | - | 8,200 |
| WAT-Tavistock Reclassification & DWWP Amendment (Townships) | | - | 3,500 | 3,500 | - | - | - | - | - | - | - | 3,500 |
| WAT-iPad for Linear Monitoring | | - | 500 | 500 | 500 | - | - | - | - | 500 | - | - |
| WAT-Water Tower Cleaning Services | | - | 46,000 | 46,000 | - | - | - | - | - | - | - | 46,000 |

| | REF | BASE BUDGET | ONE TIME/ CAPITAL | BUDGET COST | RESERVES | DC | GRANTS | DEBT | OTHER SOURCES | REVENUES | TAXATION | W/WW RATES |
|--|-----|-------------|-------------------|-------------|-----------|---------|---------|------|---------------|-----------|-----------|------------|
| WAT-Well equipment services | | - | 5,000 | 5,000 | - | - | - | - | - | - | - | 5,000 |
| WAT-SCADA Operation Upgrades | | - | 50,000 | 50,000 | - | - | - | - | - | - | - | 50,000 |
| WAT-New Routers | | - | 21,000 | 21,000 | - | - | - | - | - | - | - | 21,000 |
| WAT-Children's Water Festival | | - | 15,000 | 15,000 | - | - | - | - | - | - | - | 15,000 |
| WW-CLI ECA Signs | | - | 10,000 | 10,000 | - | - | - | - | - | - | - | 10,000 |
| WW-Pattullo Realignment Consultant (Woodstock) | | - | 50,000 | 50,000 | - | - | - | - | - | - | - | 50,000 |
| WW-WW Hydraulic Model and Model Flow Monitoring | | - | 104,670 | 104,670 | - | 78,522 | - | - | - | 78,522 | - | 26,148 |
| WW-Replace Air Release Valve (Ingersoll) | | - | 8,500 | 8,500 | - | - | - | - | - | - | - | 8,500 |
| WW-Management and Supervisor Training | | - | 500 | 500 | - | - | - | - | - | - | - | 500 |
| WW-Technology Upgrade to Larger Screens | | - | 2,000 | 2,000 | 1,000 | - | - | - | - | 1,000 | - | 1,000 |
| WW-iPad for Linear Monitoring | | - | 500 | 500 | 500 | - | - | - | - | 500 | - | - |
| WW-SCADA Operation Upgrades | | - | 30,000 | 30,000 | - | - | - | - | - | - | - | 30,000 |
| WW-New Routers | | - | 9,000 | 9,000 | - | - | - | - | - | - | - | 9,000 |
| HSG-Affordable housing projects | | - | 70,000 | 70,000 | 70,000 | - | - | - | - | 70,000 | - | - |
| HSG-CMHC Grant Funding (Housing Turnover) 3-year | | - | - | - | - | - | 121,500 | - | - | 121,500 | (121,500) | - |
| HSG-Secondary Affordable Unit Program | | - | 300,000 | 300,000 | 300,000 | - | - | - | - | 300,000 | - | - |
| HSG-Housing Repair Program | | - | 200,000 | 200,000 | 200,000 | - | - | - | - | 200,000 | - | - |
| HSG-Affordable Housing Project RFP (2025) | | - | 1,500,000 | 1,500,000 | 1,500,000 | - | - | - | - | 1,500,000 | - | - |
| IS-Training | | - | 2,500 | 2,500 | - | - | - | - | - | - | 2,500 | - |
| IS-Drone Supplies | | - | 4,925 | 4,925 | - | - | - | - | - | - | 4,925 | - |
| IS-175th County Anniversary | | - | 12,000 | 12,000 | - | - | - | - | - | - | 12,000 | - |
| IT-Testing | | - | 100,000 | 100,000 | 100,000 | - | - | - | - | 100,000 | - | - |
| FIN-DC Process and Template Review | | - | 50,000 | 50,000 | - | 50,000 | - | - | - | 50,000 | - | - |
| SI-Council DEI and Accessibility | | - | 15,000 | 15,000 | - | - | - | - | - | - | 15,000 | - |
| SI-Safe Well Oxford Plan Update | | - | 80,000 | 80,000 | - | - | 80,000 | - | - | 80,000 | - | - |
| SI-Indigenous Consultation Plan | | - | 50,000 | 50,000 | - | - | 50,000 | - | - | 50,000 | - | - |
| SI-Climate Action Plan Engagement | | - | 1,500 | 1,500 | - | - | - | - | - | - | 1,500 | - |
| SI-Ontario Non-Profit Housing Association for AAC Training | | - | 1,500 | 1,500 | - | - | - | - | - | - | 1,500 | - |
| SCE-175th County Anniversary | | - | 1,000 | 1,000 | - | - | - | - | - | - | 1,000 | - |
| HR-Physical Demand Analysis Updates | | - | 8,000 | 8,000 | - | - | - | - | - | - | 8,000 | - |
| HR-Parklane Software Update | | - | 3,000 | 3,000 | - | - | - | - | - | - | 3,000 | - |
| PLN-Official Plan Review | | - | 450,000 | 450,000 | 270,000 | 180,000 | - | - | - | 450,000 | - | - |
| PLN-Secondary Planning Studies | | - | 600,000 | 600,000 | 308,216 | 291,784 | - | - | - | 600,000 | - | - |
| PLN-Children's Water Festival | | - | 15,000 | 15,000 | - | - | - | - | - | - | 15,000 | - |
| OCL-Ox on the Run | | - | 173,819 | 173,819 | - | - | - | - | - | - | 173,819 | - |
| OCL-Vehicle Wrap | | - | 4,400 | 4,400 | - | - | - | - | - | - | 4,400 | - |
| OCL-60th Anniversary | | - | 6,000 | 6,000 | - | - | - | - | - | - | 6,000 | - |
| | | - | 4,266,000 | 4,266,000 | 2,817,216 | 600,306 | 251,500 | - | - | 3,669,022 | 245,630 | 351,348 |

| | REF | BASE BUDGET | ONE TIME/ CAPITAL | BUDGET COST | RESERVES | DC | GRANTS | DEBT | OTHER SOURCES | REVENUES | TAXATION | W/WW RATES |
|---|-------------|------------------|-------------------|------------------|----------------|----------|----------------|----------|------------------|----------------|------------------|----------------|
| SERVICE LEVEL | | | | | | | | | | | | |
| ENG-Project Engineer FTE | FTE 2025-02 | 70,977 | 8,650 | 79,627 | - | - | - | - | - | - | 79,627 | - |
| ENG-Public Works Technician FTE | FTE 2025-03 | 36,518 | 67,000 | 103,518 | - | - | - | - | - | - | 103,518 | - |
| WM-Waste Management Technician FTE | FTE 2025-04 | 102,098 | - | 102,098 | - | - | - | - | - | - | 102,098 | - |
| WAT/WW-SCADA Technician FTE | FTE 2025-05 | 89,298 | 17,520 | 106,818 | 10,000 | - | - | - | - | 10,000 | - | 96,818 |
| WAT/WW-Technical Services Co-op Student FTE | FTE 2025-06 | 16,662 | - | 16,662 | - | - | - | - | - | - | - | 16,662 |
| HSG/CC-Integrated Program Coordinator FTE | FTE 2025-07 | 101,764 | - | 101,764 | - | - | 50,882 | - | - | 50,882 | 50,882 | - |
| WFL-Personal Support Worker FTE | FTE 2025-08 | 138,173 | - | 138,173 | - | - | 138,173 | - | - | 138,173 | - | - |
| WFL-Recreation Aide FTE | FTE 2025-09 | 163,700 | - | 163,700 | - | - | 163,700 | - | - | 163,700 | - | - |
| IS-Business and Policy Analyst FTE | FTE 2025-10 | 115,398 | 5,250 | 120,648 | - | - | - | - | - | - | 120,648 | - |
| FIN-Financial Analyst - Capital FTE | FTE 2025-11 | 114,404 | 2,500 | 116,904 | - | - | - | - | - | - | 116,904 | - |
| FIN-Payroll Supervisor FTE | FTE 2025-12 | 123,754 | 2,000 | 125,754 | - | - | - | - | - | - | 125,754 | - |
| TOUR-Convert Tourism Student to Part-time year-round | | 14,850 | - | 14,850 | - | - | - | - | - | - | 14,850 | - |
| SCE-Communication Officer FTE | FTE 2025-13 | 98,836 | 2,500 | 101,336 | - | - | - | - | - | - | 101,336 | - |
| PS-Paramedics FTE | FTE 2025-14 | 673,114 | - | 673,114 | 280,464 | - | - | - | - | 280,464 | 392,650 | - |
| OCL-Library Summer Student FTE | FTE 2025-15 | 12,309 | - | 12,309 | - | - | - | - | - | - | 12,309 | - |
| OCL-Branch Hours Adjustments FTE | FTE 2025-16 | 40,206 | - | 40,206 | - | - | - | - | 2,400 | 2,400 | 37,806 | - |
| FAC-Enhanced Cleaning | | 47,000 | - | 47,000 | - | - | - | - | - | - | 47,000 | - |
| FAC-Demand maintenance increase | | 222,000 | - | 222,000 | - | - | - | - | - | - | 222,000 | - |
| RDS-Active Transportation Advisory Committee Promotion | | 10,000 | - | 10,000 | - | - | - | - | - | - | 10,000 | - |
| RDS-Traffic Data Collection | | 7,440 | - | 7,440 | - | - | - | - | - | - | 7,440 | - |
| RDS-Mower Rental | | 10,400 | - | 10,400 | - | - | - | - | - | - | 10,400 | - |
| RDS-Durable Pavement Markings - Springford Patrol | | 12,000 | - | 12,000 | - | - | - | - | - | - | 12,000 | - |
| RDS-Additional streetlight operating impact | | 1,200 | - | 1,200 | - | - | - | - | - | - | 1,200 | - |
| RDS-Speed Count Services | | 50,000 | - | 50,000 | - | - | - | - | - | - | 50,000 | - |
| WAT/WW-2nd Lead Hand | | 12,413 | 4,000 | 16,413 | 4,000 | - | - | - | - | 4,000 | - | 12,413 |
| WAT/WW-Enhanced Grass Cutting | | 9,410 | - | 9,410 | - | - | - | - | - | - | - | 9,410 |
| WAT-Clean Water Project transfer increase | | 35,000 | - | 35,000 | - | - | - | - | - | - | - | 35,000 |
| HS-Adobe Pro | | 5,800 | - | 5,800 | - | - | 2,900 | - | - | 2,900 | 2,900 | - |
| WFL-Rogers Cable per Home Area | | 4,935 | - | 4,935 | - | - | - | - | - | - | 4,935 | - |
| WFL-Canadian Society of Nutrition Management - Training | | 1,800 | - | 1,800 | - | - | - | - | - | - | 1,800 | - |
| WFL-Admissions and Tour Packages | | 1,140 | - | 1,140 | - | - | - | - | - | - | 1,140 | - |
| IT-Decrease in Support Services Revenue | | - | - | - | - | - | - | - | (105,000) | (105,000) | 105,000 | - |
| PLN-Contribution to Planning Reserve | | 100,000 | - | 100,000 | - | - | - | - | - | - | 100,000 | - |
| PLN-Clean Water Project transfer increase | | 35,000 | - | 35,000 | - | - | - | - | - | - | 35,000 | - |
| | | 2,477,599 | 109,420 | 2,587,019 | 294,464 | - | 355,655 | - | (102,600) | 547,519 | 1,869,197 | 170,303 |

| | REF | BASE BUDGET | ONE TIME/ CAPITAL | BUDGET COST | RESERVES | DC | GRANTS | DEBT | OTHER SOURCES | REVENUES | TAXATION | W/WW RATES |
|--|-------------|----------------|--------------------|--------------------|----------------|----------|----------------|--------------------|----------------|--------------------|------------------|-----------------|
| CAPITAL CONTRIBUTION | | | | | | | | | | | | |
| RDS-Transportation Capital Increase (AMP) | | 250,000 | - | 250,000 | - | - | - | - | - | - | 250,000 | - |
| HSG-Social Housing Capital Increase (AMP) | | 50,000 | - | 50,000 | - | - | - | - | - | - | 50,000 | - |
| WFL-Woodingford Lodge Capital Increase (AMP) | | 288,000 | - | 288,000 | - | - | - | - | - | - | 288,000 | - |
| IT-Information Technology Capital Increase (AMP) | | 50,000 | - | 50,000 | - | - | - | - | - | - | 50,000 | - |
| PS-Paramedic Services Capital Increase (AMP) | | 100,000 | - | 100,000 | - | - | - | - | - | - | 100,000 | - |
| OCL-Library Capital Increase (AMP) | | 40,000 | - | 40,000 | - | - | - | - | - | - | 40,000 | - |
| | | 778,000 | - | 778,000 | - | - | - | - | - | - | 778,000 | - |
| INITIATIVE GAPPING | | | | | | | | | | | | |
| FAC-Thornton Wellfield Naturalization | NI 2025-01 | - | (1,193,801) | (1,193,801) | - | - | - | (2,000,000) | 870,000 | (1,130,000) | (63,801) | - |
| ENG-Project Engineer FTE | FTE 2025-02 | - | (14,175) | (14,175) | - | - | - | - | - | - | (14,175) | - |
| ENG-Public Works Technician FTE | FTE 2025-03 | - | (7,950) | (7,950) | - | - | - | - | - | - | (7,950) | - |
| WAT/WW-SCADA Technician FTE | FTE 2025-05 | - | (18,950) | (18,950) | - | - | - | - | - | - | - | (18,950) |
| IS-Business and Policy Analyst FTE | FTE 2025-10 | - | (28,349) | (28,349) | - | - | - | - | - | - | (28,349) | - |
| FIN-Financial Analyst - Capital FTE | FTE 2025-11 | - | (8,275) | (8,275) | - | - | - | - | - | - | (8,275) | - |
| SCE-Communication Officer FTE | FTE 2025-16 | - | (24,415) | (24,415) | - | - | - | - | - | - | (24,415) | - |
| TOUR-Convert Tourism Student to Part-time year-round | | - | (4,349) | (4,349) | - | - | - | - | - | - | (4,349) | - |
| | | - | (1,300,264) | (1,300,264) | - | - | - | (2,000,000) | 870,000 | (1,130,000) | (151,314) | (18,950) |
| CARRYOVER/IN-YEAR APPROVAL | | | | | | | | | | | | |
| WM-Bulk Oil and Antifreeze Collection (2024) | | - | 1,500 | 1,500 | - | - | - | - | - | - | 1,500 | - |
| HS-Service Review | | - | 51,000 | 51,000 | - | - | - | - | 51,000 | 51,000 | - | - |
| HSG-Operating impact of additional municipal housing units | | 73,453 | 213,500 | 286,953 | 200,000 | - | - | - | 91,069 | 291,069 | (4,116) | - |
| HSG-Dundas Street Woodstock AHP Project | | - | 25,000 | 25,000 | 20,000 | - | - | - | - | 20,000 | 5,000 | - |
| WFL-Master Plan FTE | | 501,213 | 2,600 | 503,813 | - | - | 503,813 | - | - | 503,813 | - | - |
| WFL-RPN Change to Wound Care RN FTE | | (42,725) | - | (42,725) | - | - | (42,725) | - | - | (42,725) | - | - |
| WFL-Funded PSW In Year Increase FTE | | 244,940 | - | 244,940 | - | - | 244,940 | - | - | 244,940 | - | - |
| WFL-Family Transition - Local Priorities Fund 2024-25 | | - | 86,241 | 86,241 | - | - | 86,241 | - | - | 86,241 | - | - |
| FIN-Payroll & Scheduling Software | | - | 350,000 | 350,000 | 350,000 | - | - | - | - | 350,000 | - | - |
| PS-Griffin Way Expansion | PW2024-41 | 52,670 | 55,000 | 107,670 | - | - | - | - | - | - | 107,670 | - |
| | | 829,551 | 784,841 | 1,614,392 | 570,000 | - | 792,269 | - | 142,069 | 1,504,338 | 110,054 | - |

| | REF | BASE BUDGET | ONE TIME/ CAPITAL | BUDGET COST | RESERVES | DC | GRANTS | DEBT | OTHER SOURCES | REVENUES | TAXATION | WWW RATES |
|--|------------------|-------------|-------------------|-------------|-----------|---------|---------|------|---------------|-----------|----------|-----------|
| MINOR CAPITAL | | | | | | | | | | | | |
| WM-Water Tank | CAP 280000 | - | 20,000 | 20,000 | - | - | - | - | - | - | 20,000 | - |
| WM-Waste Management Heavy Equipment Loader | CAP 280000 | - | 650,000 | 650,000 | 650,000 | - | - | - | - | 650,000 | - | - |
| CC-Meeting Room Technology | CAP 310500 | - | 65,000 | 65,000 | - | - | 65,000 | - | - | 65,000 | - | - |
| WFL-Commercial BBQ | CAP 391000 | - | 5,000 | 5,000 | - | - | - | - | 5,000 | 5,000 | - | - |
| WFL-Technology Enhancements | CAP 391000 | - | 13,500 | 13,500 | - | - | - | - | 5,000 | 5,000 | 8,500 | - |
| WFL-Security Cameras | CAP 391000 | - | 37,500 | 37,500 | - | - | - | - | - | - | 37,500 | - |
| PS-Controlled Access Drug Containment | VARIOUS PS SITES | - | 25,000 | 25,000 | - | - | - | - | - | - | 25,000 | - |
| | | - | 816,000 | 816,000 | 650,000 | - | 65,000 | - | 10,000 | 725,000 | 91,000 | - |
| INFRASTRUCTURE CAPITAL | | | | | | | | | | | | |
| FAC-OCAB Space Optimization (NI 2024-01) | CAP 911020 | - | 420,000 | 420,000 | 420,000 | - | - | - | - | 420,000 | - | - |
| FAC-Solar PV Design (2) | CAP 911900 | - | 40,000 | 40,000 | - | - | 6,000 | - | 34,000 | 40,000 | - | - |
| FAC-Woodstock WWTP Biogas Utilization | CAP 911900 | - | 500,000 | 500,000 | - | 69,879 | - | - | 430,121 | 500,000 | - | - |
| FAC-Landfill Renewable Gas Detailed Assessment | CAP 911900 | - | 25,000 | 25,000 | 25,000 | - | - | - | - | 25,000 | - | - |
| FAC-Electric Vehicle Chargers | CAP 911012 | - | 80,000 | 80,000 | 80,000 | - | - | - | - | 80,000 | - | - |
| RDS-New Pedestrian Crossings | CAP 930076 | - | 325,000 | 325,000 | - | 60,000 | - | - | - | 60,000 | 265,000 | - |
| RDS-New Guiderails (roads) | CAP 930070 | - | 275,000 | 275,000 | - | - | - | - | - | - | 275,000 | - |
| RDS-Intersection Illumination | CAP 930078 | - | 200,000 | 200,000 | - | 20,000 | - | - | 50,000 | 70,000 | 130,000 | - |
| RDS-Bike Lanes | CAP 930079 | - | 675,000 | 675,000 | - | 287,323 | 387,677 | - | - | 675,000 | - | - |
| RDS-Traffic Signals | CAP 930300 | - | 745,000 | 745,000 | 473,303 | 38,310 | - | - | - | 511,613 | 233,387 | - |
| RDS-Traffic Calming | CAP 930301 | - | 450,000 | 450,000 | - | 30,000 | - | - | 140,000 | 170,000 | 280,000 | - |
| RDS-New Guiderails (bridges) | CAP 930200 | - | 350,000 | 350,000 | 350,000 | - | - | - | - | 350,000 | - | - |
| RDS-Pad Mount Generator Design Update (Various Sites) | CAP 911300 | - | 15,000 | 15,000 | 15,000 | - | - | - | - | 15,000 | - | - |
| RDS-Pad Mount Generator (Springford Yard) | CAP 911303 | - | 250,000 | 250,000 | 250,000 | - | - | - | - | 250,000 | - | - |
| RDS-Pad Mount Generator (Woodstock Yard) | CAP 911304 | - | 200,000 | 200,000 | 200,000 | - | - | - | - | 200,000 | - | - |
| WM-Transfer Station Expansion | CAP 911800 | - | 60,000 | 60,000 | 60,000 | - | - | - | - | 60,000 | - | - |
| WM-Landfill Expansion | CAP 918700 | - | 55,000 | 55,000 | 55,000 | - | - | - | - | 55,000 | - | - |
| WAT-NE Industrial Park Servicing (Woodstock) | CAP 960135 | - | 3,399,000 | 3,399,000 | 1,023,233 | - | - | - | 2,375,767 | 3,399,000 | - | - |
| WAT-Southwest Watermain Extension (Woodstock) | CAP 960134 | - | 650,000 | 650,000 | 195,700 | 454,300 | - | - | - | 650,000 | - | - |
| WAT-Thornton Feedermain Replacement (Woodstock) | CAP 960159 | - | 100,000 | 100,000 | 100,000 | - | - | - | - | 100,000 | - | - |
| WAT-North-end Watermain Looping (Tillsonburg) | CAP 960245 | - | 437,000 | 437,000 | 87,403 | 349,597 | - | - | - | 437,000 | - | - |
| WAT-Water Oversizing (Tillsonburg) | CAP 960249 | - | 44,000 | 44,000 | 4,400 | 39,600 | - | - | - | 44,000 | - | - |
| WAT-Vienna Road Watermain Extension (Tillsonburg) | CAP 960252 | - | 400,000 | 400,000 | - | 400,000 | - | - | - | 400,000 | - | - |
| WAT-Otterville Groundwater Monitoring Wells (Township) | CAP 960417 | - | 50,000 | 50,000 | 50,000 | - | - | - | - | 50,000 | - | - |

| | REF | BASE BUDGET | ONE TIME/ CAPITAL | BUDGET COST | RESERVES | DC | GRANTS | DEBT | OTHER SOURCES | REVENUES | TAXATION | W/WW RATES |
|---|-------------|------------------|-------------------|-------------------|-------------------|-------------------|------------------|------------------|-------------------|-------------------|------------------|----------------|
| WAT-New well supply land acquisition (Township) | CAP 960420 | - | 300,000 | 300,000 | 266,045 | 33,955 | - | - | - | 300,000 | - | - |
| WAT-Water quality improvement equipment (Township) | CAP 960422 | - | 100,000 | 100,000 | 100,000 | - | - | - | - | 100,000 | - | - |
| WAT-Cranberry Road Extension (Tillsonburg) | CAP 960213 | - | 837,000 | 837,000 | 2,317 | 830,548 | - | - | 4,135 | 837,000 | - | - |
| WAT-Thamesford Watermain Trunk Extension (Townships) | CAP 960424 | - | 40,000 | 40,000 | - | 40,000 | - | - | - | 40,000 | - | - |
| WAT-Tavistock Well 4 (Townships) | CAP 960437 | - | 1,298,000 | 1,298,000 | 713,605 | 584,395 | - | - | - | 1,298,000 | - | - |
| WAT-Drumbo Well 1 and 2A (Townships) | CAP 960421 | - | 150,000 | 150,000 | 133,000 | 17,000 | - | - | - | 150,000 | - | - |
| WAT-Victoria Wood Watermain (Tillsonburg) | CAP 960251 | - | 797,000 | 797,000 | - | 797,000 | - | - | - | 797,000 | - | - |
| WW-NE Industrial Park Servicing (Woodstock) | CAP 950150 | - | 6,036,000 | 6,036,000 | 1,818,418 | 1,874,822 | - | - | 2,342,760 | 6,036,000 | - | - |
| WW-Lansdowne Sewage Pumping Station (Woodstock) | CAP 950163 | - | 2,490,000 | 2,490,000 | 750,154 | - | - | - | 1,739,846 | 2,490,000 | - | - |
| WW-Lansdowne Sewer Extension (Woodstock) | CAP 950164 | - | 165,000 | 165,000 | 49,698 | 115,302 | - | - | - | 165,000 | - | - |
| WW-Cranberry Road Extension (Tillsonburg) | CAP 950216 | - | 1,159,000 | 1,159,000 | 2,145 | 1,130,935 | - | - | 25,920 | 1,159,000 | - | - |
| WW-SW Industrial Park (Ingersoll) | CAP 950336 | - | 6,806,000 | 6,806,000 | 2,307,847 | 1,206,325 | - | - | 3,291,828 | 6,806,000 | - | - |
| WW-Lansdowne Trunk Sewer (Woodstock) | CAP 950163 | - | 1,730,000 | 1,730,000 | 521,215 | 1,208,785 | - | - | - | 1,730,000 | - | - |
| WW-Wastewater Treatment Plant Expansion (Drumbo) | CAP 950810 | - | 160,000 | 160,000 | - | 425,316 | - | 2,468,014 | (2,733,330) | 160,000 | - | - |
| WW-Wastewater Treatment Plant Expansion (Mount Elgin) | CAP 950905 | - | 1,820,000 | 1,820,000 | 314,229 | 339,162 | - | - | 1,166,609 | 1,820,000 | - | - |
| WW-William St SPS Upgrade (Tavistock) | CAP 950513 | - | 200,000 | 200,000 | 127,792 | 72,208 | - | - | - | 200,000 | - | - |
| WW-Lagoon Expansion (Norwich) | CAP 950412 | - | 25,000 | 25,000 | 9,177 | 15,823 | - | - | - | 25,000 | - | - |
| WW-Wastewater Treatment Plant Upgrade/Expansion (Tavistock) | CAP 950504 | - | 100,000 | 100,000 | 12,770 | 37,230 | - | - | 50,000 | 100,000 | - | - |
| WW-Wastewater Treatment Plan Expansion (Tillsonburg) | CAP 950200 | - | 600,000 | 600,000 | 431,400 | 168,600 | - | - | - | 600,000 | - | - |
| WW-Biosolids Building Roof Access | CAP 250000 | - | 40,000 | 40,000 | 40,000 | - | - | - | - | 40,000 | - | - |
| HSG-Tillsonburg AHP Project | CAP 361060 | - | 1,530,000 | 1,530,000 | 1,520,000 | - | - | - | - | 1,520,000 | 10,000 | - |
| HSG-Capital impact of additional municipal housing units | CAP Housing | - | 403,500 | 403,500 | - | - | 403,500 | - | - | 403,500 | - | - |
| | | - | 36,531,500 | 36,531,500 | 12,508,851 | 10,646,415 | 797,177 | 2,468,014 | 8,917,656 | 35,338,113 | 1,193,387 | - |
| TOTAL COUNTY OF OXFORD | | 4,457,151 | 43,489,497 | 47,946,648 | 16,925,531 | 11,246,721 | 2,261,601 | 2,468,014 | 10,012,125 | 42,913,992 | 4,379,755 | 652,901 |

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

Full-time Equivalent Plan (FTE) Summary

FTE Continuity

| | |
|-----------------------------|--------------|
| + 2024 Base | 677.4 |
| + 2024 Temp | 5.7 |
| = 2024 Approved Plan | 683.1 |
| + 2024 In-Year Base | 6.5 |
| + 2024 In-Year Temp | 3.0 |
| = 2024 Revised Plan | 692.6 |
| - 2024 Temp | (8.7) |
| + 2024 Temp Carryover | 1.8 |
| + 2025 Base* | 18.3 |
| + 2025 Temp* | 2.8 |
| = 2025 Plan | 706.8 |

| | |
|---------------------|-------------|
| *2025 New Request | 21.1 |
| 2025 Temp Carryover | 1.8 |
| 2025 Request | 22.9 |

| Department/Division | 2024 | | | | | | 2025 | | | 2025 Request |
|--|--------------|--------------------|----------------------|---------------------------|------------|--------------|--------------|------------|--------------|--------------|
| | Base | Reorg ¹ | In-Year ¹ | In-Year Temp ¹ | Temp | Budget | Base | Temp | Budget | |
| CAO Office | 5.0 | (3.0) | - | - | - | 2.0 | 2.0 | - | 2.0 | - |
| Strategic Initiatives | - | 3.0 | - | - | - | 3.0 | 3.0 | - | 3.0 | - |
| Strategic Communication and Engagement | 5.0 | - | - | - | - | 5.0 | 6.0 | - | 6.0 | 1.0 |
| Tourism | 3.3 | - | - | - | - | 3.3 | 3.4 | - | 3.4 | 0.1 |
| CAO | 13.3 | - | - | - | - | 13.3 | 14.4 | - | 14.4 | 1.1 |
| Human Resources | 11.0 | - | - | - | - | 11.0 | 11.0 | - | 11.0 | - |
| Community Planning | 20.7 | - | - | - | - | 20.7 | 20.7 | - | 20.7 | - |
| Finance | 18.0 | - | - | - | - | 18.0 | 20.0 | - | 20.0 | 2.0 |
| Customer Service | 5.2 | (1.0) | - | - | - | 4.2 | 4.2 | - | 4.2 | - |
| Information Technology | 12.0 | - | - | - | - | 12.0 | 12.0 | - | 12.0 | - |
| Information Services | 15.3 | 2.0 | - | - | - | 17.3 | 18.3 | - | 18.3 | 1.0 |
| Provincial Offences Administration | 5.0 | - | - | - | - | 5.0 | 5.0 | - | 5.0 | - |
| Corporate Services | 55.5 | 1.0 | - | - | - | 56.5 | 59.5 | - | 59.5 | 3.0 |
| Oxford County Library | 38.3 | - | (0.1) | - | 2.3 | 40.5 | 39.0 | 2.0 | 41.0 | 2.8 |
| Community Services | 32.8 | (3.1) | - | - | 0.7 | 30.4 | 29.4 | 1.0 | 30.4 | 0.7 |
| Child Care and EarlyOn | 12.0 | 2.0 | - | - | - | 14.0 | 14.5 | - | 14.5 | 0.5 |
| Housing | 3.5 | 1.1 | - | - | 0.7 | 5.3 | 5.1 | - | 5.1 | 0.5 |
| Human Services | 48.3 | - | - | - | 1.4 | 49.7 | 49.0 | 1.0 | 50.0 | 1.7 |
| Paramedic Services | 100.6 | - | 0.5 | - | - | 101.1 | 105.1 | - | 105.1 | 4.0 |
| Woodingford Lodge | 229.9 | - | 6.1 | 3.0 | 1.0 | 240.0 | 238.4 | 0.8 | 239.2 | 3.2 |
| Engineering and Construction | 22.1 | (1.0) | - | - | - | 21.1 | 25.1 | - | 25.1 | 4.0 |
| Facilities and Fleet | 17.6 | - | - | - | - | 17.6 | 17.6 | 0.8 | 18.4 | 0.8 |
| Transportation Services | 37.1 | - | - | - | - | 37.1 | 37.1 | - | 37.1 | - |
| Waste Management | 17.4 | - | - | - | 1.0 | 18.4 | 18.4 | - | 18.4 | 1.0 |
| Water and Wastewater Services | 65.6 | - | - | - | - | 65.6 | 66.9 | - | 66.9 | 1.3 |
| Public Works | 159.8 | (1.0) | - | - | 1.0 | 159.8 | 165.1 | 0.8 | 165.9 | 7.1 |
| Total | 677.4 | - | 6.5 | 3.0 | 5.7 | 692.6 | 702.2 | 4.6 | 706.8 | 22.9 |

¹ Approved during in-year

Summary of Full-time Equivalent Plan Change by Funding Source

The overall County's full-time equivalent (FTE) staffing complement is to increase by **22.9** FTEs in 2025, for a total of **706.8** FTEs funded as follows:

- **14.9** County General Levy
- **2.8** Library Levy
- **1.3** Water and wastewater rates
- **3.9** Grant funded-positions

| | Service Level | New Initiative | One-Time (Temp) | One-time (Carry-Over) | Inc (Dec) | 2025 Budget Explanation | Reference |
|--|---------------|----------------|-----------------|-----------------------|-------------|---|-------------|
| County Levy | | | | | | | |
| Engineering and Construction | 3.0 | - | - | - | 3.0 | Project Engineer | FTE 2025-02 |
| | 1.0 | - | - | - | 1.0 | Public Works Technician | FTE 2025-03 |
| Waste Management | 1.0 | - | - | - | 1.0 | Waste Management Technician | FTE 2025-04 |
| Housing | 1.0 | - | - | - | 1.0 | Integrated Programs Coordinator (50/50 with Child Care) | FTE 2025-07 |
| Information Services | 1.0 | - | - | - | 1.0 | Business and Policy Analyst | FTE 2025-10 |
| Strategic Communication and Engagement | 1.0 | - | - | - | 1.0 | Communication Officer | FTE 2025-13 |
| Tourism | 0.4 | - | - | - | 0.4 | Tourism Clerk | N/A |
| | (0.3) | - | - | - | (0.3) | Summer Student | |
| Paramedic Services | 4.0 | - | - | - | 4.0 | Primary Care Paramedic (PCP) | FTE 2025-14 |
| | 12.1 | - | - | - | 12.1 | | |
| Interdepartmental Charges | | | | | | | |
| Facilities | - | - | 0.8 | - | 0.8 | Facilities Driver | FTE 2025-01 |
| Finance | 1.0 | - | - | - | 1.0 | Financial Analyst - Capital | FTE 2025-11 |
| | 1.0 | - | - | - | 1.0 | Supervisor of Payroll | FTE 2025-12 |
| | 2.0 | - | 0.8 | - | 2.8 | | |
| Grants | | | | | | | |
| Community Services | (0.3) | - | - | - | (0.3) | Summer Student | N/A |
| | - | - | - | 1.0 | 1.0 | Community Outreach Navigator | HS 2023-09 |
| Woodingford Lodge | 1.4 | - | - | - | 1.4 | Personal Support Worker - Woodstock | FTE-2025-08 |
| | 2.0 | - | - | - | 2.0 | Recreation Aide | FTE-2025-09 |
| | (1.0) | - | - | - | (1.0) | Dietician to Contracted Service | BI 2023-10 |
| | - | - | - | 0.8 | 0.8 | Family Transition Program staffing (end March 2025) | |
| | 2.1 | - | - | 1.8 | 3.9 | | |

| | Service Level | New Initiative | One-Time (Temp) | One-time (Carry-Over) | Inc (Dec) | 2025 Budget Explanation | Reference |
|-------------------------------|---------------|----------------|-----------------|-----------------------|-------------|---|-------------|
| Library Levy | | | | | | | |
| Oxford County Library | 0.3 | - | - | - | 0.3 | Library Summer Student | FTE 2025-15 |
| | 0.5 | - | - | - | 0.5 | Various Positions - Library Programming Support | FTE 2025-16 |
| | - | - | 2.0 | - | 2.0 | Outreach Services Specialist, Outreach Services Clerk | NI 2023-13 |
| | 0.8 | - | 2.0 | - | 2.8 | | |
| Water Wastewater Rates | | | | | | | |
| Water & Wastewater | 1.0 | - | - | - | 1.0 | SCADA Technician | FTE 2025-05 |
| | 0.3 | - | - | - | 0.3 | Water and Wastewater Technical Services Co-op Student | FTE 2025-06 |
| | 1.3 | - | - | - | 1.3 | | |
| Total | 18.3 | - | 2.8 | 1.8 | 22.9 | | |

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, Customer Services, Finance, Information Technology, Facilities and Fleet.

| | 2024 | 2025 | Human | Human | Information | Information | Customer | Customer | 2024 | 2025 | 2024 | 2025 | 2024 | 2025 | |
|---------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|----------------|----------------|------------------|------------------|------------------|------------------|-------------------|-------------------|--------------|
| | Finance | Finance | Resources | Resources | Technology | Technology | Service | Service | Facilities | Facilities | Fleet | Fleet | Total | Total | % |
| COUNCIL | 7,796 | 9,300 | - | - | 3,056 | 3,230 | 7,301 | 5,396 | 107,600 | 111,700 | - | - | 125,753 | 129,626 | 3.1% |
| CAO | | | | | | | | | | | | | | | |
| CAO OFFICE | 7,526 | 4,430 | 6,094 | 3,123 | 15,075 | 8,955 | 10,221 | 8,093 | 21,700 | 18,200 | 600 | - | 61,216 | 42,801 | (30.1%) |
| STRATEGIC INITIATIVES | - | 3,449 | - | 4,684 | - | 13,092 | - | 5,396 | - | 8,700 | - | 600 | - | 35,921 | #DIV/0! |
| STRATEGIC COMMUNICATIONS | 7,238 | 7,795 | 7,617 | 10,931 | 20,592 | 24,085 | 7,301 | 5,396 | 22,900 | 21,500 | - | - | 65,648 | 69,707 | 6.2% |
| TOURISM | 9,552 | 9,476 | 5,027 | 5,309 | 11,224 | 12,779 | 7,301 | 5,396 | 16,600 | 17,200 | - | - | 49,704 | 50,160 | 0.9% |
| TOTAL CAO | 24,316 | 25,150 | 18,738 | 24,047 | 46,891 | 58,911 | 24,823 | 24,281 | 61,200 | 65,600 | 600 | 600 | 176,568 | 198,589 | 12.5% |
| CORPORATE SERVICES | | | | | | | | | | | | | | | |
| FINANCE | - | - | - | - | - | - | - | - | 64,400 | 66,800 | - | - | 64,400 | 66,800 | 3.7% |
| CUSTOMER SERVICE | - | - | - | - | - | - | - | - | 32,300 | 33,600 | - | - | 32,300 | 33,600 | 4.0% |
| INFORMATION SERVICES | 18,591 | 19,769 | 23,307 | 27,013 | 84,420 | 127,296 | 43,808 | 40,468 | 105,200 | 108,600 | - | - | 275,326 | 323,146 | 17.4% |
| INFORMATION TECHNOLOGY | - | - | - | - | - | - | - | - | 46,800 | 48,500 | - | - | 46,800 | 48,500 | 3.6% |
| POA | 25,733 | 25,317 | 7,617 | 7,807 | 53,731 | 45,886 | 21,904 | 13,489 | 127,900 | 131,700 | - | - | 236,885 | 224,199 | (5.4%) |
| LIBRARY | 85,572 | 128,884 | 60,930 | 65,579 | 564,968 | 625,709 | 29,205 | 26,978 | 725,744 | 749,852 | 38,536 | 41,506 | 1,504,955 | 1,638,508 | 8.9% |
| TOTAL CORPORATE SERVICES | 129,896 | 173,970 | 91,854 | 100,399 | 703,119 | 798,891 | 94,917 | 80,935 | 1,102,344 | 1,139,052 | 38,536 | 41,506 | 2,160,666 | 2,334,753 | 8.1% |
| PUBLIC WORKS | | | | | | | | | | | | | | | |
| ADMINISTRATION | - | - | - | - | - | - | - | - | 215,842 | 223,590 | - | - | 215,842 | 223,590 | 3.6% |
| FACILITIES | 208,912 | 203,693 | 26,809 | 30,604 | 67,206 | 75,227 | 59,869 | 55,305 | 12,898 | 13,191 | 180,880 | 139,755 | 556,574 | 517,775 | (7.0%) |
| ENGINEERING SERVICES | 35,632 | 62,183 | 33,663 | 50,161 | 92,918 | 117,732 | 21,904 | 40,739 | - | - | 95,825 | 126,290 | 279,942 | 397,105 | 41.9% |
| TRANSPORTATION SERVICES | 236,913 | 282,677 | 99,926 | 113,398 | 95,759 | 123,658 | 65,710 | 67,718 | 374,955 | 393,207 | 2,623,319 | 2,854,383 | 3,496,582 | 3,835,041 | 9.7% |
| WASTE MANAGEMENT | 159,092 | 178,495 | 43,108 | 42,939 | 35,091 | 43,165 | 138,722 | 128,147 | 179,390 | 200,422 | 1,058,586 | 1,118,291 | 1,613,989 | 1,711,459 | 6.0% |
| WATER SERVICES | 393,756 | 387,122 | 50,419 | 52,463 | 155,291 | 239,971 | 94,915 | 80,935 | 2,044,509 | 2,282,855 | 812,661 | 771,482 | 3,551,551 | 3,814,828 | 7.4% |
| WASTEWATER SERVICES | 383,665 | 378,587 | 73,877 | 76,978 | 65,715 | 93,923 | 73,011 | 60,701 | 3,362,431 | 3,531,322 | 647,909 | 636,977 | 4,606,608 | 4,778,488 | 3.7% |
| TOTAL PUBLIC WORKS | 1,417,970 | 1,492,757 | 327,802 | 366,543 | 511,980 | 693,676 | 454,131 | 433,545 | 6,190,025 | 6,644,587 | 5,419,180 | 5,647,178 | 14,321,088 | 15,278,286 | 6.7% |
| HUMAN RESOURCES | - | - | - | - | - | - | - | - | 37,200 | 36,400 | - | - | 37,200 | 36,400 | (2.2%) |
| HUMAN SERVICES | 323,071 | 320,691 | 131,001 | 136,311 | 227,618 | 258,400 | 90,532 | 83,632 | 665,141 | 819,520 | 12,720 | - | 1,450,083 | 1,618,554 | 11.6% |
| WOODINGFORD LODGE | 566,532 | 628,776 | 757,993 | 801,562 | 611,015 | 748,067 | 54,029 | 56,654 | 48,028 | 51,099 | - | - | 2,037,597 | 2,286,158 | 12.2% |
| PARAMEDIC SERVICES | 183,829 | 220,350 | 410,108 | 450,707 | 246,362 | 203,126 | 8,762 | 8,093 | 674,597 | 803,563 | - | - | 1,523,658 | 1,685,839 | 10.6% |
| PLANNING | 22,945 | 29,029 | 31,532 | 32,321 | 76,400 | 105,828 | 24,823 | 22,931 | 97,500 | 94,500 | - | - | 253,200 | 284,609 | 12.4% |
| TOTAL | 2,676,355 | 2,900,023 | 1,769,028 | 1,911,890 | 2,426,441 | 2,870,129 | 759,318 | 715,467 | 8,983,635 | 9,766,021 | 5,471,036 | 5,689,284 | 22,085,813 | 23,852,814 | 8.0% |
| \$ VARIANCE | | 223,668 | | 142,862 | | 443,688 | | (43,851) | | 782,386 | | 218,248 | | 1,767,001 | |
| % VARIANCE | | 8.4% | | 8.1% | | 18.3% | | (5.8%) | | 8.7% | | 4.0% | | 8.0% | |

| | 2024 | 2024 | 2024 | 2024 | 2024 | 2024 | 2025 | 2025 | 2025 | 2025 | 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 | 408,777 | 20,800 | 222,886 | (217,850) | - | 434,613 | 17,800 | 172,022 | (521,784) | 102,651 | - | - |
| 91230 DC - ROADS | 2,396,214 | 122,200 | 6,754,618 | (8,473,646) | - | 799,386 | 32,800 | 6,090,346 | (5,460,644) | 1,461,888 | - | - |
| 91231 DC - WASTE DIVERSION | 47,934 | 2,400 | 121,873 | (41,174) | - | 131,033 | 5,400 | 141,772 | (41,174) | 237,031 | - | - |
| 91235 DC - LONG TERM CARE | - | - | 908,820 | - | - | 908,820 | - | - | - | 908,820 | - | - |
| 91249 DC - WW EMBRO | - | - | 42,521 | (306) | - | 42,215 | 1,700 | 87,592 | (69) | 131,438 | - | - |
| 91250 DC - WW INNERKIP | - | - | 115,888 | (430) | - | 115,458 | 4,700 | 238,729 | (21,171) | 337,716 | - | - |
| 91251 DC - WW WOODSTOCK | 4,979,257 | 253,900 | 4,431,992 | (6,512,828) | - | 3,152,321 | 129,200 | 2,260,213 | (5,541,732) | 2 | - | - |
| 91252 DC - WW TILLSONBURG | 4,823,211 | 246,000 | 2,306,013 | (818,766) | - | 6,556,458 | 268,800 | 362,296 | (1,487,006) | 5,700,548 | - | - |
| 91253 DC - WW INGERSOLL | - | - | 746,617 | (525,864) | - | 220,753 | 9,100 | 1,538,030 | (1,705,363) | 62,520 | - | - |
| 91254 DC - WW NORWICH | 4,091,481 | 208,700 | 336,844 | (30,313) | - | 4,606,712 | 188,900 | 346,948 | (72,581) | 5,069,979 | - | - |
| 91255 DC - WW TAVISTOCK | 1 | - | 1,050,847 | (550,761) | - | 500,087 | 20,500 | 1,803,955 | (586,197) | 1,738,345 | - | - |
| 91256 DC - WW PLATTSVILLE | 1 | - | 170,216 | (170,216) | - | 1 | - | 121,471 | (87,522) | 33,950 | - | - |
| 91257 DC - WW THAMESFORD | 214,497 | 10,900 | 241,914 | (261,907) | - | 205,404 | 8,400 | 498,342 | (712,146) | - | - | - |
| 91258 DC - WW DRUMBO | 2 | - | 170,804 | (170,803) | - | 3 | - | 703,711 | (703,714) | - | - | - |
| 91259 DC - WW MT ELGIN | 1 | - | 164,663 | (164,660) | - | 4 | - | 339,207 | (339,210) | 1 | - | - |
| 91261 DC - W WOODSTOCK | - | - | 3,912,949 | (2,053,544) | - | 1,859,405 | 76,200 | 2,156,787 | (3,956,878) | 135,514 | - | - |
| 91262 DC - W TILLSONBURG | 715,548 | 36,500 | 1,692,248 | (1,081,738) | - | 1,362,558 | 55,900 | 2,257,346 | (2,960,384) | 715,420 | - | - |
| 91263 DC - W INGERSOLL | 1 | - | 413,696 | (220,654) | - | 193,043 | 7,900 | 852,213 | (709,221) | 343,935 | - | - |
| 91264 DC - W NORWICH | 120,047 | 6,100 | 191,653 | (1,106) | - | 316,694 | 13,000 | 197,402 | (30,475) | 496,621 | - | - |
| 91265 DC - W TAVISTOCK | 635,099 | 32,400 | 239,727 | (173,358) | - | 733,868 | 30,100 | 411,532 | (584,395) | 591,105 | - | - |
| 91266 DC - W PLATTSVILLE | - | - | 92,245 | (92,244) | - | 1 | - | 95,013 | (95,013) | 1 | - | - |
| 91267 DC - W THAMESFORD | 1,188,711 | 60,600 | 194,871 | (949) | - | 1,443,233 | 59,200 | 200,717 | (40,000) | 1,663,150 | - | - |
| 91268 DC - W DRUMBO | 10,767 | 500 | 12,823 | (313) | - | 23,777 | 1,000 | 52,826 | (67,672) | 9,931 | - | - |
| 91269 DC - W MT ELGIN | 195,779 | 10,000 | 114,234 | (160,071) | - | 159,942 | 6,600 | 97,298 | (153,792) | 110,048 | - | - |
| 91270 DC - W EMBRO | - | - | 16,355 | (129) | - | 16,226 | 700 | 33,690 | - | 50,616 | - | - |
| 91271 DC - W INNERKIP | - | - | 998 | (134) | - | 864 | - | 2,304 | - | 3,168 | - | - |
| 91500 DC - EMS | 544,532 | 27,800 | 294,014 | (55,612) | - | 810,734 | 33,200 | 69,779 | - | 913,713 | - | - |
| 91600 DC - LIBRARY | 523,001 | 26,700 | 452,560 | (304,252) | - | 698,009 | 28,600 | 982,974 | (240,552) | 1,469,031 | - | - |
| TOTAL DEVELOPMENT CHARGES | 20,894,861 | 1,065,500 | 25,414,889 | (22,083,628) | - | 25,291,622 | 999,700 | 22,114,515 | (26,118,695) | 22,287,142 | - | - |
| RESERVE FUNDS | | | | | | | | | | | | |
| 93270 RF - LANDFILL AND WASTE DIV. | 20,336,193 | 379,700 | 488,450 | (1,905,041) | - | 19,299,302 | 493,600 | 355,000 | (3,096,000) | 17,051,902 | 40,000,000 | 22,948,098 |
| TOTAL RESERVE FUNDS | 20,336,193 | 379,700 | 488,450 | (1,905,041) | - | 19,299,302 | 493,600 | 355,000 | (3,096,000) | 17,051,902 | 40,000,000 | 22,948,098 |
| RESERVES | | | | | | | | | | | | |
| 92101 R - WSIB | 3,467,128 | - | - | - | - | 3,467,128 | - | - | - | 3,467,128 | 7,794,000 | 4,326,872 |
| 92102 R - PAY EQUITY | 1,296,264 | - | - | (48,000) | - | 1,248,264 | - | - | (285,000) | 963,264 | 1,328,000 | 364,736 |
| 92103 R - TRAINING | 263,718 | - | - | - | - | 263,718 | - | 20,000 | (70,000) | 213,718 | 250,000 | 36,282 |
| 92120 R - INFORMATION SYSTEMS | 1,058,491 | 59,735 | 210,618 | (102,300) | - | 1,226,544 | 48,182 | 269,333 | (437,100) | 1,106,959 | 808,000 | (298,959) |
| 92130 R - CORPORATE GENERAL | 8,382,427 | - | 863,400 | (3,182,845) | - | 6,062,982 | - | 160,000 | (697,464) | 5,525,518 | 13,940,000 | 8,414,482 |
| 92131 R - WORKING CAPITAL | 6,100,000 | - | - | - | - | 6,100,000 | - | - | - | 6,100,000 | 9,300,000 | 3,200,000 |
| 92133 R - LEGAL | 297,285 | - | - | (200,000) | - | 97,285 | - | - | - | 97,285 | 640,000 | 542,715 |
| 92134 R - INSURANCE | 1,737,397 | 92,937 | 50,000 | (11,730) | - | 1,868,604 | 77,638 | 50,000 | - | 1,996,242 | 1,750,000 | (246,242) |
| 92135 R - BROADBAND EXPANSION | 2,369,000 | - | - | (1,056,994) | - | 1,312,006 | - | - | - | 1,312,006 | - | - |
| 92140 R - GROWTH - GENERAL | - | - | - | - | - | - | - | 2,042,882 | (1,998,702) | 44,180 | - | - |
| 92141 R - GROWTH - LIBRARY | - | - | - | - | - | - | - | 110,577 | (92,202) | 18,375 | - | - |

| | 2024 | 2024 | 2024 | 2024 | 2024 | 2024 | 2025 | 2025 | 2025 | 2025 | 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 |
| 92170 R - FEDERAL RESTART | 3,616,603 | - | - | (3,616,603) | - | - | - | - | - | - | - | - |
| 92205 R - COMMUNITY-BUILDING FUND | 2,218,014 | 135,460 | 3,822,490 | (3,429,871) | - | 2,746,093 | 75,418 | 3,981,760 | (6,182,677) | 620,594 | - | - |
| 92206 R - OCIF | 6,976,072 | 276,445 | 5,011,153 | (10,244,000) | - | 2,019,670 | 42,520 | 5,088,794 | (7,054,000) | 96,984 | - | - |
| 92210 R - CORP GENERAL FACILITIES | 2,126,775 | 127,605 | 1,018,616 | (845,950) | - | 2,427,046 | 99,007 | 1,223,204 | (1,187,844) | 2,561,413 | 10,229,000 | 7,667,587 |
| 92215 R - TREES RURAL | 86,788 | - | - | (43,000) | - | 43,788 | - | - | (19,000) | 24,788 | - | - |
| 92220 R - FLEET | 5,064,236 | 262,831 | 3,436,602 | (4,612,973) | - | 4,150,696 | 197,422 | 3,569,308 | (2,221,239) | 5,696,187 | 13,587,844 | 7,891,657 |
| 92230 R - ROADS | 25,583,180 | 1,386,224 | 6,573,000 | (10,400,915) | - | 23,141,489 | 860,283 | 7,483,000 | (12,515,334) | 18,969,438 | 25,668,000 | 6,698,562 |
| 92232 R - STORMWATER | - | 37,840 | 3,000,000 | (2,733,762) | - | 304,078 | 16,869 | 2,800,000 | (2,585,284) | 535,663 | 1,640,000 | 1,104,337 |
| 92235 R - BRIDGES & STR CULVERTS | 14,933,480 | 809,601 | 2,640,000 | (3,615,911) | - | 14,767,170 | 548,928 | 2,640,000 | (5,747,388) | 12,208,710 | 6,331,000 | (5,877,710) |
| 92240 R - WATER/WASTEWATER CSAP | 2,019,939 | - | - | (4,408) | - | 2,015,531 | - | - | - | 2,015,531 | - | - |
| 92244 R - SOURCE WATER PROTECTION | 473,799 | - | - | (288,921) | - | 184,878 | - | - | (184,878) | - | - | - |
| 92280 R - WASTE COLLECTION | 1,800,960 | - | - | (750,227) | - | 1,050,733 | - | - | (821,387) | 229,346 | 1,505,000 | 1,275,654 |
| 92300 R - SOCIAL HOUSING | 3,027,881 | 180,655 | 1,796,076 | (2,044,363) | - | 2,960,249 | 88,138 | 1,355,000 | (3,067,060) | 1,336,327 | 4,708,000 | 3,371,673 |
| 92301 R - CHILD CARE MITIGATION FUND | 633,320 | - | - | - | - | 633,320 | - | - | - | 633,320 | - | - |
| 92302 R - AFFORDABLE HOUSING | 7,412,873 | - | 3,422,807 | (9,825,680) | - | 1,010,000 | - | 3,000,000 | (4,010,000) | - | - | - |
| 92335 R - WOODINGFORD LODGE CAPITAL | 1,268,899 | 70,712 | 1,364,000 | (1,760,310) | - | 943,301 | 27,779 | 1,754,000 | (2,288,010) | 437,070 | 2,367,000 | 1,929,930 |
| 92340 R - LTC FUTURE CAPITAL | 1,000,000 | - | - | - | - | 1,000,000 | - | - | - | 1,000,000 | - | - |
| 92400 R - PLANNING | 597,998 | - | - | (78,100) | - | 519,898 | - | 100,000 | (465,000) | 154,898 | 293,000 | 138,102 |
| 92511 R - PARAMEDIC SERVICES CAPITAL | 3,002,042 | 144,449 | 1,206,500 | (2,689,984) | - | 1,663,007 | 50,345 | 1,258,000 | (2,428,140) | 543,212 | 3,472,000 | 2,928,788 |
| 92600 R - LIBRARIES | 651,790 | - | 80,684 | (236,260) | - | 496,214 | - | - | - | 496,214 | 287,000 | (209,214) |
| 92602 R - OCL NORWICH CAPITAL | 40,466 | - | - | - | - | 40,466 | - | - | - | 40,466 | - | - |
| 92605 R - LIBRARIES - CAPITAL | 685,139 | 36,862 | 355,520 | (529,500) | - | 548,021 | 24,066 | 418,000 | (340,100) | 649,987 | 3,299,000 | 2,649,013 |
| TOTAL RESERVES | 108,191,964 | 3,621,356 | 34,851,466 | (62,352,607) | - | 84,312,179 | 2,156,595 | 37,323,858 | (54,697,809) | 69,094,823 | 109,196,844 | 45,908,265 |
| WATER & WASTEWATER RESERVES | | | | | | | | | | | | |
| 92249 R-WW EMBRO | 1,052,276 | 57,960 | 113,364 | (32,049) | - | 1,191,551 | 51,857 | 128,382 | (5,570) | 1,366,220 | 1,812,000 | 445,780 |
| 92250 R - WW INNERKIP | 1,134,916 | 61,116 | 83,937 | (76,138) | - | 1,203,831 | 43,968 | 107,483 | (370,334) | 984,948 | 1,433,000 | 448,052 |
| 92251 R - WW WOODSTOCK | 14,014,209 | 731,994 | 2,312,238 | (6,444,599) | - | 10,613,842 | 289,298 | 2,248,961 | (9,362,708) | 3,789,393 | 18,946,000 | 15,156,607 |
| 92252 R - WW TILLSONBURG | 14,741,711 | 748,941 | 1,276,351 | (4,436,852) | - | 12,330,151 | 439,812 | 1,613,929 | (2,544,069) | 11,839,823 | 7,552,000 | (4,287,823) |
| 92253 R - WW INGERSOLL | 10,027,982 | 541,581 | 1,999,051 | (2,502,075) | - | 10,066,539 | 386,230 | 1,868,710 | (3,149,788) | 9,171,691 | 7,364,000 | (1,807,691) |
| 92254 R - WW NORWICH | 3,549,489 | 193,667 | 383,860 | (160,378) | - | 3,966,638 | 161,710 | 440,039 | (485,756) | 4,082,631 | 3,073,000 | (1,009,631) |
| 92255 R - WW TAVISTOCK | 5,922,279 | 333,669 | 1,754,656 | (374,900) | - | 7,635,704 | 313,734 | 1,479,440 | (1,483,501) | 7,945,377 | 4,754,000 | (3,191,377) |
| 92256 R - WW PLATTSVILLE | 1,829,492 | 96,021 | 160,478 | (122,990) | - | 1,963,001 | 56,874 | 313,607 | (1,466,093) | 867,389 | 2,527,000 | 1,659,611 |
| 92257 R - WW THAMESFORD | 3,434,166 | 182,610 | 350,203 | (195,660) | - | 3,771,319 | 101,049 | 407,107 | (3,017,320) | 1,262,155 | 3,454,000 | 2,191,845 |
| 92258 R - WW DRUMBO | - | 1,766 | 111,305 | (113,071) | - | - | - | 21,776 | (21,776) | - | 2,110,000 | 2,110,000 |
| 92259 R - WW MT ELGIN | 687,028 | 34,913 | 103,688 | (381,226) | - | 444,403 | 11,308 | 108,912 | (445,316) | 119,307 | 2,869,000 | 2,749,693 |
| 92261 R - W WOODSTOCK | 23,898,984 | 1,288,889 | 3,706,485 | (7,175,313) | - | 21,719,045 | 767,941 | 3,796,722 | (9,782,821) | 16,500,887 | 16,426,000 | (74,887) |
| 92262 R - W TILLSONBURG | 6,802,350 | 377,618 | 1,938,697 | (2,587,973) | - | 6,530,692 | 217,395 | 1,747,537 | (1,857,076) | 6,638,548 | 7,653,000 | 1,014,452 |
| 92263 R - W INGERSOLL | 3,883,416 | 181,661 | 1,235,485 | (3,613,778) | - | 1,686,784 | 37,033 | 1,323,006 | (2,890,249) | 156,574 | 7,617,000 | 7,460,426 |
| 92264 R - W TOWNSHIP | 11,090,937 | 582,885 | 1,325,929 | (2,430,409) | - | 10,569,342 | 370,243 | 1,507,674 | (4,611,928) | 7,835,331 | 15,231,000 | 7,395,669 |
| TOTAL WATER & WASTEWATER RESERVES | 102,069,235 | 5,415,291 | 16,855,727 | (30,647,411) | - | 93,692,842 | 3,248,452 | 17,113,285 | (41,494,305) | 72,560,274 | 102,821,000 | 30,260,726 |
| TOTAL RESERVES | 251,492,253 | 10,481,847 | 77,610,532 | (116,988,687) | - | 222,595,945 | 6,898,347 | 76,906,658 | (125,406,809) | 180,994,141 | 252,017,844 | 99,117,089 |

| | 2024 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 |
|------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| | OPENING | FORECAST | BUDGET | BUDGET | BUDGET | BUDGET | BUDGET |
| | BALANCE | BALANCE | BALANCE | BALANCE | BALANCE | BALANCE | BALANCE |
| DEVELOPMENT CHARGES | | | | | | | |
| 91100 DC - ADMIN | 408,777 | 434,613 | 102,651 | 2 | 2 | 2 | 149,468 |
| 91230 DC - ROADS | 2,396,214 | 799,386 | 1,461,888 | 1 | 4 | 6 | 6 |
| 91231 DC - WASTE DIVERSION | 47,934 | 131,033 | 237,031 | 349,134 | 469,069 | 597,166 | 733,859 |
| 91235 DC - LONG TERM CARE | - | 908,820 | 908,820 | 908,820 | 908,820 | 908,820 | 908,820 |
| 91249 DC - WW EMBRO | - | 42,215 | 131,438 | 176,451 | 274,694 | 376,135 | 456,266 |
| 91250 DC - WW INNERKIP | - | 115,458 | 337,716 | 574,841 | 845,674 | 1,057,592 | 1 |
| 91251 DC - WW WOODSTOCK | 4,979,257 | 3,152,321 | 2 | 2 | 205,020 | 1,217,533 | 620,417 |
| 91252 DC - WW TILLSONBURG | 4,823,211 | 6,556,458 | 5,700,548 | 6,215,602 | 6,655,444 | 6,306,304 | 6,520,057 |
| 91253 DC - WW INGERSOLL | - | 220,753 | 62,520 | 11 | 55,483 | 14,655 | 277,006 |
| 91254 DC - WW NORWICH | 4,091,481 | 4,606,712 | 5,069,979 | 5,583,635 | 5,815,824 | 6,143,703 | 3,548,536 |
| 91255 DC - WW TAVISTOCK | 1 | 500,087 | 1,738,345 | 1,360,340 | 1,339,201 | 2 | 2 |
| 91256 DC - WW PLATTSVILLE | 1 | 1 | 33,950 | 33,264 | 87 | 2 | 2 |
| 91257 DC - WW THAMESFORD | 214,497 | 205,404 | - | - | - | 67,472 | 157,197 |
| 91258 DC - WW DRUMBO | 2 | 3 | - | - | - | - | - |
| 91259 DC - WW MT ELGIN | 1 | 4 | 1 | 1 | 135,575 | 1 | 1 |
| 91261 DC - W WOODSTOCK | - | 1,859,405 | 135,514 | 273,510 | 3 | - | 1,145,617 |
| 91262 DC - W TILLSONBURG | 715,548 | 1,362,558 | 715,420 | 1,354,319 | 3 | 1,676,612 | 4,173,388 |
| 91263 DC - W INGERSOLL | 1 | 193,043 | 343,935 | - | 366,534 | 1,154,509 | 1,209,872 |
| 91264 DC - W NORWICH | 120,047 | 316,694 | 496,621 | 714,851 | 946,099 | 1,031,852 | 505,055 |
| 91265 DC - W TAVISTOCK | 635,099 | 733,868 | 591,105 | 911,956 | 293,135 | 1 | 1 |
| 91266 DC - W PLATTSVILLE | - | 1 | 1 | 1 | 21,083 | 122,498 | 146,465 |
| 91267 DC - W THAMESFORD | 1,188,711 | 1,443,233 | 1,663,150 | 417,872 | 643,338 | 876,345 | 1,127,139 |
| 91268 DC - W DRUMBO | 10,767 | 23,777 | 9,931 | 64,538 | 122,502 | 182,272 | 220,925 |
| 91269 DC - W MT ELGIN | 195,779 | 159,942 | 110,048 | 82,771 | 61,107 | 43,853 | 33,648 |
| 91270 DC - W EMBRO | - | 16,226 | 50,616 | 61,395 | 98,917 | 137,001 | 178,457 |
| 91271 DC - W INNERKIP | - | 864 | 3,168 | 1,379 | 388 | 1 | 1 |
| 91500 DC - EMS | 544,532 | 810,734 | 913,713 | 566,002 | 488,988 | 479,777 | 472,948 |
| 91600 DC - LIBRARY | 523,001 | 698,009 | 1,469,031 | 2,284,921 | 3,154,918 | 4,051,586 | 5,036,616 |
| TOTAL DEVELOPMENT CHARGES | 20,894,861 | 25,291,622 | 22,287,142 | 21,935,619 | 22,901,912 | 26,445,700 | 27,621,770 |
| RESERVE FUNDS | | | | | | | |
| 93270 RF - LANDFILL AND WASTE DIV. | 20,336,193 | 19,299,302 | 17,051,902 | 16,886,702 | 8,855,202 | 9,386,802 | 9,849,502 |
| TOTAL RESERVE FUNDS | 20,336,193 | 19,299,302 | 17,051,902 | 16,886,702 | 8,855,202 | 9,386,802 | 9,849,502 |
| 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 | 1,248,264 | 963,264 | 1,095,764 | 1,190,264 | 1,190,264 | 1,190,264 |
| 92103 R - TRAINING | 263,718 | 263,718 | 213,718 | 163,718 | 113,718 | 63,718 | 13,718 |
| 92120 R - INFORMATION SYSTEMS | 1,058,491 | 1,226,544 | 1,106,959 | 1,215,373 | 1,136,132 | 1,067,839 | 931,574 |
| 92130 R - CORPORATE GENERAL | 8,382,427 | 6,062,982 | 5,525,518 | 5,652,118 | 5,812,118 | 5,972,118 | 6,017,118 |
| 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 | 297,285 | 97,285 | 97,285 | 97,285 | 97,285 | 97,285 | 97,285 |
| 92134 R - INSURANCE | 1,737,397 | 1,868,604 | 1,996,242 | 2,108,901 | 2,225,052 | 2,344,804 | 2,468,268 |
| 92135 R - BROADBAND EXPANSION | 2,369,000 | 1,312,006 | 1,312,006 | 1,312,006 | 1,312,006 | 1,312,006 | 1,312,006 |
| 92140 R - GROWTH - GENERAL | - | - | 44,180 | 335,012 | 563,570 | 727,976 | 824,368 |
| 92141 R - GROWTH - LIBRARY | - | - | 18,375 | 33,407 | 45,590 | 54,838 | 61,064 |

| | 2024 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| | OPENING | FORECAST | BUDGET | BUDGET | BUDGET | BUDGET | BUDGET |
| | BALANCE | BALANCE | BALANCE | BALANCE | BALANCE | BALANCE | BALANCE |
| 92170 R - FEDERAL RESTART | 3,616,603 | - | - | - | - | - | - |
| 92205 R - COMMUNITY-BUILDING FUND | 2,218,014 | 2,746,093 | 620,594 | 1,318,790 | 9,232 | 865 | 17,626 |
| 92206 R - OCIF | 6,976,072 | 2,019,670 | 96,984 | 113,998 | 1,666,976 | 373,921 | 198,451 |
| 92210 R - CORP GENERAL FACILITIES | 2,126,775 | 2,427,046 | 2,561,413 | 2,414,378 | 2,896,171 | 2,740,856 | 3,645,306 |
| 92215 R - TREES RURAL | 86,788 | 43,788 | 24,788 | 24,788 | 24,788 | 24,788 | 24,788 |
| 92220 R - FLEET | 5,064,236 | 4,150,696 | 5,696,187 | 6,864,251 | 7,907,796 | 9,082,940 | 8,066,579 |
| 92230 R - ROADS | 25,583,180 | 23,141,489 | 18,969,438 | 13,151,375 | 8,258,335 | 3,793,553 | 1,213 |
| 92232 R - STORMWATER | - | 304,078 | 535,663 | 2,403,283 | 4,263,987 | 5,437,337 | 4,273,394 |
| 92235 R - BRIDGES & STR CULVERTS | 14,933,480 | 14,767,170 | 12,208,710 | 9,368,740 | 7,215,557 | 8,783,441 | 10,618,262 |
| 92240 R - WATER/WASTEWATER CSAP | 2,019,939 | 2,015,531 | 2,015,531 | 1,880,561 | 1,880,561 | 1,880,561 | 1,880,561 |
| 92244 R - SOURCE WATER PROTECTION | 473,799 | 184,878 | - | - | - | - | - |
| 92280 R - WASTE COLLECTION | 1,800,960 | 1,050,733 | 229,346 | 590,265 | 946,394 | 1,273,755 | 1,569,140 |
| 92300 R - SOCIAL HOUSING | 3,027,881 | 2,960,249 | 1,336,327 | 402,316 | 701,599 | 873,084 | 1,683,987 |
| 92301 R - CHILD CARE MITIGATION FUND | 633,320 | 633,320 | 633,320 | 633,320 | 633,320 | 633,320 | 633,320 |
| 92302 R - AFFORDABLE HOUSING | 7,412,873 | 1,010,000 | - | - | - | - | - |
| 92335 R - WOODINGFORD LODGE CAPITAL | 1,268,899 | 943,301 | 437,070 | 64,888 | 476,193 | 1,467,690 | 2,696,592 |
| 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 | 597,998 | 519,898 | 154,898 | 3,148 | 5,148 | 1,398 | 111,398 |
| 92511 R - PARAMEDIC SERVICES CAPITAL | 3,002,042 | 1,663,007 | 543,212 | 1,044,510 | 1,514,960 | 3,054,795 | 2,811,513 |
| 92600 R - LIBRARIES | 651,790 | 496,214 | 496,214 | 496,214 | 496,214 | 496,214 | 496,214 |
| 92602 R - OCL NORWICH CAPITAL | 40,466 | 40,466 | 40,466 | 40,466 | 40,466 | 40,466 | 40,466 |
| 92605 R - LIBRARIES - CAPITAL | 685,139 | 548,021 | 649,987 | 763,461 | 765,315 | 867,741 | 780,702 |
| TOTAL RESERVES | 108,191,964 | 84,312,179 | 69,094,823 | 64,159,464 | 62,765,875 | 64,224,701 | 63,032,305 |
| WATER & WASTEWATER RESERVES | | | | | | | |
| 92249 R-WW EMBRO | 1,052,276 | 1,191,551 | 1,366,220 | 1,209,875 | 1,407,251 | 1,647,775 | 1,914,033 |
| 92250 R - WW INNERKIP | 1,134,916 | 1,203,831 | 984,948 | 1,156,734 | 1,419,845 | 1,568,350 | 620,617 |
| 92251 R - WW WOODSTOCK | 14,014,209 | 10,613,842 | 3,789,393 | 576,028 | 989,084 | 1,056,419 | 1,960,559 |
| 92252 R - WW TILLSONBURG | 14,741,711 | 12,330,151 | 11,839,823 | 13,795,296 | 15,501,855 | 16,316,752 | 16,675,167 |
| 92253 R - WW INGERSOLL | 10,027,982 | 10,066,539 | 9,171,691 | 8,853,010 | 9,138,887 | 8,070,417 | 9,227,795 |
| 92254 R - WW NORWICH | 3,549,489 | 3,966,638 | 4,082,631 | 2,710,804 | 2,927,038 | 2,420,915 | 1,129,239 |
| 92255 R - WW TAVISTOCK | 5,922,279 | 7,635,704 | 7,945,377 | 6,014,411 | 5,678,839 | 5,034,880 | 4,950,729 |
| 92256 R - WW PLATTSVILLE | 1,829,492 | 1,963,001 | 867,389 | 585,728 | 147,061 | 705,639 | 1,228,893 |
| 92257 R - WW THAMESFORD | 3,434,166 | 3,771,319 | 1,262,155 | 26,778 | 8,654 | 9,610 | 116,937 |
| 92258 R - WW DRUMBO | - | - | - | - | - | - | - |
| 92259 R - WW MT ELGIN | 687,028 | 444,403 | 119,307 | 234,467 | 402,214 | 293,632 | 532,087 |
| 92261 R - W WOODSTOCK | 23,898,984 | 21,719,045 | 16,500,887 | 15,754,054 | 15,093,553 | 8,543,439 | 8,023,185 |
| 92262 R - W TILLSONBURG | 6,802,350 | 6,530,692 | 6,638,548 | 7,981,783 | 9,363,690 | 11,110,933 | 11,441,150 |
| 92263 R - W INGERSOLL | 3,883,416 | 1,686,784 | 156,574 | 210 | 472,295 | 335,459 | 2,491 |
| 92264 R - W TOWNSHIP | 11,090,937 | 10,569,342 | 7,835,331 | 3,020,116 | 1,352,064 | 2,192,098 | 1,486,648 |
| TOTAL WATER & WASTEWATER RESERVES | 102,069,235 | 93,692,842 | 72,560,274 | 61,919,294 | 63,902,330 | 59,306,318 | 59,309,530 |
| TOTAL RESERVES | 251,492,253 | 222,595,945 | 180,994,141 | 164,901,079 | 158,425,319 | 159,363,521 | 159,813,107 |

Tax Supported

| | 2024 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 |
|--------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| | 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 | 1,058,491 | 1,226,544 | 1,106,959 | 1,215,373 | 1,136,132 | 1,067,839 | 931,574 | 1,060,954 | 883,500 | 985,088 | 1,087,947 | 1,144,997 |
| 92210 R - CORP GENERAL FACILITIES | 2,126,775 | 2,427,046 | 2,561,413 | 2,414,378 | 2,896,171 | 2,740,856 | 3,645,306 | 3,635,686 | 4,239,489 | 4,952,841 | 5,633,913 | 6,390,216 |
| 92220 R - FLEET | 5,064,236 | 4,150,696 | 5,696,187 | 6,864,251 | 7,907,796 | 9,082,940 | 8,066,579 | 7,627,672 | 9,482,319 | 10,640,648 | 9,173,863 | 7,187,821 |
| 92230 R - ROADS | 25,583,180 | 23,141,489 | 18,969,438 | 13,151,375 | 8,258,335 | 3,793,553 | 1,213 | 4,799 | 10,658 | 1,651,735 | 10,910,511 | 19,842,947 |
| 92232 R - STORMWATER | - | 304,078 | 535,663 | 2,403,283 | 4,263,987 | 5,437,337 | 4,273,394 | 5,470,633 | 6,558,461 | 8,588,605 | 10,748,706 | 13,043,809 |
| 92235 R - BRIDGES & STR CULVERTS | 14,933,480 | 14,767,170 | 12,208,710 | 9,368,740 | 7,215,557 | 8,783,441 | 10,618,262 | 11,730,058 | 13,683,642 | 12,468,497 | 14,434,818 | 16,360,545 |
| 92300 R - SOCIAL HOUSING | 3,027,881 | 2,960,249 | 1,336,327 | 402,316 | 701,599 | 873,084 | 1,683,987 | 1,876,007 | 2,863,800 | 4,101,594 | 6,071,765 | 7,941,236 |
| 92335 R - WOODINGFORD LODGE CAPITAL | 1,268,899 | 943,301 | 437,070 | 64,888 | 476,193 | 1,467,690 | 2,696,592 | 3,916,728 | 5,416,593 | 6,739,027 | 8,353,300 | 9,947,712 |
| 92511 R - PARAMEDIC SERVICES CAPITAL | 3,002,042 | 1,663,007 | 543,212 | 1,044,510 | 1,514,960 | 3,054,795 | 2,811,513 | 3,234,949 | 4,180,981 | 4,116,722 | 5,092,806 | 6,247,502 |
| 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 | 685,139 | 548,021 | 649,987 | 763,461 | 765,315 | 867,741 | 780,702 | 946,769 | 918,743 | 829,182 | 1,033,615 | 1,235,753 |
| TOTAL RESERVES | 56,790,589 | 52,172,067 | 44,085,432 | 37,733,041 | 35,176,511 | 37,209,742 | 35,549,588 | 39,544,721 | 48,278,652 | 55,114,405 | 72,581,710 | 89,383,004 |

Water and Wastewater Rates Supported

| | 2024 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 |
|--|--------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|--------------------|
| | 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 | 1,052,276 | 1,191,551 | 1,366,220 | 1,209,875 | 1,407,251 | 1,647,775 | 1,914,033 | 2,153,285 | 2,415,129 | 2,772,696 | 3,116,671 | 3,602,613 |
| 92250 R - WW INNERKIP | 1,134,916 | 1,203,831 | 984,948 | 1,156,734 | 1,419,845 | 1,568,350 | 620,617 | 802,371 | 809,918 | 847,314 | 911,256 | 1,002,568 |
| 92251 R - WW WOODSTOCK | 14,014,209 | 10,613,842 | 3,789,393 | 576,028 | 989,084 | 1,056,419 | 1,960,559 | 417,460 | 282 | 2,891,131 | 4,118,188 | 3,740,160 |
| 92252 R - WW TILLSONBURG | 14,741,711 | 12,330,151 | 11,839,823 | 13,795,296 | 15,501,855 | 16,316,752 | 16,675,167 | 16,659,051 | 16,404,992 | 17,604,266 | 20,247,650 | 23,186,390 |
| 92253 R - WW INGERSOLL | 10,027,982 | 10,066,539 | 9,171,691 | 8,853,010 | 9,138,887 | 8,070,417 | 9,227,795 | 10,090,280 | 11,306,790 | 12,145,531 | 13,202,337 | 14,817,126 |
| 92254 R - WW NORWICH | 3,549,489 | 3,966,638 | 4,082,631 | 2,710,804 | 2,927,038 | 2,420,915 | 1,129,239 | 49,824 | 880,758 | 110,761 | 955,911 | 1,827,260 |
| 92255 R - WW TAVISTOCK | 5,922,279 | 7,635,704 | 7,945,377 | 6,014,411 | 5,678,839 | 5,034,880 | 4,950,729 | 6,090,569 | 7,641,264 | 9,283,434 | 10,677,954 | 12,414,261 |
| 92256 R - WW PLATTSVILLE | 1,829,492 | 1,963,001 | 867,389 | 585,728 | 147,061 | 705,639 | 1,228,893 | 1,883,183 | 2,599,912 | 3,247,776 | 3,458,887 | 4,079,696 |
| 92257 R - WW THAMESFORD | 3,434,166 | 3,771,319 | 1,262,155 | 26,778 | 8,654 | 9,610 | 116,937 | 505,224 | 1,036,067 | 1,421,398 | 2,116,215 | 2,883,347 |
| 92258 R - WW DRUMBO | - | - | - | - | - | - | - | - | - | 9,849 | 192,064 | 642,481 |
| 92259 R - WW MT ELGIN | 687,028 | 444,403 | 119,307 | 234,467 | 402,214 | 293,632 | 532,087 | 793,529 | 1,122,954 | 1,517,224 | 1,957,735 | 2,499,743 |
| 92261 R - W WOODSTOCK | 23,898,984 | 21,719,045 | 16,500,887 | 15,754,054 | 15,093,553 | 8,543,439 | 8,023,185 | 7,759,932 | 9,213,596 | 8,327,532 | 7,322,911 | 10,949,154 |
| 92262 R - W TILLSONBURG | 6,802,350 | 6,530,692 | 6,638,548 | 7,981,783 | 9,363,690 | 11,110,933 | 11,441,150 | 13,041,728 | 14,501,331 | 15,719,739 | 17,980,672 | 18,436,042 |
| 92263 R - W INGERSOLL | 3,883,416 | 1,686,784 | 156,574 | 210 | 472,295 | 335,459 | 2,491 | 517 | 6,273 | 416,993 | 44,267 | 128,843 |
| 92264 R - W TOWNSHIP | 11,090,937 | 10,569,342 | 7,835,331 | 3,020,116 | 1,352,064 | 2,192,098 | 1,486,648 | 2,301 | 146 | 232 | 520 | 4,087 |
| TOTAL WATER & WASTEWATER RESERVES | 102,069,235 | 93,692,842 | 72,560,274 | 61,919,294 | 63,902,330 | 59,306,318 | 59,309,530 | 60,249,254 | 67,939,412 | 76,315,876 | 86,303,238 | 100,213,771 |

Debt Repayment Schedule

| | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 |
|--------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| | TOTAL | TOTAL | TOTAL | TOTAL | TOTAL | TOTAL | TOTAL | TOTAL | TOTAL | TOTAL |
| WASTEWATER | | | | | | | | | | |
| WW WDSK | 486,181 | 561,385 | 900,207 | 868,010 | 1,107,144 | 1,511,200 | 1,716,438 | 2,168,048 | 2,509,113 | 2,435,991 |
| WW TBURG | 86,678 | 85,767 | 75,418 | 73,334 | 64,900 | 63,993 | 63,082 | 29,636 | 22,387 | 19,911 |
| WW INGERSOLL | 718,366 | 838,639 | 1,096,728 | 1,116,579 | 1,085,236 | 1,054,672 | 1,105,020 | 1,146,487 | 1,111,016 | 973,602 |
| WW NORWICH | 1,079 | - | - | - | - | - | - | - | - | - |
| WW TAVISTOCK | 807,942 | 776,465 | 431,491 | 422,541 | 413,384 | 404,330 | 233,296 | 67,215 | 64,712 | - |
| WW THAMESFORD | 62,257 | 59,372 | 57,385 | 526,681 | 524,658 | 522,670 | 520,685 | 518,714 | 516,711 | 514,725 |
| WW DRUMBO | 103,107 | 202,132 | 197,867 | 193,865 | 189,338 | 185,073 | 180,808 | 176,760 | 172,279 | 168,014 |
| WW MT. ELGIN | 39,053 | 39,053 | 263,225 | 229,486 | 229,486 | 229,485 | 229,486 | 224,173 | 224,173 | 224,173 |
| WW EMBRO | 2,894 | 2,894 | - | - | - | - | - | - | - | - |
| WW INNERKIP | 1,257 | 1,258 | - | - | - | 187,665 | 367,499 | 359,386 | 350,406 | 341,860 |
| TOTAL WASTEWATER | 2,308,814 | 2,566,965 | 3,022,321 | 3,430,496 | 3,614,146 | 4,159,088 | 4,416,314 | 4,690,419 | 4,970,797 | 4,678,276 |
| WATER | | | | | | | | | | |
| WATER WOODSTOCK | 937,618 | 1,075,609 | 1,206,287 | 1,173,431 | 1,138,955 | 1,599,844 | 1,553,567 | 1,508,343 | 1,461,079 | 1,412,581 |
| WATER TILLSONBURG | 12,946 | 12,946 | 4,504 | 4,504 | 4,503 | 4,503 | 4,505 | 2,405 | 1,598 | - |
| WATER INGERSOLL | 29,717 | 197,164 | 365,718 | 456,745 | 443,744 | 430,937 | 612,785 | 594,854 | 576,531 | 558,443 |
| WATER TOWNSHIPS | 135,274 | 131,893 | 127,402 | 124,160 | 203,975 | 280,287 | 272,745 | 265,448 | 257,662 | 499,035 |
| TOTAL WATER | 1,115,555 | 1,417,612 | 1,703,911 | 1,758,840 | 1,791,177 | 2,315,571 | 2,443,602 | 2,371,050 | 2,296,870 | 2,470,059 |
| GENERAL GOVERNMENT | | | | | | | | | | |
| COURT HOUSE (415 HUNTER) | 101,729 | - | - | - | - | - | - | - | - | - |
| TOTAL GENERAL GOVERNMENT | 101,729 | - | - | - | - | - | - | - | - | - |
| RENEWABLE ENERGY | | | | | | | | | | |
| RENEWABLE ENERGY | 204,148 | 204,138 | 48,411 | 125,192 | 244,790 | 327,068 | 342,537 | 357,798 | 373,058 | 414,097 |
| ADMIN BUILDING ENERGY | 14,607 | 14,606 | 14,604 | 14,602 | 14,601 | 14,598 | 14,595 | 14,594 | 14,590 | 14,588 |
| HSG FACILITIES ENERGY | 18,241 | 23,519 | 28,314 | 33,117 | 32,869 | 38,621 | 50,364 | 74,552 | 92,738 | 92,501 |
| WFL WDSK ENERGY | 43,743 | 43,737 | 43,732 | 43,727 | 43,719 | 43,713 | 43,707 | 43,699 | 43,694 | 43,866 |
| WFL ING ENERGY | 19,358 | 18,995 | 18,633 | 18,282 | 17,905 | 17,541 | 17,179 | 16,824 | 16,451 | 16,087 |
| WFL TBURG ENERGY | 19,421 | 19,057 | 18,692 | 18,341 | 17,963 | 17,598 | 17,234 | 16,879 | 16,505 | 16,140 |
| WW WOODSTOCK FAC-T ENERGY | 178,574 | 178,554 | 292,896 | 407,236 | 407,217 | 407,195 | 228,722 | 228,722 | 228,722 | 228,722 |
| WW THAMESFORD FAC-T ENERGY | 19,172 | 38,344 | 38,344 | 38,344 | 38,344 | 38,344 | 38,343 | 38,344 | 38,344 | 38,344 |
| W WOODSTOCK FAC-D ENERGY | 24,890 | 49,779 | 49,779 | 49,779 | 49,780 | 49,780 | 49,780 | 49,779 | 51,051 | 51,104 |
| W WOODSTOCK FAC-T ENERGY | - | - | 74,650 | 149,301 | 149,302 | 149,301 | 149,301 | 149,302 | 149,302 | 149,301 |
| SALFORD LF BLDGS ENERGY | 75,762 | 75,748 | 75,733 | 75,716 | 75,701 | - | - | - | - | - |
| TOTAL RENEWABLE ENERGY | 617,916 | 666,477 | 703,788 | 973,637 | 1,092,191 | 1,103,759 | 951,762 | 990,493 | 1,024,455 | 1,064,750 |
| TRANSPORTATION SERVICES | | | | | | | | | | |
| ROADS ADMIN | 33,772 | 33,773 | - | - | - | - | - | - | - | - |
| TOTAL TRANSPORTATION SERVICES | 33,772 | 33,773 | - | - | - | - | - | - | - | - |

| | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 |
|--------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| | TOTAL | TOTAL | TOTAL | TOTAL | TOTAL | TOTAL | TOTAL | TOTAL | TOTAL | TOTAL |
| WASTE MANAGEMENT | | | | | | | | | | |
| WASTE MGMT | - | - | - | - | - | - | - | - | - | 333,864 |
| TOTAL WASTE MANAGEMENT | - | - | - | - | - | - | - | - | - | 333,864 |
| WOODINGFORD LODGE | | | | | | | | | | |
| WFL - WOODSTOCK | 740,857 | 706,018 | 671,177 | - | - | - | - | - | - | - |
| TOTAL WOODINGFORD LODGE | 740,857 | 706,018 | 671,177 | - | - | - | - | - | - | - |
| OXFORD COUNTY TOTAL | 4,918,643 | 5,390,845 | 6,101,197 | 6,162,973 | 6,497,514 | 7,578,418 | 7,811,678 | 8,051,962 | 8,292,122 | 8,546,949 |
| AREA MUNICIPALITIES | 6,249,289 | 5,628,386 | 4,702,683 | 3,912,195 | 3,346,931 | 3,001,777 | 2,633,743 | 2,367,230 | 2,087,892 | 1,936,006 |
| TOTAL PAYMENTS | 11,167,932 | 11,019,231 | 10,803,880 | 10,075,168 | 9,844,445 | 10,580,195 | 10,445,421 | 10,419,192 | 10,380,014 | 10,482,955 |
| PROJECTED COUNTY DEBT | 30,750,323 | 39,323,520 | 46,246,236 | 43,749,839 | 52,186,683 | 56,022,752 | 53,428,279 | 56,254,958 | 50,143,605 | 54,283,874 |

Ten Year Projected Debt Proceeds Schedule

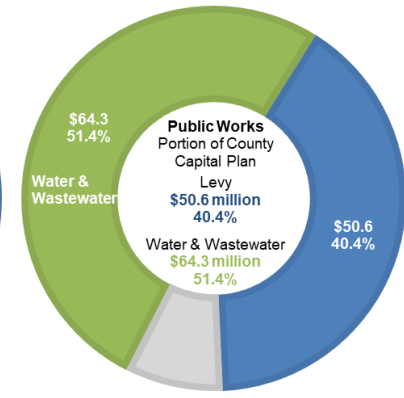
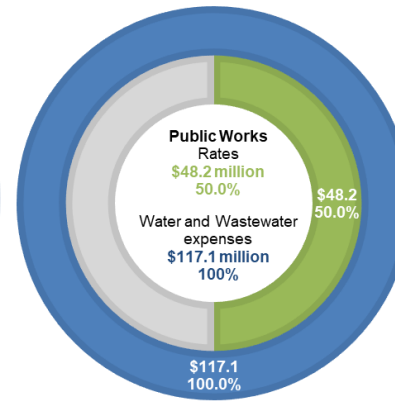
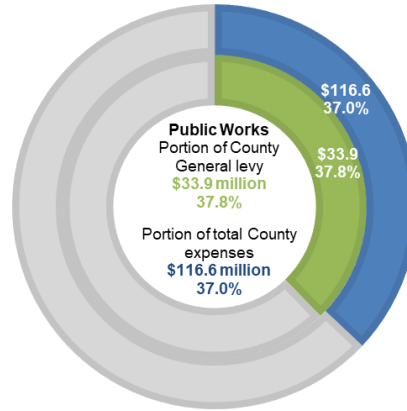
| | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 |
|--|--------------------|---------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|----------|---------------------|
| | TOTAL | TOTAL | TOTAL | TOTAL | TOTAL | TOTAL | TOTAL | TOTAL | TOTAL | TOTAL |
| DEVELOPMENT CHARGE FUNDED | | | | | | | | | | |
| WATER AND WASTEWATER | | | | | | | | | | |
| WOODSTOCK WASTEWATER | - | (4,534,965) | - | - | - | - | - | - | - | - |
| INGERSOLL WASTEWATER | - | (2,661,824) | (1,444,400) | - | - | - | (1,179,429) | - | - | - |
| THAMESFORD WASTEWATER | - | - | (3,875,265) | - | - | - | - | - | - | - |
| MT ELGIN WASTEWATER | - | (1,843,482) | - | - | - | - | - | - | - | - |
| WOODSTOCK WATER | - | (2,375,767) | - | - | (4,684,300) | - | - | - | - | - |
| TOTAL WATER AND WASTEWATER | - | (11,416,038) | (5,319,665) | - | (4,684,300) | - | (1,179,429) | - | - | - |
| TOTAL DEVELOPMENT CHARGE FUNDED | - | (11,416,038) | (5,319,665) | - | (4,684,300) | - | (1,179,429) | - | - | - |
| RATES/LEVY FUNDED | | | | | | | | | | |
| COUNTY OF OXFORD (GENERAL LEVY) | | | | | | | | | | |
| FACILITIES | (1,286,659) | - | (5,372,562) | (1,880,000) | (1,660,000) | (700,000) | (150,000) | (905,000) | - | (1,100,000) |
| WASTE MANAGEMENT | - | - | - | - | - | - | - | - | - | (4,866,700) |
| TOTAL COUNTY OF OXFORD (GENERAL LEVY) | (1,286,659) | - | (5,372,562) | (1,880,000) | (1,660,000) | (700,000) | (150,000) | (905,000) | - | (5,966,700) |
| WATER AND WASTEWATER | | | | | | | | | | |
| WOODSTOCK WASTEWATER | - | - | - | - | (5,203,000) | (3,055,000) | (1,656,000) | (7,724,000) | - | - |
| DRUMBO WASTEWATER | (2,468,014) | - | - | - | - | - | - | - | - | - |
| INNERKIP WASTEWATER | - | - | - | - | - | (4,060,000) | - | - | - | - |
| INGERSOLL WATER | (1,450,000) | (1,278,000) | (743,000) | - | - | (1,431,000) | - | - | - | - |
| TOWNSHIP WATER | - | - | - | - | (1,556,261) | - | - | - | - | (4,604,350) |
| TOTAL WATER AND WASTEWATER | (3,918,014) | (1,278,000) | (743,000) | - | (6,759,261) | (8,546,000) | (1,656,000) | (7,724,000) | - | (4,604,350) |
| TOTAL RATES/LEVY FUNDED | (5,204,673) | (1,278,000) | (6,115,562) | (1,880,000) | (8,419,261) | (9,246,000) | (1,806,000) | (8,629,000) | - | (10,571,050) |

2025 Budget

Public Works



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 | 2025 FTE Base | 2025 FTE Temp |
|--|---|---|---|---------------|---------------|
| Public Works Director of Public Works | Tax Supported | | | | |
| | Fleet, Facilities, and Energy Management | 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 | 0.8 |
| | 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 | 25.1 | - |
| | 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 | 18.4 | - |
| | Total Tax Supported | | | | 98.2 |

| | Division | Division Description | Services | 2025 FTE Base | 2025 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 | 66.9 | - |
| Total | | | | 164.1 | 0.8 |

5 Year Projected Budget

Tax-Supported

| | 2025 | 2026 | 2027 | 2028 | 2029 |
|--------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| | PROJECTED | PROJECTED | PROJECTED | PROJECTED | PROJECTED |
| | BUDGET | BUDGET | BUDGET | BUDGET | BUDGET |
| OPERATING | | | | | |
| REVENUES | | | | | |
| GENERAL REVENUES | (16,070,180) | (15,533,830) | (16,234,839) | (16,412,498) | (16,825,369) |
| OTHER REVENUES | (1,007,649) | (523,561) | (256,217) | (360,888) | (133,111) |
| INTERDEPARTMENTAL RECOVERIES | (16,256,854) | (16,877,644) | (17,026,408) | (17,379,694) | (17,716,946) |
| TOTAL REVENUES | (33,334,683) | (32,935,035) | (33,517,464) | (34,153,080) | (34,675,426) |
| EXPENSES | | | | | |
| SALARIES AND BENEFITS | 9,885,245 | 10,680,592 | 11,458,601 | 12,196,199 | 12,610,292 |
| OPERATING EXPENSES | 30,082,114 | 28,097,924 | 28,226,292 | 28,928,702 | 28,968,638 |
| DEBT REPAYMENT | 753,417 | 700,250 | 703,788 | 973,637 | 1,092,191 |
| RESERVE TRANSFERS | 18,070,512 | 19,819,048 | 20,123,300 | 20,293,156 | 20,562,094 |
| INTERDEPARTMENTAL CHARGES | 7,181,889 | 7,185,975 | 7,289,318 | 7,393,478 | 7,510,314 |
| TOTAL EXPENSES | 65,973,177 | 66,483,789 | 67,801,299 | 69,785,172 | 70,743,529 |
| PROGRAM SURPLUS/DEFICIT | | | | | |
| RESERVE CONTRIBUTION TO (FROM) | - | (114,505) | (95,240) | (109,250) | (49,823) |
| TOTAL PROGRAM SURPLUS/DEFICIT | - | (114,505) | (95,240) | (109,250) | (49,823) |
| NET OPERATING | 32,638,494 | 33,434,249 | 34,188,595 | 35,522,842 | 36,018,280 |
| CAPITAL | | | | | |
| CAPITAL REVENUES | (49,318,951) | (46,127,897) | (54,392,167) | (40,849,520) | (42,187,822) |
| CAPITAL EXPENSES | 50,578,538 | 48,317,907 | 56,227,467 | 41,750,020 | 43,024,622 |
| NET CAPITAL | 1,259,587 | 2,190,010 | 1,835,300 | 900,500 | 836,800 |
| SUMMARY | | | | | |
| TOTAL REVENUES | (82,653,634) | (79,062,932) | (87,909,631) | (75,002,600) | (76,863,248) |
| TOTAL EXPENSES | 116,551,715 | 114,801,696 | 124,028,766 | 111,535,192 | 113,768,151 |
| TOTAL PROGRAM SURPLUS/DEFICIT | - | (114,505) | (95,240) | (109,250) | (49,823) |
| TOTAL LEVY | 33,898,081 | 35,624,259 | 36,023,895 | 36,423,342 | 36,855,080 |

Rate-Supported

| | 2025 | 2026 | 2027 | 2028 | 2029 |
|--------------------------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| | BUDGET | PROJECTED BUDGET | PROJECTED BUDGET | PROJECTED BUDGET | PROJECTED BUDGET |
| OPERATING | | | | | |
| REVENUES | | | | | |
| GENERAL REVENUES | (51,071,943) | (55,359,776) | (58,801,853) | (61,548,431) | (64,333,050) |
| OTHER REVENUES | (1,744,712) | (2,326,428) | (2,841,458) | (3,376,496) | (3,245,339) |
| TOTAL REVENUES | (52,816,655) | (57,686,204) | (61,643,311) | (64,924,927) | (67,578,389) |
| EXPENSES | | | | | |
| SALARIES AND BENEFITS | 8,715,065 | 8,850,347 | 9,051,368 | 9,243,711 | 9,426,751 |
| OPERATING EXPENSES | 14,325,995 | 14,350,566 | 14,639,251 | 15,402,335 | 15,255,660 |
| DEBT REPAYMENT | 3,424,369 | 3,984,577 | 4,726,232 | 5,189,336 | 5,405,323 |
| RESERVE TRANSFERS | 16,950,872 | 20,579,758 | 23,180,749 | 24,851,483 | 25,575,253 |
| INTERDEPARTMENTAL CHARGES | 9,400,354 | 9,920,952 | 10,045,711 | 10,238,059 | 11,915,403 |
| TOTAL EXPENSES | 52,816,655 | 57,686,200 | 61,643,311 | 64,924,924 | 67,578,390 |
| PROGRAM SURPLUS/DEFICIT | | | | | |
| TOTAL PROGRAM SURPLUS/DEFICIT | - | - | - | - | - |
| NET OPERATING | - | (4) | - | (3) | 1 |
| CAPITAL | | | | | |
| CAPITAL REVENUES | (64,330,948) | (59,666,207) | (42,739,128) | (48,808,883) | (58,259,516) |
| CAPITAL EXPENSES | 64,330,948 | 59,666,207 | 42,739,128 | 48,808,883 | 58,259,516 |
| NET CAPITAL | - | - | - | - | - |
| SUMMARY | | | | | |
| TOTAL REVENUES | (117,147,603) | (117,352,411) | (104,382,439) | (113,733,810) | (125,837,905) |
| TOTAL EXPENSES | 117,147,603 | 117,352,407 | 104,382,439 | 113,733,807 | 125,837,906 |
| TOTAL PROGRAM SURPLUS/DEFICIT | - | - | - | - | - |
| TOTAL LEVY | - | (4) | - | (3) | 1 |

Budget

| | 2024 | 2024 | LESS: 2024 | 2025 | 2025 | 2025 | \$ OVER | % OVER |
|---|------------------|------------------|---------------|-----------------|----------------|------------------|-----------------|-------------|
| | FORECAST | BUDGET* | NON-RECURRING | BASE BUDGET | BUDGET IMPACTS | BUDGET | 2024 BUDGET | 2024 BUDGET |
| OPERATING | | | | | | | | |
| REVENUES | | | | | | | | |
| INTERDEPARTMENTAL RECOVERIES | | | | | | | | |
| DEPARTMENTAL RECOVERIES | (647,960) | (649,233) | - | (27,308) | - | (676,541) | (27,308) | 4.2% |
| TOTAL INTERDEPARTMENTAL RECOVERIES | (647,960) | (649,233) | - | (27,308) | - | (676,541) | (27,308) | 4.2% |
| TOTAL REVENUES | (647,960) | (649,233) | - | (27,308) | - | (676,541) | (27,308) | 4.2% |
| EXPENSES | | | | | | | | |
| SALARIES AND BENEFITS | | | | | | | | |
| SALARIES | 276,066 | 276,066 | - | 9,615 | - | 285,681 | 9,615 | 3.5% |
| BENEFITS | 71,034 | 71,034 | - | 5,638 | - | 76,672 | 5,638 | 7.9% |
| TOTAL SALARIES AND BENEFITS | 347,100 | 347,100 | - | 15,253 | - | 362,353 | 15,253 | 4.4% |
| OPERATING EXPENSES | | | | | | | | |
| MATERIALS | 83,468 | 84,741 | - | 4,307 | - | 89,048 | 4,307 | 5.1% |
| CONTRACTED SERVICES | 1,550 | 1,550 | - | - | - | 1,550 | - | - |
| TOTAL OPERATING EXPENSES | 85,018 | 86,291 | - | 4,307 | - | 90,598 | 4,307 | 5.0% |
| INTERDEPARTMENTAL CHARGES | | | | | | | | |
| INTERDEPARTMENTAL CHARGES | 215,842 | 215,842 | - | 7,748 | - | 223,590 | 7,748 | 3.6% |
| TOTAL INTERDEPARTMENTAL CHARGES | 215,842 | 215,842 | - | 7,748 | - | 223,590 | 7,748 | 3.6% |
| TOTAL EXPENSES | 647,960 | 649,233 | - | 27,308 | - | 676,541 | 27,308 | 4.2% |
| NET OPERATING | - | - | - | - | - | - | - | - |
| SUMMARY | | | | | | | | |
| TOTAL REVENUES | (647,960) | (649,233) | - | (27,308) | - | (676,541) | (27,308) | 4.2% |
| TOTAL EXPENSES | 647,960 | 649,233 | - | 27,308 | - | 676,541 | 27,308 | 4.2% |
| 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** +0.8
Temporary

| Service | Service Description | 2023 Service Level | Service Type |
|--|---|--|--------------|
| Property, Facility, and Energy Management | An internal service that manages energy programs and property and facility operations for Oxford County. | 18,850,798 Square meters of property managed 118,839 Square meters of facility buildings maintained 296 Facility buildings operated and maintained 10 Facility service contracts maintained 14,399 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. | 213 Corporate Fleet vehicles and equipment operated and maintained 1,519 Fleet maintenance work orders completed 2,797,697 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 \$14,000 of Commercial Tree Harvesting revenue | Environment |





- **0.8 FTE Facilities Driver Full-time** - to support the Facilities maintenance and technical staff in day-to-day tasks and to provide a second staff member for home visit safety. **FTE 2025-01**


Key Performance Indicators

| | 2021 Actual | 2022 Actual | 2023 Actual | 2024 Forecast | 2025 Budget | Target |
|---|-------------|-------------|-------------|---------------|-------------|------------|
| % of corporate fleet using alternative fuels | 19% | 24% | 31% | 46% | 47% | 90% |
| Average Fleet Asset Condition Rating (0 = excellent, 20 = end of life) | 9.5 | 9.5 | 6.9 | 7.5 | 8.0 | 8.5 |
| ekWh of annual renewable energy generated | 1,843,834 | 3,666,769 | 4,147,000 | 4,315,100 | 4,782,627 | 22,922,000 |
| % energy generated vs energy consumed | 4.1% | 6.4% | 7.6% | 7.9% | 8.7% | 100% |
| % facility work order completion in 5 business days | 61% | 55% | 61% | 63% | 65% | 75% |
| % of planned work orders vs total work orders | 48% | 40% | 40% | 36% | 50% | 75% |
| Cost per square meter – Facilities Operations | \$86.07 | \$90.93 | \$98.95 | \$115.05 | \$121.13 | \$95.30* |
| Cost per square meter – Repair and Maintenance | \$44.28 | \$49.16 | \$52.23 | \$43.35 | \$46.49 | \$53.05* |
| Number of Notices of Intent (harvesting) | 40 | 42 | 35 | 40 | 40 | N/A |
| Annual tree plantings | 18,500 | 17,600 | 16,000 | 16,000 | 15,000 | ↑ |
| Number of general tree and weed inquiries | 87 | 81 | 72 | 80 | 80 | N/A |
| Invasive species control coverage area (acreage) | 127 | 110 | 141 | 75 | 75 | ↑ |
| Number of new wetland cells constructed (in partnership with Ducks Unlimited) | 10 | 10 | 5 | 8 | 4 | ↑ |

*Adjusted annually for inflation

Goals and Objectives

| Description | 2025 | 2026 | 2027 | 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 for implementation beginning in 2026.</p> | ● | ● | ● |  Goal 2.1: Climate change mitigation and adaption | 100% Renewable Energy Plan |
| <p>Implementation of Renewable Energy Action Plan</p> <p>Ongoing implementation of the projects identified in the 2022-2032 Renewable Energy Action Plan to harvest and utilize renewable energy and moving the County forward towards its 100% Renewable Energy goal. Planned projects for 2025 include the design of solar energy systems at Highland Patrol Yard and 16 George Street, as well as beginning the construction phase on the Woodstock Wastewater Treatment Plant biogas utilization project.</p> | ● | ● | ● |  Goal 2.1: Climate change mitigation and adaption | Community Sustainability Plan |
| <p>Energy Management Plan Implementation</p> <p>Ongoing implementation of the 2024 Energy Management Plan to reduce energy consumption and greenhouse gas emissions, as well as identify new measures for inclusion in the next iteration of the Energy Management Plan due in 2029. Planned projects for 2025 include LED lighting upgrades, retro building commissioning, and completion of additional energy assessments.</p> | ● | ● | ● |  Goal 2.1: Climate change mitigation and adaption | 100% Renewable Energy Plan |
| <p>Forestry Management Plan Implementation</p> <p>Forestry Management Plan implementation will continue with work at the Vance tract (walnut thinning and in-fill planting), Creditville Tract (conifer plantation thinning only), and Lakeside Tract (walnut harvest and replanting). The next Forestry Management Plan update is planned for 2027.</p> | ● | ● | ● |  Goal 2.2: Preserve and enhance our natural environment | Forestry Management Plan |

| Description | 2025 | 2026 | 2027 | Strategic Plan | Other Plan Alignment |
|--|------|------|------|---|---|
| <p>Thornton Wellfield Project</p> <p>The 2025 budget includes a project to redevelop some of the property north of the Thornton Wellfield site. The development work coincides with the Strik Drain Woodchip Bioreactor project being constructed in 2024 and is intended to naturalize the land which is a sensitive Source Water Protection area. The project will also include a solar PV installation that will generate approximately 923MWh/yr and bring a 7.5% return on investment.</p> | ● | ● | ● |  <p><i>Goal 2.1: Climate change mitigation and adaption</i></p> <p><i>Goal 2.2: Preserve and enhance our natural environment</i></p> | <p>100% Renewable Energy Plan</p> <p>Forestry Management Plan</p> |

Budget – Facilities

| | 2024 | 2024 | LESS: 2024 | 2025 | 2025 | 2025 | \$ OVER | % OVER |
|---|---------------------|---------------------|-----------------|------------------|------------------|---------------------|------------------|----------------|
| | FORECAST | BUDGET* | NON-RECURRING | BASE BUDGET | BUDGET IMPACTS | BUDGET | 2024 BUDGET | 2024 BUDGET |
| OPERATING | | | | | | | | |
| REVENUES | | | | | | | | |
| GENERAL REVENUES | | | | | | | | |
| PROVINCIAL GRANTS | - | - | - | - | - | - | - | - |
| USER FEES AND CHARGES | (71,950) | (51,920) | - | (250) | (55,000) | (107,170) | (55,250) | 106.4% |
| OTHER REVENUE | (2,090,865) | (2,101,727) | - | (47,086) | 10,000 | (2,138,813) | (37,086) | 1.8% |
| TOTAL GENERAL REVENUES | (2,162,815) | (2,153,647) | - | (47,336) | (45,000) | (2,245,983) | (92,336) | 4.3% |
| OTHER REVENUES | | | | | | | | |
| RESERVE TRANSFER | (68,137) | (68,137) | 37,500 | (47,451) | - | (78,088) | (9,951) | 14.6% |
| DEVELOPMENT CHARGES | - | - | - | - | - | - | - | - |
| TOTAL OTHER REVENUES | (68,137) | (68,137) | 37,500 | (47,451) | - | (78,088) | (9,951) | 14.6% |
| INTERDEPARTMENTAL RECOVERIES | | | | | | | | |
| INTERDEPARTMENTAL RECOVERIES | (9,356,967) | (8,983,636) | 14,500 | (389,727) | (407,166) | (9,766,029) | (782,393) | 8.7% |
| TOTAL INTERDEPARTMENTAL RECOVERIES | (9,356,967) | (8,983,636) | 14,500 | (389,727) | (407,166) | (9,766,029) | (782,393) | 8.7% |
| TOTAL REVENUES | (11,587,919) | (11,205,420) | 52,000 | (484,514) | (452,166) | (12,090,100) | (884,680) | 7.9% |
| EXPENSES | | | | | | | | |
| SALARIES AND BENEFITS | | | | | | | | |
| SALARIES | 1,368,602 | 1,378,090 | - | 105,634 | 38,453 | 1,522,177 | 144,087 | 10.5% |
| BENEFITS | 420,325 | 422,289 | - | 45,912 | 8,143 | 476,344 | 54,055 | 12.8% |
| TOTAL SALARIES AND BENEFITS | 1,788,927 | 1,800,379 | - | 151,546 | 46,596 | 1,998,521 | 198,142 | 11.0% |
| OPERATING EXPENSES | | | | | | | | |
| MATERIALS | 5,556,363 | 5,415,958 | (16,500) | 418,297 | 84,920 | 5,902,675 | 486,717 | 9.0% |
| CONTRACTED SERVICES | 2,409,349 | 2,175,030 | (37,500) | (51,948) | 317,955 | 2,403,537 | 228,507 | 10.5% |
| RENTS AND FINANCIAL EXPENSES | 476,415 | 403,696 | - | 41,838 | 39,000 | 484,534 | 80,838 | 20.0% |
| TOTAL OPERATING EXPENSES | 8,442,127 | 7,994,684 | (54,000) | 408,187 | 441,875 | 8,790,746 | 796,062 | 10.0% |
| DEBT REPAYMENT | | | | | | | | |
| PRINCIPAL REPAYMENT | 913,371 | 910,027 | - | (325,038) | - | 584,989 | (325,038) | (35.7%) |
| INTEREST REPAYMENT | 129,417 | 122,440 | - | 12,216 | - | 134,656 | 12,216 | 10.0% |
| TOTAL DEBT REPAYMENT | 1,042,788 | 1,032,467 | - | (312,822) | - | 719,645 | (312,822) | (30.3%) |
| RESERVE TRANSFERS | | | | | | | | |
| CONTRIBUTIONS TO RESERVES | 155,485 | 155,485 | - | (28,426) | - | 127,059 | (28,426) | (18.3%) |
| CONTRIBUTIONS TO CAPITAL RESERVES | 810,334 | 810,334 | - | 285,811 | - | 1,096,145 | 285,811 | 35.3% |
| TOTAL RESERVE TRANSFERS | 965,819 | 965,819 | - | 257,385 | - | 1,223,204 | 257,385 | 26.6% |

| | 2024 | 2024 | LESS: 2024 | 2025 | 2025 | | \$ OVER | % OVER |
|---|--------------------|--------------------|-----------------|------------------|------------------|--------------------|------------------|-----------------|
| | 2024 | 2024 | NON- | BASE | BUDGET | 2025 | 2024 | 2024 |
| | FORECAST | BUDGET* | RECURRING | BUDGET | IMPACTS | BUDGET | BUDGET | BUDGET |
| INTERDEPARTMENTAL CHARGES | | | | | | | | |
| INTERDEPARTMENTAL CHARGES | 552,382 | 569,581 | - | (43,872) | 3,695 | 529,404 | (40,177) | (7.1%) |
| DEPARTMENTAL CHARGES | 77,497 | 77,589 | - | 1,344 | - | 78,933 | 1,344 | 1.7% |
| TOTAL INTERDEPARTMENTAL CHARGES | 629,879 | 647,170 | - | (42,528) | 3,695 | 608,337 | (38,833) | (6.0%) |
| TOTAL EXPENSES | 12,869,540 | 12,440,519 | (54,000) | 461,768 | 492,166 | 13,340,453 | 899,934 | 7.2% |
| PROGRAM SURPLUS/DEFICIT | | | | | | | | |
| RESERVE CONTRIBUTION TO (FROM) | | | | | | | | |
| RESERVE CONTRIBUTION-SURPLUS | 52,797 | - | - | - | - | - | - | - |
| RESERVE CONTRIBUTION-DEFICIT | (100,151) | - | - | - | - | - | - | - |
| TOTAL RESERVE CONTRIBUTION TO (FROM) | (47,354) | - | - | - | - | - | - | - |
| TOTAL PROGRAM SURPLUS/DEFICIT | (47,354) | - | - | - | - | - | - | - |
| NET OPERATING | 1,234,267 | 1,235,099 | (2,000) | (22,746) | 40,000 | 1,250,353 | 15,254 | 1.2% |
| CAPITAL | | | | | | | | |
| CAPITAL REVENUES | | | | | | | | |
| CAPITAL FEDERAL GRANTS | (429,322) | (429,322) | - | 429,322 | - | - | 429,322 | (100.0%) |
| CAPITAL PROVINCIAL GRANTS | (207,000) | (290,970) | - | (111,030) | (6,000) | (408,000) | (117,030) | 40.2% |
| CAPITAL RESERVE TRANSFER | (1,803,006) | (1,636,879) | 60,000 | (421,721) | (525,000) | (2,523,600) | (886,721) | 54.2% |
| CAPITAL PROCEEDS FROM DEBENTURES | - | (2,098,089) | - | 811,430 | - | (1,286,659) | 811,430 | (38.7%) |
| CAPITAL DEVELOPMENT CHARGES | (79,743) | - | - | - | (69,879) | (69,879) | (69,879) | - |
| TOTAL CAPITAL REVENUES | (2,519,071) | (4,455,260) | 60,000 | 708,001 | (600,879) | (4,288,138) | 167,122 | (3.8%) |
| CAPITAL EXPENSES | 2,576,724 | 4,511,110 | (85,850) | (738,001) | 600,879 | 4,288,138 | (222,972) | (4.9%) |
| NET CAPITAL | 57,653 | 55,850 | (25,850) | (30,000) | - | - | (55,850) | (100.0%) |
| SUMMARY | | | | | | | | |
| TOTAL REVENUES | (14,106,990) | (15,660,680) | 112,000 | 223,487 | (1,053,045) | (16,378,238) | (717,558) | 4.6% |
| TOTAL EXPENSES | 15,446,264 | 16,951,629 | (139,850) | (276,233) | 1,093,045 | 17,628,591 | 676,962 | 4.0% |
| TOTAL PROGRAM SURPLUS/DEFICIT | (47,354) | - | - | - | - | - | - | - |
| TOTAL LEVY | 1,291,920 | 1,290,949 | (27,850) | (52,746) | 40,000 | 1,250,353 | (40,596) | (3.1%) |
| % BUDGET INCREASE (DECREASE) | | | (2.2%) | (4.1%) | 3.1% | (3.1%) | | |

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

Budget Impact Details - Facilities

| | REFERENCE | OPERATING EXPENSES | CAPITAL EXPENSES | TOTAL EXPENSES | REVENUES | TAXATION | % | INTERDEPT RECOVERY | % |
|--|-------------|--------------------|--------------------|--------------------|--------------------|-----------------|---------------|--------------------|-------------|
| ONE-TIME ITEMS | | | | | | | | | |
| FAC-Driver FTE | FTE 2025-01 | 9,436 | - | 9,436 | - | - | | 9,436 | 0.1% |
| FAC-Laptop Mount (FLT) | | 1,650 | - | 1,650 | - | - | | 1,650 | 0.0% |
| FAC-Additional costs to comply with County Backflow Prevention Program | | 50,000 | - | 50,000 | - | - | | 50,000 | 0.6% |
| | | 61,086 | - | 61,086 | - | - | | 61,086 | 0.7% |
| SERVICE LEVEL | | | | | | | | | |
| FAC-Enhanced Cleaning | | 47,000 | - | 47,000 | - | - | | 47,000 | 0.5% |
| FAC-Demand maintenance increase | | 222,000 | - | 222,000 | - | - | | 222,000 | 2.5% |
| | | 269,000 | - | 269,000 | - | - | | 269,000 | 3.0% |
| NEW INITIATIVES | | | | | | | | | |
| FAC-Thornton Wellfield Naturalization | NI 2025-01 | 278,801 | 2,000,000 | 2,278,801 | 2,175,000 | 103,801 | 8.0% | - | |
| | | 278,801 | 2,000,000 | 2,278,801 | 2,175,000 | 103,801 | 8.0% | - | |
| INTERDEPARTMENTAL INITIATIVES | | | | | | | | | |
| FAC-Enhanced Grass Cutting | | 9,410 | - | 9,410 | - | - | | 9,410 | 0.1% |
| FAC-Griffin Way Expansion | PW2024-41 | 67,670 | - | 67,670 | - | - | | 67,670 | 0.8% |
| | | 77,080 | - | 77,080 | - | - | | 77,080 | 0.9% |
| INITIATIVE GAPPING | | | | | | | | | |
| FAC-Thornton Wellfield Naturalization | NI 2025-01 | (193,801) | (1,000,000) | (1,193,801) | (1,130,000) | (63,801) | (4.9%) | - | |
| | | (193,801) | (1,000,000) | (1,193,801) | (1,130,000) | (63,801) | (4.9%) | - | |
| INFRASTRUCTURE CAPITAL | | | | | | | | | |
| FAC-OCAB Space Optimization (NI 2024-01) | CAP 911020 | - | 420,000 | 420,000 | 420,000 | - | | - | |
| FAC-Solar PV Design (2) | CAP 911900 | - | 40,000 | 40,000 | 40,000 | - | | - | |
| FAC-Woodstock WWTP Biogas Utilization | CAP 911900 | - | 500,000 | 500,000 | 500,000 | - | | - | |
| FAC-Landfill Renewable Gas Detailed Assessment | CAP 911900 | - | 25,000 | 25,000 | 25,000 | - | | - | |
| FAC-Electric Vehicle Chargers | CAP 911012 | - | 80,000 | 80,000 | 80,000 | - | | - | |
| | | - | 1,065,000 | 1,065,000 | 1,065,000 | - | | - | |
| TOTAL | | 492,166 | 2,065,000 | 2,557,166 | 2,110,000 | 40,000 | 3.1% | 407,166 | 4.5% |

Budget – Fleet

| | 2024 | 2024 | LESS: 2024 | 2025 | 2025 | 2025 | \$ OVER | % OVER |
|---|--------------------|--------------------|-----------------|------------------|-----------------|--------------------|------------------|----------------|
| | FORECAST | BUDGET* | NON-RECURRING | BASE BUDGET | BUDGET IMPACTS | BUDGET | 2024 BUDGET | 2024 BUDGET |
| OPERATING | | | | | | | | |
| REVENUES | | | | | | | | |
| GENERAL REVENUES | | | | | | | | |
| USER FEES AND CHARGES | (4,628) | - | - | - | - | - | - | - |
| OTHER REVENUE | (349,000) | (349,000) | - | 78,000 | - | (271,000) | 78,000 | (22.3%) |
| TOTAL GENERAL REVENUES | (353,628) | (349,000) | - | 78,000 | - | (271,000) | 78,000 | (22.3%) |
| INTERDEPARTMENTAL RECOVERIES | | | | | | | | |
| INTERDEPARTMENTAL RECOVERIES | (5,650,365) | (5,620,536) | (57,824) | 36,562 | (47,486) | (5,689,284) | (68,748) | 1.2% |
| TOTAL INTERDEPARTMENTAL RECOVERIES | (5,650,365) | (5,620,536) | (57,824) | 36,562 | (47,486) | (5,689,284) | (68,748) | 1.2% |
| TOTAL REVENUES | (6,003,993) | (5,969,536) | (57,824) | 114,562 | (47,486) | (5,960,284) | 9,252 | (0.2%) |
| EXPENSES | | | | | | | | |
| SALARIES AND BENEFITS | | | | | | | | |
| SALARIES | 111,682 | 111,682 | - | 7,730 | - | 119,412 | 7,730 | 6.9% |
| BENEFITS | 33,886 | 33,886 | - | 4,154 | - | 38,040 | 4,154 | 12.3% |
| TOTAL SALARIES AND BENEFITS | 145,568 | 145,568 | - | 11,884 | - | 157,452 | 11,884 | 8.2% |
| OPERATING EXPENSES | | | | | | | | |
| MATERIALS | 2,209,568 | 2,206,544 | 2,404 | (243,110) | 28,586 | 1,994,424 | (212,120) | (9.6%) |
| CONTRACTED SERVICES | - | - | - | - | - | - | - | - |
| RENTS AND FINANCIAL EXPENSES | 221,918 | 222,172 | (5,580) | 5,008 | 17,500 | 239,100 | 16,928 | 7.6% |
| TOTAL OPERATING EXPENSES | 2,431,486 | 2,428,716 | (3,176) | (238,102) | 46,086 | 2,233,524 | (195,192) | (8.0%) |
| RESERVE TRANSFERS | | | | | | | | |
| CONTRIBUTIONS TO RESERVES | 168,952 | 168,952 | - | (95,694) | - | 73,258 | (95,694) | (56.6%) |
| CONTRIBUTIONS TO CAPITAL RESERVES | 3,267,650 | 3,226,300 | 61,000 | 207,350 | 1,400 | 3,496,050 | 269,750 | 8.4% |
| TOTAL RESERVE TRANSFERS | 3,436,602 | 3,395,252 | 61,000 | 111,656 | 1,400 | 3,569,308 | 174,056 | 5.1% |
| TOTAL EXPENSES | 6,013,656 | 5,969,536 | 57,824 | (114,562) | 47,486 | 5,960,284 | (9,252) | (0.2%) |
| PROGRAM SURPLUS/DEFICIT | | | | | | | | |
| RESERVE CONTRIBUTION TO (FROM) | | | | | | | | |
| RESERVE CONTRIBUTION-DEFICIT | (9,663) | - | - | - | - | - | - | - |
| TOTAL RESERVE CONTRIBUTION TO (FROM) | (9,663) | - | - | - | - | - | - | - |
| TOTAL PROGRAM SURPLUS/DEFICIT | (9,663) | - | - | - | - | - | - | - |
| NET OPERATING | - | - | - | - | - | - | - | - |

| | 2024 | 2024 | LESS: 2024 | 2025 | 2025 | | \$ OVER | % OVER |
|-------------------------------------|--------------------|--------------------|----------------|--------------------|----------|--------------------|--------------------|----------------|
| | FORECAST | BUDGET* | NON- | BASE | BUDGET | 2025 | 2024 | 2024 |
| | | | RECURRING | BUDGET | IMPACTS | BUDGET | BUDGET | BUDGET |
| OPERATING | | | | | | | | |
| CAPITAL | | | | | | | | |
| CAPITAL REVENUES | | | | | | | | |
| CAPITAL PROVINCIAL GRANTS | - | - | - | - | - | - | - | - |
| CAPITAL RESERVE TRANSFER | (3,823,284) | (3,808,069) | 6,500 | 1,459,869 | - | (2,341,700) | 1,466,369 | (38.5%) |
| TOTAL CAPITAL REVENUES | (3,823,284) | (3,808,069) | 6,500 | 1,459,869 | - | (2,341,700) | 1,466,369 | (38.5%) |
| CAPITAL EXPENSES | 3,823,284 | 3,808,069 | (6,500) | (1,459,869) | | 2,341,700 | (1,466,369) | (38.5%) |
| NET CAPITAL | - | - | - | - | - | - | - | - |
| SUMMARY | | | | | | | | |
| TOTAL REVENUES | (9,827,277) | (9,777,605) | (51,324) | 1,574,431 | (47,486) | (8,301,984) | 1,475,621 | (15.1%) |
| TOTAL EXPENSES | 9,836,940 | 9,777,605 | 51,324 | (1,574,431) | 47,486 | 8,301,984 | (1,475,621) | (15.1%) |
| TOTAL PROGRAM SURPLUS/DEFICIT | (9,663) | - | - | - | - | - | - | - |
| 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 | INTERDEPT RECOVERY | % |
|---------------------------------------|-----------|--------------------|--------------------|-------------|
| INTERDEPARTMENTAL INITIATIVES | | | | |
| FLT-Ox on the Run (OCL) | | 10,421 | 10,421 | 0.2% |
| FLT-Driver Seat Changes (RDS) | | 4,000 | 4,000 | 0.1% |
| FLT-Vehicle Wrap (OCL) | | 4,400 | 4,400 | 0.1% |
| FLT-Laptop Mount (FAC) | | 1,650 | 1,650 | 0.0% |
| FLT-Public Works Technician FTE (ENG) | | 24,970 | 24,970 | 0.4% |
| FLT-Driver FTE (FAC) | | 2,045 | 2,045 | 0.0% |
| | | 47,486 | 47,486 | 0.8% |
| TOTAL | | 47,486 | 47,486 | 0.8% |

Capital Budget

| PROJECT # AND NAME | DESCRIPTION | ASSET ACTIVITY | ASSET RATING | TOTAL | 2025 REQUEST** | 2026 | 2027-2034 |
|---|--|----------------|--------------|-----------|----------------|------|-----------|
| BUILDING | | | | | | | |
| 210030 - Archives Building (82 Light St) | Various projects as identified from the Building Condition Assessments | Renewal | Poor | \$16,500 | 16,500 | - | - |
| 210040 - POA (419 Hunter) | Various projects as identified from the Building Condition Assessments | Renewal | Poor | \$12,000 | 12,000 | - | - |
| 210070 - 93 Graham | Various projects as identified from the Building Condition Assessments | Replacement | Poor | \$59,400 | 59,400 | - | - |
| 213010 - Highland Roads Yard Buildings | Various projects as identified from the Building Condition Assessments | Renewal | Poor | \$6,500 | 6,500 | - | - |
| 213020 - Springford Roads Yard Buildings | Various projects as identified from the Building Condition Assessments | Renewal | Poor | \$11,000 | 11,000 | - | - |
| 213000 - Drumbo Roads Yard Buildings | Various projects as identified from the Building Condition Assessments | Renewal | Poor | \$22,500 | 22,500 | - | - |
| 215000 - 410 Buller | Various projects as identified from the Building Condition Assessments | Renewal | Poor | \$58,000 | 58,000 | - | - |
| 218700 - Salford Landfill Buildings | Automated windows for scalehouse and power front gate | Replacement | Poor | \$22,000 | 22,000 | - | - |
| 911000 - Facilities Condition Assessments | Facilities Condition Assessments | Maintenance | N/A | \$400,000 | 400,000 | - | - |
| 911020 - Administration Building Space Optimization | Space Optimization 21 Reeve St - 2025 implementation (NI 2024-01) | Expansion | N/A | \$420,000 | 420,000 | - | - |
| 911020 - Administration Building Space Optimization | Carpet replacement – completed in conjunction with the OCAB space optimization | Replacement | Poor | \$280,000 | 280,000 | - | - |
| EQUIPMENT | | | | | | | |
| 210000 - Equipment | Replacement of security cameras | Replacement | Poor | \$10,000 | 10,000 | - | - |
| 210110 - Equipment | Zorra Coin Tower low fuel alarm and transfer switch connection | Replacement | Poor | \$3,500 | 3,500 | - | - |
| 218700 - Salford Landfill Buildings | 18 Hendershot Street - security cameras | Replacement | Poor | \$10,000 | 10,000 | - | - |
| FURNISHINGS | | | | | | | |
| 210010 - Furnishings | Furnishings at the Oxford County Administration Building (including replacement of council chamber chairs) | Replacement | Poor | \$66,000 | 66,000 | - | - |
| 213020 - Springford Roads Yard Furnishings | 432594 Zenda Line workstations and chairs | Replacement | Poor | \$15,000 | 15,000 | - | - |
| GREEN INITIATIVES | | | | | | | |


| PROJECT # AND NAME | DESCRIPTION | ASSET ACTIVITY | ASSET RATING | TOTAL | 2025 REQUEST** | 2026 | 2027-2034 |
|---|---|------------------------------|--------------|--------------|----------------|-------------|-----------|
| 911006 - Green Initiatives Facilities | Various projects as identified in the Energy Management Plan (PW 2019-33) | Non-infrastructure solutions | N/A | \$1,408,200 | 1,408,200 | - | - |
| 911012 - EV Chargers | Various sites EV charger design to support ongoing transition to green fleet | Expansion | N/A | \$80,000 | 80,000 | - | - |
| 911900 - Renewable Energy | Highland patrol and 16 George Solar PV (Design) Debt funding is required on project completion | Expansion | N/A | \$350,000 | 40,000 | 310,000 | - |
| 911900 - Renewable Energy | Thornton solar PV System (construction 2025-2026) (NI 2025-01) Debt funding is required on project completion | Expansion | N/A | \$2,000,000 | 1,000,000 | 1,000,000 | - |
| 911900 - Renewable Energy | Woodstock WWTP biogas utilization (construction 2025-2026) Debt funding is required on project completion | Expansion | N/A | \$3,000,000 | 500,000 | 2,500,000 | - |
| 911900 - Renewable Energy | Landfill renewable gas detailed assessment | Non-infrastructure solutions | N/A | \$25,000 | 25,000 | - | - |
| VEHICLES | | | | | | | |
| Fleet - Transportation | Tandem Axle Truck (2) - Diesel 2024 Early Procurement (PW 2024-11) - Unit 361 and 366 | Replacement | Poor | \$913,800 | 913,800 | - | - |
| Fleet - Facilities | 1/2 Ton Pick-up Truck (1) BEV - Unit 117 | Replacement | Poor | \$89,000 | 89,000 | - | - |
| Fleet - Transportation | 1 Ton Pick-up Truck Dump Box - Unleaded and Refurbish of Dump Box - Unit 353 | Replacement | Critical | \$79,000 | 79,000 | - | - |
| Fleet - Transportation | Motor Grader (1) - Diesel - Unit 411 (NM04-241211) | Replacement | Poor | \$700,000 | 700,000 | - | - |
| Fleet - Transportation | Forklift (1) - Unit 415 | Replacement | Poor | \$61,300 | 61,300 | - | - |
| Fleet - Wastewater | 1/2 Ton Pickup (1) BEV - Unit 524 | Replacement | Poor | \$89,000 | 89,000 | - | - |
| Fleet - Water | 3/4 Ton Pickup (2) Unleaded - Unit 659 and 661 | Replacement | Poor | \$155,000 | 155,000 | - | - |
| Fleet - Water | 1/2 Ton Pickup (1) BEV - Unit 663 | Replacement | Poor | \$89,000 | 89,000 | - | - |
| Fleet - Water | Cargo Van (1) Unleaded/CNG - Unit 664 | Replacement | Poor | \$80,400 | 80,400 | - | - |
| Fleet - Pooled Vehicle | Compact Pick-up Truck (1) HEV - Unit 805 | Replacement | Poor | \$42,200 | 42,200 | - | - |
| Fleet - Waste Management | Angle Broom Attachment to WM Loader - Unit 733 | Replacement | Poor | \$43,000 | 43,000 | - | - |
| Fleet - Transportation | 2025 Early Procurement for 2026 Delivery - delivery time greater than 12 months Tandem Axle Truck (2) - Diesel - Unit 364 and 365 | Replacement | Fair | \$990,000 | - | 990,000 | - |
| Fleet - Transportation | 2025 Early Procurement for 2026 Delivery - delivery time greater than 12 months Tractor - Mower (2) - Unit 420 and 427 | Replacement | Poor | \$450,000 | - | 450,000 | - |
| UNFINANCED CAPITAL | | | | | | | |
| Projects financed in a different year than expenses incurred. | | | | | | | |
| | | | | (\$177,462) | (\$177,462) | - | - |
| | | | | \$11,879,838 | \$6,629,838 | \$5,250,000 | \$0 |

** The 2025 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 – Facilities Driver

FTE 2025-01

| SUMMARY | |
|----------------------------|--|
| Type of FTE request | Expand Service Level |
| Classification | Full-time - Temporary |
| Job Title | Facilities Driver |
| FTE | 0.8 |
| Description | This temporary FTE proposal is for a Facilities Driver to support the Facilities maintenance and technical staff in day-to-day tasks and to provide a second staff member for home visit safety. |

| STRATEGIC PLAN |
|---|
|  |
| <p><i>Goal 3.3: Attract, retain and engage staff</i></p> |

| REQUEST DETAILS |
|--|
| <p>Background</p> <p>The Facilities Division oversees the coordination of projects, work orders, and service contracts for all Oxford County departments, operating a portfolio of more than 312 buildings. Annually, Public Works and Human Services facilities generate over 9,000 work orders, with approximately 4,500 completed by Maintenance staff and the remaining 4,500 contracted out to rostered contractors.</p> <p>Work orders serve to organize routine and reactive maintenance tasks, safety and quality inspections, and are utilized for both planned and unplanned maintenance activities. They contain essential details, including the requester's information, project scope, location, and completion instructions.</p> <p>Following creation, work orders undergo review by the Maintenance Scheduler and/or Buildings Foreperson, who determine whether the work is assigned to an internal staff member or an external contractor. Depending on the work's location, a staff member may be required to deliver a Notice of Entry (NOE) or accompany the contractor to grant access to the site. This process occurs approximately 600 times annually with an average duration of 1.5 hours per instance. This equates to 900 hours annually, during which skilled maintenance workers engage in unskilled labor.</p> |

REQUEST DETAILS

Challenges

Visiting and working in client homes is a pivotal component of delivering services to the public, ensuring that their needs are met efficiently and effectively. While these visits are predominantly routine and non-threatening, there exists a possibility, however slight, that a safety issue could arise during a visit. In recognition of this, County departments have been tasked with implementing additional procedures and measures to address departmental needs and risks, prioritizing the safety of both staff and clients alike.

While Oxford County's management of 636 housing units is a sizeable figure, it doesn't fully capture the extensive work and challenges involved in handling such a large responsibility. Annually, these units generate approximately 4,800 work orders, a substantial workload that requires careful coordination and management. Of these work orders, roughly 1,800 are completed by Maintenance staff and Facilities Technicians, highlighting the significant role that in-house maintenance plays in ensuring the upkeep of these properties. However, among these tasks, approximately 500 are identified as potentially posing a safety risk to staff.

These risks span a range of scenarios, including interactions with aggressive or confrontational tenants, encounters with unsecured pets, exposure to drug paraphernalia, weapons, pests and the need to address unsanitary conditions. To effectively manage these risks, the Buildings Foreperson has adopted a proactive approach, typically assigning two maintenance workers to these potentially hazardous jobs, even when the repairs may technically justify a single worker. This precautionary measure aligns with the principles outlined in the Community Outreach and Home Visit Safety policy, approved June 2024.

Despite the additional resources allocated to these tasks, the commitment to safety is paramount. The practice of assigning two maintenance workers to potentially risky jobs reflects a proactive stance aimed at ensuring the safety and well-being of staff members. This approach results in 1,000 additional hours annually, during which skilled maintenance workers engage in tasks that might be considered unskilled labor.

Future Outlook

Efforts to maintain and enhance our facilities portfolio are ongoing; however, the aging of buildings necessitates increasing efforts to ensure they remain in a good state of repair. As Oxford County's services expand, so too will the facilities portfolio. To uphold standards of maintenance and meet customer service expectations, additional staff will be necessary in the forthcoming years. Unfortunately, the maintenance contractor roster has remained unchanged for several years, leading to an increased reliance on contractors to manage the workload due to a shortage of personnel. Relying on contractors is not feasible in the long-term, nor is it economical, as their hourly rates exceed internal wages.

REQUEST DETAILS

Conclusion

The Engineering Services, Facilities Division is proposing a temporary full-time Facilities Driver position. This role is designed to alleviate some of the current workload on our Maintenance staff by taking on tasks such as opening doors and attending to units. By creating this position, we aim to demonstrate cost savings within the County’s facilities portfolio while allowing our skilled Maintenance team to focus on more technical and time-sensitive work orders and is a proactive step towards improving operational efficiency within the Facilities Division.

BUDGET REQUIREMENTS

| | One-time | Base | Total Budget |
|--|-----------------|----------|-----------------|
| Salaries and benefits | | | |
| Total salaries and benefits | 46,596 | | 46,596 |
| Operating expenses | | | |
| Cell Phone | 650 | | 650 |
| Reduced Contractor Expense (600 Work Orders/yr*1.5hrs/WO*\$59.04/hr(Avg. General Con. hourly rate)) | (39,855) | | (39,855) |
| Vehicle: R&M Cost, Decals & Monitor Fee | 575 | | 575 |
| Vehicle: Fuel/Electricity Cost Est. | 450 | | 450 |
| Vehicle: Insurance Cost | 1,020 | | 1,020 |
| Total Operating | (37,160) | | (37,160) |
| County Levy | \$9,436 | - | \$9,436 |

New Initiative – Thornton Wellfield Naturalization

NI 2025-01

SUMMARY

Beginning in 2025, County staff are proposing to take a multi-pronged approach to developing part of the County-owned agriculture land surrounding the Thornton Wellfield Water Treatment Facility east of Sweaburg. The proposed development will bring a multitude of benefits including increasing source water protection to the largest water source serving the City of Woodstock, increasing reforestation, allow for a solar installation to net-zero the Thornton Water Treatment Facilities, while complementing the construction of the Strik Drain Woodchip Bioreactor municipal drainage infrastructure that is currently undergoing construction. This project will accomplish a number of items that support the County’s goal around climate change mitigation and adaptation.

STRATEGIC PLAN



Goal 2.1: Climate change mitigation and adaptation

Goal 2.2: Preserve and enhance our natural environment

REQUEST DETAILS

Background

Since 2002, Oxford County has purchased a number of agricultural properties surrounding the Thornton Wellfield, just east of Sweaburg, with the most recent property being acquired in 2017. In total, there are 5 separate parcels that include approximately 380 acres of workable land which the County currently leases out. These properties have been secured and maintained by the County with the intention to control the farming activities around the Thornton Wellfield, as the land is located in a highly sensitive source water protection zone for the primary water source for the City of Woodstock.

County staff monitor activities on the land through the established lease agreements and ensure activity restrictions are adhered to in an effort to moderate nitrate levels that enter the water supply through land runoff. The restrictions impact the lease rates that the County receives for the higher sensitivity land, which includes 80 acres of the total area. Currently, rental rate for this land is \$125/ac, which only yields \$10,000 in revenue each year, as opposed to nearby land not subject to the same restrictions which is currently leased at \$400/ac. In reviewing the revenue versus the risk to source water, staff are proposing the following actions be undertaken as part of this project.

Source Water Protection

As part of the 2024 Business Plan and Budget, a new municipal drain is being constructed in conjunction with the Township of South-West Oxford on the north side of Curry Road. As part of this construction, known as the Strik Drain, there is an outfall on the south side of Curry Road on the County property, where a Woodchip Bioreactor is being constructed for quality improvement of all runoff from the drain

REQUEST DETAILS

infrastructure, prior to continuing into the wellfield area further south. This drain is occupying approximately 3 acres of leased farmland; thus, the lands will be out of service on a permanent basis.

While the bioreactor facility will assist with water quality improvements to incoming flows, there is still risk to source water from farming activities within the County-owned land. While fertilizer restrictions are outlined in the County's farm lease agreements, these do take effort to monitor and enforce, and the restrictions also have a significant impact on the lease rate and resulting revenue as the land tends to generate a lower yield and is less profitable. In reviewing the previous lease proposals with the County's Source Water Protection group, it was identified that the best long-term approach to this land was to take it out of the lease portfolio and eliminate active farming activities all together.

Naturalization

As the Strik Drain is occupying 3 acres of land out of production permanently, along with construction impacts due to swale regrading through the property, staff believe now is the time to remove the remaining 77 acres of sensitive area from production moving forward and begin to naturalize the area. Naturalization would boost the County's tree planting targets, and also work to expand canopy cover, which has greatly decreased over the past number of years despite Official Plan goals to maintain existing canopy coverage. Naturalization would be implemented in a series of phases as outlined below:

- [Phase 1 \(2025\)](#) – Depending on seed availability, the field will either be seeded February 2025 or planted in soybeans and seeded in the fall. Three distinct seed mixes will be used: 12 acres of pollinator habitat in the north; 18 acres of wet meadow in the center, and 47 acres of tall grass prairie to the south.
- [Phase 2 \(2026\)](#) – This parcel will be a hybrid poplar biomass plantation intended to supplement the long-term wood chip requirements of the Strik Drain Bioreactor. Approximately 3,400 trees will be planted on 9 acres in May 2026.
- [Phase 3 \(2027\)](#) – Seedlings will be planted at a lower density in order to maintain the integrity of the grassland. The long-term goal is to transition these parcels into a savannah with tree and shrub species unique to the Carolinian zone. Approximately 10,100 trees will be planted across three parcels in May 2027.
- [Phase 4 \(2028\)](#) - There will inevitably be areas where predation or drainage changes prevent the grassland seed from establishing. Those areas will be planted with small, scattered groups of seedling trees or shrubs. Tree shelters and stakes will be used to ensure their long-term survival as maintenance of scattered seedlings can be troublesome. Approximately 1,700 trees across 15 acres to be planted May 2028.

Funding sources are available for prairie grass and reforestation and are anticipated to be leveraged within all phases of development, beginning in 2025 with an estimated grant availability of \$55,000. The costs anticipated for the tree planting in 2026, 2027 and 2028, considers grant funding that is applied to lower the purchase price of the trees by an anticipated combined \$68,000.

REQUEST DETAILS

Solar PV System

With the farmland coming out of production, there is also an opportunity to deploy a ground-mount solar photovoltaic (PV) system on the south end of the property that would help offset the electrical consumption of the Thornton Water Treatment Facility. The PV system would be installed in an area surrounded by planted prairie grass to avoid any future shading issues and would be approximately 500 kWAC in size. The system is anticipated to cover approximately 2.5 acres of the property, and would be expected to generate 920 MWh/year which equates to an annual increase of 22% over the County's 2023 renewable energy generation. This is a significant opportunity and increase for the County organization's renewable energy portfolio, as this was not previously identified in the Renewable Energy Action Plan (REAP) as it was not anticipated that this land would be removed from farm production. With an estimated capital cost of \$2M for the solar PV system, this project would bring annual operational savings of approximately \$130,000 resulting in a 15 year simple payback, and an internal rate of return of 7.5%.

Overall, this project offers a number of benefits related to the goal of climate change mitigation and adaptation including reducing source water protection risks, increasing natural habitat space, and expanding the County's renewable energy portfolio including reducing operational costs. In the past, none of these items justified redeveloping the farmland area, but together they bring a number of positives for the County organization and make the overall development the best approach moving forward.

BUDGET REQUIREMENTS

| | One-time | Base | Total Budget |
|---|------------------|-----------------|------------------|
| Revenues | | | |
| Rent: Farm Lease Reduction | - | (10,000) | (\$10,000) |
| Energy Generation (2027) | - | 130,000 | 130,000 |
| Debenture Proceeds (2027) | 2,000,000 | - | 2,000,000 |
| Third Party: Prairie Grass Seed Funding | 55,000 | - | 55,000 |
| Total revenues | 2,055,000 | 120,000 | 2,175,000 |
| Operating expenses | | | |
| Prairie Grass Seed | 75,000 | - | 75,000 |
| Fence Repairs | 10,000 | - | 10,000 |
| Popular trees (2026) ¹ | 7,500 | - | 7,500 |
| Mixed Hardwood and Savannah (2027) ¹ | 19,500 | - | 19,500 |
| Mixed Hardwood (2028) ¹ | 10,000 | - | 10,000 |
| Solar Maintenance Contract (2027) ¹ | - | 7,500 | 7,500 |
| Debentures – (Issued 2027) | - | 149,301 | 149,301 |
| Total operating expenses | 122,000 | 156,801 | 278,801 |
| Capital | | | |
| Solar PV Installation (2025) | 1,000,000 | - | 1,000,000 |
| Solar PV Installation (2026) | 1,000,000 | - | 1,000,000 |
| Total capital | 2,000,000 | - | 2,000,000 |
| County Levy | \$67,000 | \$36,801 | \$103,801 |
| <i>Initiative Gapping</i> | | | |
| 2026 Budget Impact | 7,500 | - | 7,500 |
| 2027 Budget Impact | 19,500 | - | 19,500 |
| 2028 Budget Impact | 10,000 | 26,801 | 36,801 |
| 2025 Budget Impact | \$30,000 | \$10,000 | \$40,000 |

¹ Include net discounted purchase price

Services Overview

Full-Time Equivalents **24.1 FTE** ↑4.0
Base




| Service | Service Description | 2023 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. | 32 Construction contracts awarded (>\$100K) 20 Consulting assignments awarded 78% Capital funds committed | Support |
| Development Review | An internal/external service that provides engineering review of planning applications submitted by the development community, in liaison with Area Municipalities. Also manages and oversees development files from design through to implementation. | 80% Planning applications reviewed prior to comment deadline | Support |

- **3.0 FTE Project Engineer Full-time** - will oversee the project management and delivery of capital assignments, including detailed design, studies, master plans, and construction contracts for roads, water and wastewater infrastructure. **FTE 2025-02**
- **1.0 FTE Public Works Technician Full-time** - will accommodate site inspection workloads and complement our current staff resources to provide appropriate levels of inspection oversight on Capital construction works and improve current assigned workloads to more manageable levels. **FTE 2025-03**

Key Performance Indicators

| | 2021 Actual | 2022 Actual | 2023 Actual | 2024 Forecast | 2025 Budget | Target |
|--|-------------|-------------|-------------|---------------|-------------|--------|
| % design projects completed per year | 77% | 67% | 74% | 86% | 90% | 100% |
| % construction projects completed per year over \$100,000 | 75% | 70% | 66% | 83% | 85% | 100% |
| # of contract awards requiring Council approval (over \$1,000,000) | 10 | 5 | 8 | 9 | 14 | → |
| Capital budget spent (performance to budget) | 66% | 71% | 66% | 75% | 85% | ↑ |
| Total # of CLI-ECA application reviews (previously the Transfer of Review Program) | 17 | 5 | 10 | 14 | 15 | ↑ |
| Total # of Planning Application file reviews (development review) | 533 | 478 | 393 | 463 | 475 | ↑ |

Goals and Objectives

| Description | 2025 | 2026 | 2027 | Strategic Plan | Other Plan Alignment |
|---|------|------|------|--|----------------------|
| <p>Continuous Improvement of Project Management Documentation for Capital Delivery Standardization and implementation of Project Management documentation for Capital projects, guided by Project Management Institute best practices.</p> | ● | ● | ● |  Goal 3.1: Continuous improvement and results-driven solutions | |
| <p>Enhancement of Development Review Services Continue to enhance support for Area Municipalities and external economic development entities as it pertains to Public Works infrastructure and services needed to accommodate growth within the County.</p> | ● | ● | ● |  Goal 3.2: Collaborate with our partners and communities | |
| <p>Revamp Existing County-Wide Water and Wastewater Capacity Allocation Protocol In collaboration with Water and Wastewater Services and Department of Community Planning, revamp the existing “County-Wide Water and Wastewater Capacity Allocation Protocol for Residential Development” in consideration of existing commitments, growth projections, and existing/planned system capacities.</p> | ● | | |  Goal 3.2: Collaborate with our partners and communities | |

Budget

| | 2024 | 2024 | LESS: 2024 | 2025 | 2025 | 2025 | \$ OVER | % OVER |
|---|------------------|------------------|------------------|------------------|----------------|------------------|------------------|-----------------|
| | FORECAST | BUDGET* | NON-RECURRING | BASE BUDGET | BUDGET IMPACTS | BUDGET | 2024 BUDGET | 2024 BUDGET |
| OPERATING | | | | | | | | |
| REVENUES | | | | | | | | |
| GENERAL REVENUES | | | | | | | | |
| USER FEES AND CHARGES | (455,004) | (455,004) | - | 2,904 | - | (452,100) | 2,904 | (0.6%) |
| TOTAL GENERAL REVENUES | (455,004) | (455,004) | - | 2,904 | - | (452,100) | 2,904 | (0.6%) |
| INTERDEPARTMENTAL RECOVERIES | | | | | | | | |
| DEPARTMENTAL RECOVERIES | (200,000) | (200,000) | - | 75,000 | - | (125,000) | 75,000 | (37.5%) |
| TOTAL INTERDEPARTMENTAL RECOVERIES | (200,000) | (200,000) | - | 75,000 | - | (125,000) | 75,000 | (37.5%) |
| TOTAL REVENUES | (655,004) | (655,004) | - | 77,904 | - | (577,100) | 77,904 | (11.9%) |
| EXPENSES | | | | | | | | |
| SALARIES AND BENEFITS | | | | | | | | |
| SALARIES | 2,085,356 | 2,137,495 | - | 111,886 | 419,463 | 2,668,844 | 531,349 | 24.9% |
| BENEFITS | 588,741 | 593,325 | - | 82,676 | 134,555 | 810,556 | 217,231 | 36.6% |
| CAPITAL PROJECT ALLOCATION | (1,300,000) | (1,000,000) | - | (350,000) | (388,892) | (1,738,892) | (738,892) | 73.9% |
| GAPPING ALLOCATION | - | (20,000) | 20,000 | - | (94,500) | (94,500) | (74,500) | 372.5% |
| TOTAL SALARIES AND BENEFITS | 1,374,097 | 1,710,820 | 20,000 | (155,438) | 70,626 | 1,646,008 | (64,812) | (3.8%) |
| OPERATING EXPENSES | | | | | | | | |
| MATERIALS | 117,068 | 108,050 | (4,300) | 11,855 | 16,225 | 131,830 | 23,780 | 22.0% |
| TOTAL OPERATING EXPENSES | 117,068 | 108,050 | (4,300) | 11,855 | 16,225 | 131,830 | 23,780 | 22.0% |
| INTERDEPARTMENTAL CHARGES | | | | | | | | |
| INTERDEPARTMENTAL CHARGES | 275,043 | 279,942 | - | 92,193 | 24,970 | 397,105 | 117,163 | 41.9% |
| DEPARTMENTAL CHARGES | 97,194 | 97,385 | - | 4,096 | - | 101,481 | 4,096 | 4.2% |
| TOTAL INTERDEPARTMENTAL CHARGES | 372,237 | 377,327 | - | 96,289 | 24,970 | 498,586 | 121,259 | 32.1% |
| TOTAL EXPENSES | 1,863,402 | 2,196,197 | 15,700 | (47,294) | 111,821 | 2,276,424 | 80,227 | 3.7% |
| NET OPERATING | 1,208,398 | 1,541,193 | 15,700 | 30,610 | 111,821 | 1,699,324 | 158,131 | 10.3% |
| CAPITAL | | | | | | | | |
| CAPITAL REVENUES | | | | | | | | |
| CAPITAL PROVINCIAL GRANTS | (40,820) | (45,000) | 45,000 | - | - | - | 45,000 | (100.0%) |
| CAPITAL RESERVE TRANSFER | (260,000) | (264,915) | 100,000 | 159,915 | - | (5,000) | 259,915 | (98.1%) |
| TOTAL CAPITAL REVENUES | (300,820) | (309,915) | 145,000 | 159,915 | - | (5,000) | 304,915 | (98.4%) |
| CAPITAL EXPENSES | 302,177 | 311,915 | (147,000) | (152,915) | 49,200 | 61,200 | (250,715) | (80.4%) |
| NET CAPITAL | 1,357 | 2,000 | (2,000) | 7,000 | 49,200 | 56,200 | 54,200 | 2,710.0% |

| | 2024 | 2024 | LESS: 2024 | 2025 | 2025 | | \$ OVER | % OVER |
|------------------------------|------------------|------------------|---------------|---------------|----------------|------------------|----------------|--------------|
| | FORECAST | BUDGET* | NON-RECURRING | BASE BUDGET | BUDGET IMPACTS | 2025 BUDGET | 2024 BUDGET | 2024 BUDGET |
| SUMMARY | | | | | | | | |
| TOTAL REVENUES | (955,824) | (964,919) | 145,000 | 237,819 | - | (582,100) | 382,819 | (39.7%) |
| TOTAL EXPENSES | 2,165,579 | 2,508,112 | (131,300) | (200,209) | 161,021 | 2,337,624 | (170,488) | (6.8%) |
| TOTAL LEVY | 1,209,755 | 1,543,193 | 13,700 | 37,610 | 161,021 | 1,755,524 | 212,331 | 13.8% |
| % BUDGET INCREASE (DECREASE) | | | 0.9% | 2.4% | 10.4% | 13.8% | | |

* 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 | TOTAL EXPENSES | TAXATION | % |
|---------------------------------|-------------|--------------------|------------------|-----------------|-----------------|---------------|
| SERVICE LEVEL | | | | | | |
| ENG-Project Engineer FTE | FTE 2025-02 | 75,627 | 4,000 | 79,627 | 79,627 | 5.2% |
| ENG-Public Works Technician FTE | FTE 2025-03 | 58,318 | 45,200 | 103,518 | 103,518 | 6.7% |
| | | 133,945 | 49,200 | 183,145 | 183,145 | 11.9% |
| INITIATIVE GAPPING | | | | | | |
| ENG-Project Engineer FTE | FTE 2025-02 | (14,175) | - | (14,175) | (14,175) | (0.9%) |
| ENG-Public Works Technician FTE | FTE 2025-03 | (7,950) | - | (7,950) | (7,950) | (0.5%) |
| | | (22,125) | - | (22,125) | (22,125) | (1.4%) |
| TOTAL | | 111,820 | 49,200 | 161,020 | 161,020 | 10.4% |

Capital Budget

| PROJECT # AND NAME | DESCRIPTION | ASSET ACTIVITY | ASSET RATING | TOTAL | 2025 REQUEST** | 2026 | 2027-2034 |
|----------------------------------|--|----------------|--------------|-----------------|-----------------|------------|------------|
| COMPUTER EQUIPMENT | | | | | | | |
| 290000 - Computer Equipment | Laptop for Project Engineer (FTE 2025-02) | Expansion | N/A | \$4,000 | 4,000 | - | - |
| 290000 - Computer Equipment | Laptop for Public Works Technician (FTE 2025-03) | Expansion | N/A | \$2,000 | 2,000 | - | - |
| EQUIPMENT | | | | | | | |
| 290000 - Equipment | Radar Traffic Counters | Replacement | Poor | \$7,000 | 7,000 | - | - |
| VEHICLES | | | | | | | |
| Fleet - Construction New Vehicle | Compact Pickup (1) HEV (FTE 2025-03) - Unit 916 | Expansion | N/A | \$43,200 | 43,200 | - | - |
| CARRY FORWARD BUDGET | Prior year's approved budget not spent. | | | \$5,000 | \$5,000 | - | - |
| | | | | \$61,200 | \$61,200 | \$0 | \$0 |

** The 2025 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 – Project Engineer

FTE 2025-02

| SUMMARY | |
|----------------------------|--|
| Type of FTE request | Maintain Service Level |
| Classification | Full-time - Permanent |
| Job Title | Project Engineer |
| FTE | 3.0 |
| Description | This proposal is to add three full-time permanent Public Works Project Engineers to the Engineering Services division. These positions will oversee the project management and delivery of capital assignments, including detailed design, studies, master plans, and construction contracts for roads, water and wastewater infrastructure. |

STRATEGIC PLAN



Goal 3.1: Continuous improvement and results-driven solutions

REQUEST DETAILS

Background

Oxford County is experiencing significant growth in annual capital spending, driven by aggressive development and the expanding need for municipal services, particularly in water, wastewater and transportation. This increase in capital projects necessitates the addition of three Project Engineer staff to provide essential relief to the current team of five Project Engineers, which is currently overcommitted.

Our current Project Engineering staff are stretched thin, managing an increasing number of projects that exceed their capacity. On average, Project Engineers can effectively manage five to seven projects per year, or approximately \$6 to \$10 million in spending annually. However, the growing volume and complexity of projects are pushing these limits, risking burnout and compromising project quality and timelines.

Further, Key Performance Indicators are not being met with the current Project Engineering staffing complement given the increased volume and complexity of capital assignments.

Challenges with Current Solution

To address the immediate workload, we have resorted to hiring third-party project managers on a secondment basis. While this initially provided temporary relief in 2021, the assignment has continued in subsequent years presenting several challenges:

REQUEST DETAILS

Limited Oversight: Consultants spend minimal time in the office, making it difficult to maintain adequate oversight and integration with our internal processes

External Commitments: Consultants' commitments to other clients can lead to divided attention and reduced focus on our projects.

Lack of Delegated Authority: Consultants lack the internal delegated authority that full-time staff possess, leading to additional strain on our extended management team for decision-making and approvals.

Higher Cost for Project Management: The hourly rates for consultants are significantly higher compared to the actual hourly compensation of equivalent full-time employees, making it more cost-effective to expand our internal team. This shift would not only reduce expenses, leaving more funds available in capital reserves for use towards construction costs, but also enhance continuity and long-term project management capabilities.

Proposed Solution

Hiring three additional full-time Project Engineers will address these challenges by:

Providing Oversight and Management: The new staff will oversee and manage capital construction projects and design assignments, ensuring that they are delivered efficiently and to a high standard.

Balancing Workload: Distributing the growing workload across a larger team will prevent burnout, maintain high-quality project execution, and allow existing staff to manage a sustainable number of projects.

Enhancing Internal Capabilities: Full-time staff will have the necessary delegated authority and a deeper integration into our organizational culture and processes, enhancing efficiency and accountability.

Benefits

Improved Project Delivery: With dedicated staff, the County can ensure that projects are delivered on time, within budget, and to the required quality standards. Additional Staff will ensure that valuable organizational knowledge, including our internal policies and processes, remains within the Corporation. By investing in internal staff, the County safeguards this knowledge base, fostering long-term continuity and reducing the need for repeated onboarding of external personnel.

Reduced Management Strain: Full-time Project Engineers will reduce the burden on our management team by taking on responsibilities that consultants currently cannot fulfill.

Reduced Project Management Costs: Full-time Project Engineers will reduce the project management costs on capital projects, thus decreasing the overall project costs and ensuring more efficient allocation of project funds and better financial outcomes for the organization.

Sustainable Growth: Adding these positions will allow the County to complete the projects recommended through asset management practices to maintain the target service levels of the capital projects without compromising on quality or overloading our existing staff.

REQUEST DETAILS

Conclusion

To sustain our aggressive development and expansion of municipal services, it is critical to invest in three additional Project Engineers. This will not only provide immediate relief to our overextended team but also ensure the successful delivery of our growing capital projects in the long term and reduce the need to hire third-party project managers on a secondment basis.


BUDGET REQUIREMENTS

| | One-time | Base | Total Budget |
|--|----------------|------------------|------------------|
| Revenues | | | |
| Capital Project Reserve Funding - Staff time | \$- | \$360,284 | \$360,284 |
| Capital Project Reserve Funding - Contractor time | - | (350,000) | (350,000) |
| Total revenues | - | 10,284 | 10,284 |
| Salaries and benefits | | | |
| Salary and benefits | - | 425,862 | 425,862 |
| Total salaries and benefits | - | 425,862 | 425,862 |
| Operating expenses | | | |
| Membership Dues & Subscriptions | - | 750 | 750 |
| Advertising | 1,500 | - | 1,500 |
| Contractor Expenses | - | (350,000) | (350,000) |
| Telecommunications | 900 | 900 | 1,800 |
| Training | 2,250 | 3,750 | 6,000 |
| Total operating expenses | 4,650 | (344,600) | (339,950) |
| Capital | | | |
| Computer Equipment: Laptop | 4,000 | - | 4,000 |
| Total capital | 4,000 | - | 4,000 |
| County Levy | \$8,650 | \$70,978 | \$79,628 |
| <i>Initiative Gapping – position start April 1</i> | | | |
| 2026 Budget Impact | - | (14,175) | (14,175) |
| 2025 Budget Impact | \$8,650 | \$56,803 | \$65,453 |

FTE – Public Works Technician

FTE 2025-03

| SUMMARY | |
|----------------------------|---|
| Type of FTE request | Maintain Service Level |
| Classification | Full-time - Permanent |
| Job Title | Public Works Technician |
| FTE | 1.0 |
| Description | This proposal is to add one full-time permanent Public Works Technician to the Engineering Services division. This new position will accommodate site inspection workloads and complement our current staff resources to provide appropriate levels of inspection oversight on Capital construction works and improve current assigned workloads to more manageable levels. |

| STRATEGIC PLAN |
|---|
|  |
| <p><i>Goal 3.1: Continuous improvement and results-driven solutions</i></p> |

| REQUEST DETAILS |
|---|
| <p>Background</p> <p>The increasing volume and complexity of County infrastructure projects necessitates the addition of one full-time permanent dedicated Public Works Technician to the Public Works Engineering Services division. The current workload has reached a point where the existing team cannot effectively manage the demands of ongoing and upcoming projects. The proposed position will support the Engineering Services division and provide critical technical input in the planning, design, construction, and inspection of County infrastructure. The position will also focus on prioritizing the collection and documentation of stormwater culvert asset data, which is critical to maintaining the integrity of Oxford's infrastructure and ensuring proactive asset management.</p> <p>Issue Analysis</p> <p>The need for one new Public Works Technician arises from several key factors that directly impact the efficiency, quality, and successful delivery of the County's infrastructure projects, including the volume, the expertise required, the need for accuracy, as well as current workloads.</p> |

REQUEST DETAILS

Increased Project Volume:

The County's infrastructure projects have increased, both in number and complexity over the past few years, a growth trend that can be expected to continue over the next 5-10 years when looking at the projects within the Asset Management Plan. The current team, consisting of five Public Works Technicians, is already operating at full capacity, managing a higher volume of projects than ever before. This trend is expected to escalate, further stretching the team's resources. As the County continues to develop, the volume of infrastructure projects will increase, necessitating additional technical support to maintain current service levels and project quality. More complex projects require more detailed planning, design, and oversight, which the current team is struggling to provide due to their high workloads. Adding a new Public Works Technician will allow the Public Works Department to scale operations effectively, ensuring that future projects are managed with the expected level of expertise and attention to detail as required.

Specialized Expertise:

The current staff complement requires additional support to manage project related technical aspects such as surveying, construction inspection, record documentation, contract administration, and health and safety oversight on construction sites. Current staff are well-qualified but overstretched, making it difficult to provide the level of detailed attention that projects require. Moreover, the specialized skills and project-specific knowledge required for site inspection, surveying, engineering drawings, contract administration, and asset management are critical for efficient project management. The addition of a Public Works Technician will bring the needed specialized expertise and additional resources that are crucial for high-quality project execution and will assist in reducing the current workload of existing staff, allowing for enhanced oversight and project outcomes of high-quality, well-managed projects.

Efficiency and Accuracy:

Ensuring that all projects are completed as per contract specifications, designed outcomes, on time and within budget while meeting quality standards requires dedicated technical oversight by Public Works Technicians. The current workloads on our staff complement are spreading staff resources thin, resulting in potential inefficiencies and inaccuracies in project execution. By adding a new Public Works Technician, the workload can be distributed more evenly, allowing each team member to focus on their primary responsibilities without being overburdened, and the new Technician will ensure that quality standards are consistently met, leading to higher-quality project outcomes.

Workload Management:

The current Public Works Technician team is operating at full capacity and is stretched thin. They are managing multiple projects simultaneously, which includes overseeing technical aspects, conducting site inspections, and ensuring project specifications are met. This high workload affects their ability to consistently maintain high standards in project execution and site inspection oversight. By hiring an additional Public Works Technician, the workload will be distributed more evenly among the team and decrease the amount of overtime that is currently occurring. This will allow each Technician to focus on their assigned projects without being overburdened. A more balanced workload will lead to improved work-life balance for current staff and reduced stress and risk of burnout. This will result in a more motivated and

REQUEST DETAILS

productive team.

Quality Assurance:

Detailed inspection and documentation are critical for project success. At peak load times and due to the high workload, Technicians may not have sufficient time to conduct thorough inspections and maintain detailed records, this can lead to oversight issues and incomplete documentation, which can cause problems during project close-out and future reference. The new role will ensure Public Works Technicians have more adequate time for site inspections and can ensure that contractor work is verified against contract specifications, accurate records are maintained, and issues and inquiries are promptly handled.

Asset Management:

Oxford's current culvert registry is incomplete and the level of confidence in existing data is low. Proper collection and analysis of data are key to understanding the performance of these assets, assessing their current condition, and determining their expected lifespan. With accurate data, we can identify potential problem areas and undertake preventive maintenance, reducing the risk of costly emergency repairs or failures. Effective stormwater management minimizes the risk of pollutants entering local water bodies, aligning with Oxford's sustainability and environmental goals. By documenting and analyzing the current state of assets, Oxford can create a predictive model to estimate the timing and budgetary needs for future capital investments.

Expected Results:

Adding one full-time permanent Technician position will ensure long-term stability within the division. Project Management will improve, with fewer delays caused by bottlenecks in project inspections and approvals. Furthermore, an additional technician will better serve as liaisons between contractors, project staff and other stakeholders, facilitating better communication and coordination through a stronger presence in the field, enabling real-time decisions and quicker resolutions for design and constructability issues. Quality control will also be enhanced through the addition of a Technician, as continuous oversight of work as well as quality checks will reduce the likelihood of errors and the need for costly rework. Furthermore, resources will be more appropriately allocated, allowing staff to dedicate more time to assigned projects and core duties without being over-burdened, which will also allow opportunities for skill development and training. Senior staff will be able to better concentrate on strategic planning, decision making and contract administration/project management, which will improve the overall effectiveness of the team.

Conclusion:

The proposed full-time Public Works Technician position is vital to managing the current and growing demands of County infrastructure projects and ensures the seamless delivery of construction projects, is essential to advancing Oxford's asset management goals, and results from the improvement areas identified in the 2024 Asset Management Plan. By providing specialized technical support and construction site inspection, this role will ensure high-quality project execution, accurate construction records, and enhance internal and external project delivery satisfaction. The Public Works Technician will play a pivotal role in optimizing resource allocation, ensuring that manpower and

REQUEST DETAILS

workloads are better addressed allowing current staff to perform at a higher level and potential. This efficiency not only enhances project outcomes but also contributes to positive engagement and communication with all stakeholders, addressing concerns, and providing transparency, ultimately benefiting the taxpayers and the community at large. Further, the approval of this positions is also about strategically positioning the County for future success in infrastructure development. As the demands on infrastructure continue to evolve and grow, the proactive investment in talent resource management emphasizes the County's commitment to long-term growth, resilience, and prosperity.

BUDGET REQUIREMENTS

| | One-time | Base | Total Budget |
|---|----------|----------------|----------------|
| Revenues | | | |
| Reserve Funding - Staff time PW Technician time (85%) allocated to capital projects | \$- | \$108,933 | \$108,933 |
| Reserve Funding - Contractor time | - | (68,000) | (68,000) |
| Total revenues | - | 40,933 | 40,933 |
| Salaries and benefits | | | |
| Public Works Technician – Full-Time | - | 128,156 | 128,156 |
| Total salaries and benefits | - | 128,156 | 128,156 |
| Operating expenses | | | |
| Vehicle – Annual Fees (Licensing, Insurance, Fuel, R&M) | 1,000 | 5,920 | 6,920 |
| Vehicle – Annual Fee (Capital Contributions 5 Year Life Cycle) | - | 8,500 | 8,500 |
| Vehicle Rental (Temporary – 10 Months / \$1,750 per/m) | 17,500 | - | 17,500 |
| Contractor Expenses | - | (68,000) | (68,000) |
| Telecommunications | 300 | 300 | 600 |
| Training | 750 | 1,250 | 2,000 |
| Builterra Inspection Software Licenses (Annual Fee) | - | 1,075 | 1,075 |
| Advertising | 1,000 | - | 1,000 |
| Membership Dues & Subscriptions | - | 250 | 250 |
| Inspection Equipment Up-Fit | 1,250 | - | 1,250 |

BUDGET REQUIREMENTS

| | One-time | Base | Total Budget |
|--|-----------------|-----------------|------------------|
| Total operating expenses | 21,800 | (50,705) | (28,905) |
| Capital | | | |
| Vehicle – Compact Crew Cab HEV | 42,200 | - | 42,200 |
| Vehicle – Up-Fit Cost, GPS, Fuel System, Decals | 1,000 | - | 1,000 |
| Computer Equipment: Laptop | 2,000 | - | 2,000 |
| Total capital | 45,200 | - | 45,200 |
| County Levy | \$67,000 | \$36,518 | \$103,518 |
| <i>Initiative Gapping</i> 2026 Budget Impact | - | (7,950) | (7,950) |
| 2025 Budget Impact | \$67,000 | \$28,568 | \$95,568 |

Services Overview






Full-Time Equivalents **37.1 FTE** → 0.0

| Service | Service Description | 2023 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. | 1,331 Lane kilometers of roadway operated and maintained 40 Lane kilometers of new road resurfacing / reconstruction 18 New traffic speed feedback signs installed 1 New controlled pedestrian crossing implemented 53 Snow plow responses to winter events (2023/24 season) | Public Health & Safety |

Key Performance Indicators

| | 2021 Actual | 2022 Actual | 2023 Actual | 2024 Forecast | 2025 Budget | Target |
|--|-------------|-------------|-------------|---------------|-------------|--------|
| % of Roads with a pavement condition index of good or higher (Lane km) | 89% | 82% | 78% | 77% | 70% | 85% |
| Paved (hard top) road maintenance – cost/lane kilometer | \$4,126 | \$4,526 | \$4,324 | \$4,177 | \$4,176 | ↓ |
| Bridges and culverts maintenance – cost/square meter of surface area | \$12.53 | \$5.26 | \$7.61 | \$9.39 | \$9.58 | ↓ |
| Traffic operations and roadside maintenance – cost/lane kilometer | \$3,028 | \$3,950 | \$3,889 | \$4,019 | \$4,249 | ↓ |
| Winter control operations – cost/lane kilometer | \$1,939 | \$2,187 | \$1,999 | \$2,276 | \$2,301 | ↓ |
| Winter control compliance to Minimum Maintenance Standards | 100% | 100% | 100% | 100% | 100% | 100% |

Goals and Objectives

| Description | 2025 | 2026 | 2027 | Strategic Plan | Other Plan Alignment |
|---|------|------|------|--|----------------------------|
| <p>Development of County-Wide Automated Speed Enforcement Program Collection of traffic data, site assessments and detailed financial analysis of potential County-wide Automated Speed Enforcement implementation (photo radar) in school zones and community safety zones.</p> | ● | | |  Goal 1.3: Community health, safety and well-being | Transportation Master Plan |
| <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> | ● | ● | ● |  Goal 1.3: 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> | ● | ● | ● |  Goal 1.4: Connected people and places | Transportation Master Plan |
| <p>2025 Road Needs Study Performance condition assessment and update to the long-term road rehabilitation program of the County's transportation network.</p> | ● | | |  Goal 3.1: Continuous improvement and results-driven solutions | Asset Management Plan |
| <p>Storm Sewer Closed Circuit Television Inspection Program Implementation of an annual Closed Circuit Television Inspection Program of the County's storm sewer network to establish a condition rating that can be used to identify and prioritize capital replacement.</p> | ● | ● | ● |  Goal 3.1: Continuous improvement and results-driven solutions | Asset Management Plan |

Budget

| | 2024 | 2024 | LESS: 2024 | 2025 | 2025 | 2025 | \$ OVER | % OVER |
|--|-------------------|-------------------|------------------|------------------|-----------------|-------------------|------------------|----------------|
| | FORECAST | BUDGET* | NON-RECURRING | BASE BUDGET | BUDGET IMPACTS | BUDGET | 2024 BUDGET | 2024 BUDGET |
| OPERATING | | | | | | | | |
| REVENUES | | | | | | | | |
| GENERAL REVENUES | | | | | | | | |
| USER FEES AND CHARGES | (510,330) | (483,150) | - | (20,890) | - | (504,040) | (20,890) | 4.3% |
| TOTAL GENERAL REVENUES | (510,330) | (483,150) | - | (20,890) | - | (504,040) | (20,890) | 4.3% |
| OTHER REVENUES | | | | | | | | |
| RESERVE TRANSFER | - | (74,500) | - | 74,500 | (67,000) | (67,000) | 7,500 | (10.1%) |
| TOTAL OTHER REVENUES | - | (74,500) | - | 74,500 | (67,000) | (67,000) | 7,500 | (10.1%) |
| TOTAL REVENUES | (510,330) | (557,650) | - | 53,610 | (67,000) | (571,040) | (13,390) | 2.4% |
| EXPENSES | | | | | | | | |
| SALARIES AND BENEFITS | | | | | | | | |
| SALARIES | 2,795,561 | 2,821,837 | - | 101,002 | - | 2,922,839 | 101,002 | 3.6% |
| BENEFITS | 811,309 | 844,564 | - | 53,512 | - | 898,076 | 53,512 | 6.3% |
| TOTAL SALARIES AND BENEFITS | 3,606,870 | 3,666,401 | - | 154,514 | - | 3,820,915 | 154,514 | 4.2% |
| OPERATING EXPENSES | | | | | | | | |
| MATERIALS | 2,455,715 | 2,823,364 | (2,000) | (5,501) | 22,140 | 2,838,003 | 14,639 | 0.5% |
| CONTRACTED SERVICES | 2,132,304 | 2,167,380 | (130,000) | (61,250) | 278,500 | 2,254,630 | 87,250 | 4.0% |
| RENTS AND FINANCIAL EXPENSES | 34,050 | 34,050 | - | 1,040 | 20,800 | 55,890 | 21,840 | 64.1% |
| EXTERNAL TRANSFERS | 5,150 | 5,150 | - | 150 | - | 5,300 | 150 | 2.9% |
| TOTAL OPERATING EXPENSES | 4,627,219 | 5,029,944 | (132,000) | (65,561) | 321,440 | 5,153,823 | 123,879 | 2.5% |
| DEBT REPAYMENT | | | | | | | | |
| PRINCIPAL REPAYMENT | 175,950 | 175,950 | - | (144,002) | - | 31,948 | (144,002) | (81.8%) |
| INTEREST REPAYMENT | 5,358 | 5,358 | - | (3,534) | - | 1,824 | (3,534) | (66.0%) |
| TOTAL DEBT REPAYMENT | 181,308 | 181,308 | - | (147,536) | - | 33,772 | (147,536) | (81.4%) |
| RESERVE TRANSFERS | | | | | | | | |
| CONTRIBUTIONS TO CAPITAL RESERVES | 12,213,000 | 12,213,000 | - | 460,000 | 250,000 | 12,923,000 | 710,000 | 5.8% |
| DEVELOPMENT CHARGES EXEMPTIONS | - | - | - | - | - | - | - | - |
| TOTAL RESERVE TRANSFERS | 12,213,000 | 12,213,000 | - | 460,000 | 250,000 | 12,923,000 | 710,000 | 5.8% |
| INTERDEPARTMENTAL CHARGES | | | | | | | | |
| INTERDEPARTMENTAL CHARGES | 3,585,487 | 3,509,482 | 2,400 | 332,359 | 4,000 | 3,848,241 | 338,759 | 9.7% |
| DEPARTMENTAL CHARGES | 184,294 | 184,485 | - | (13,704) | - | 170,781 | (13,704) | (7.4%) |
| TOTAL INTERDEPARTMENTAL CHARGES | 3,769,781 | 3,693,967 | 2,400 | 318,655 | 4,000 | 4,019,022 | 325,055 | 8.8% |
| TOTAL EXPENSES | 24,398,178 | 24,784,620 | (129,600) | 720,072 | 575,440 | 25,950,532 | 1,165,912 | 4.7% |
| NET OPERATING | 23,887,848 | 24,226,970 | (129,600) | 773,682 | 508,440 | 25,379,492 | 1,152,522 | 4.8% |

| | 2024 | 2024 | LESS: 2024 | 2025 | 2025 | | \$ OVER | % OVER |
|-------------------------------------|---------------------|---------------------|--------------------|--------------------|--------------------|---------------------|--------------------|---------------|
| | FORECAST | BUDGET* | NON- | BASE | BUDGET | 2025 | 2024 | 2024 |
| | | | RECURRING | BUDGET | IMPACTS | BUDGET | BUDGET | BUDGET |
| OPERATING | | | | | | | | |
| CAPITAL | | | | | | | | |
| CAPITAL REVENUES | | | | | | | | |
| OTHER REVENUE | - | - | - | - | - | - | - | - |
| CAPITAL FEDERAL GRANTS | (3,429,871) | (3,942,500) | 551,000 | (2,403,500) | (387,677) | (6,182,677) | (2,240,177) | 56.8% |
| CAPITAL PROVINCIAL GRANTS | (10,273,883) | (11,070,000) | - | 4,016,000 | - | (7,054,000) | 4,016,000 | (36.3%) |
| CAPITAL RESERVE TRANSFER | (16,095,029) | (20,451,334) | 709,000 | 615,845 | (1,288,303) | (20,414,792) | 36,542 | (0.2%) |
| CAPITAL DEVELOPMENT CHARGES | (8,473,646) | (5,955,562) | 300,000 | 630,551 | (435,633) | (5,460,644) | 494,918 | (8.3%) |
| CAPITAL CONTRIBUTIONS | (2,353,425) | (2,330,000) | 703,500 | 1,260,500 | (190,000) | (556,000) | 1,774,000 | (76.1%) |
| TOTAL CAPITAL REVENUES | (40,625,854) | (43,749,396) | 2,263,500 | 4,119,396 | (2,301,613) | (39,668,113) | 4,081,283 | (9.3%) |
| CAPITAL EXPENSES | 41,098,911 | 44,483,696 | (2,987,800) | (4,129,396) | 3,485,000 | 40,851,500 | (3,632,196) | (8.2%) |
| NET CAPITAL | 473,057 | 734,300 | (724,300) | (10,000) | 1,183,387 | 1,183,387 | 449,087 | 61.2% |
| SUMMARY | | | | | | | | |
| TOTAL REVENUES | (41,136,184) | (44,307,046) | 2,263,500 | 4,173,006 | (2,368,613) | (40,239,153) | 4,067,893 | (9.2%) |
| TOTAL EXPENSES | 65,497,089 | 69,268,316 | (3,117,400) | (3,409,324) | 4,060,440 | 66,802,032 | (2,466,284) | (3.6%) |
| TOTAL LEVY | 24,360,905 | 24,961,270 | (853,900) | 763,682 | 1,691,827 | 26,562,879 | 1,601,609 | 6.4% |
| % BUDGET INCREASE (DECREASE) | | | (3.4%) | 3.1% | 6.8% | 6.4% | | |

* 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 | TOTAL EXPENSES | REVENUES | TAXATION | % |
|---|------------|--------------------|------------------|------------------|------------------|------------------|-------------|
| ONE-TIME ITEMS | | | | | | | |
| RDS-Regrade Ditch 325243 Norwich Rd | | 5,000 | - | 5,000 | - | 5,000 | 0.0% |
| RDS-Tractor & Boom Arm Rental - Woodstock Patrol | | 10,400 | - | 10,400 | - | 10,400 | 0.0% |
| RDS-CP Crossing Galt Subdivision Rehab | | 95,000 | - | 95,000 | 67,000 | 28,000 | 0.1% |
| RDS-Driver Seat Change | | 4,000 | - | 4,000 | - | 4,000 | 0.0% |
| | | 114,400 | - | 114,400 | 67,000 | 47,400 | 0.2% |
| SERVICE LEVEL | | | | | | | |
| RDS-Active Transportation Advisory Committee Promotion | | 10,000 | - | 10,000 | - | 10,000 | 0.0% |
| RDS-Traffic Data Collection | | 7,440 | - | 7,440 | - | 7,440 | 0.0% |
| RDS-Mower Rental | | 10,400 | - | 10,400 | - | 10,400 | 0.0% |
| RDS-Durable Pavement Markings - Springford Patrol | | 12,000 | - | 12,000 | - | 12,000 | 0.0% |
| RDS-Additional streetlight operating impact | | 1,200 | - | 1,200 | - | 1,200 | 0.0% |
| RDS-Speed Count Services | | 50,000 | - | 50,000 | - | 50,000 | 0.2% |
| | | 91,040 | - | 91,040 | - | 91,040 | 0.4% |
| NEW INITIATIVES | | | | | | | |
| RDS-Benchmark Traffic Data - Automated Speed Enforcement Program | NI 2025-02 | 75,000 | - | 75,000 | - | 75,000 | 0.3% |
| RDS-Storm Sewer Closed-Circuit Television (CCTV) Inspection Program | NI 2025-03 | 45,000 | - | 45,000 | - | 45,000 | 0.2% |
| | | 120,000 | - | 120,000 | - | 120,000 | 0.5% |
| CAPITAL CONTRIBUTION | | | | | | | |
| RDS-Transportation Capital Increase (AMP) | | 250,000 | - | 250,000 | - | 250,000 | 1.0% |
| | | 250,000 | - | 250,000 | - | 250,000 | 1.0% |
| INFRASTRUCTURE CAPITAL | | | | | | | |
| RDS-New Pedestrian Crossings | CAP 930076 | - | 325,000 | 325,000 | 60,000 | 265,000 | 1.1% |
| RDS-New Guiderails (roads) | CAP 930070 | - | 275,000 | 275,000 | - | 275,000 | 1.1% |
| RDS-Intersection Illumination | CAP 930078 | - | 200,000 | 200,000 | 70,000 | 130,000 | 0.5% |
| RDS-Bike Lanes | CAP 930079 | - | 675,000 | 675,000 | 675,000 | - | |
| RDS-Traffic Signals | CAP 930300 | - | 745,000 | 745,000 | 511,613 | 233,387 | 0.9% |
| RDS-Traffic Calming | CAP 930301 | - | 450,000 | 450,000 | 170,000 | 280,000 | 1.1% |
| RDS-New Guiderails (bridges) | CAP 930200 | - | 350,000 | 350,000 | 350,000 | - | |
| RDS-Pad Mount Generator Design Update (Various Sites) | CAP 911300 | - | 15,000 | 15,000 | 15,000 | - | |
| RDS-Pad Mount Generator (Springford Yard) | CAP 911303 | - | 250,000 | 250,000 | 250,000 | - | |
| RDS-Pad Mount Generator (Woodstock Yard) | CAP 911304 | - | 200,000 | 200,000 | 200,000 | - | |
| | | - | 3,485,000 | 3,485,000 | 2,301,613 | 1,183,387 | 4.7% |
| TOTAL | | 575,440 | 3,485,000 | 4,060,440 | 2,368,613 | 1,691,827 | 6.8% |

Capital Budget

| PROJECT # AND NAME | DESCRIPTION | ASSET ACTIVITY | ASSET RATING | TOTAL | 2025 REQUEST** | 2026 | 2027-2034 |
|-------------------------------------|---|----------------|--------------|-------------|----------------|-----------|-----------|
| BRIDGES AND 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 Guiderail Study. | Expansion | N/A | \$350,000 | 350,000 | - | - |
| 930200 - Bridge Rehab | Guiderail replacements on various structures | Replacement | Poor | \$150,000 | 150,000 | - | - |
| 930200 - Bridge Rehab | 2025 Design and 2027 Construction for Various Structures: - Culvert 715213 - OR 4, 0.75km N of 35 - Bridge 682935 - 2027 Construction - OR 2, 0.15km E of 119 - Bridge 224538 - 2027 Construction - OR 19, 2.8km E of 19 | Renewal | Fair | \$2,935,000 | 385,000 | - | 2,550,000 |
| 930200 - Bridge Rehab | 2025 Design for 2027 Construction of: Bridge 686843 - OR2, 1.3km W of 3 (Boundary Brant Led) | Renewal | Fair | \$1,140,000 | 40,000 | - | 1,100,000 |
| 930200 - Bridge Rehab | 2025 Design for 2027 Construction of: Culvert 687045 - OR2, E of Middle Townline (Boundary Brant led) | Renewal | Fair | \$310,000 | 30,000 | - | 280,000 |
| 930200 - Bridge Rehab | 2025 Design for 2026 Construction of: Bridge 59755 - OR 59, 0.4km N of 35 (Girder Coating) | Renewal | Fair | \$4,075,000 | 75,000 | 4,000,000 | - |
| 930200 - Bridge Rehab | Rehabilitation of Structure: Bridge 774050 - CR 16 (0.01 km E of 31st Line) | Renewal | Fair | \$1,300,000 | 1,300,000 | - | - |
| 930200 - Bridge Rehab | Rehabilitation of Structure: Bridge 225536 - CR 14 (3.2km N or CR 21) | Renewal | Fair | \$2,360,000 | 2,360,000 | - | - |
| 930200 - Bridge Rehab | Rehabilitation of Structure: Bridge 843613 - CR 16 (0.1km E of 31st Line) | Renewal | Fair | \$900,000 | 900,000 | - | - |
| 930200 - Bridge Rehab | Rehabilitation of Structure: Bridge 374623 - CR 19 - Main St (2.1km W of CR 59) | Renewal | Fair | \$2,400,000 | 2,400,000 | - | - |
| BUILDING | | | | | | | |
| 911300 - Roads Facilities General | Pad mount generator w/transfer design update for installed EVC's (Highland and Drumbo) | Expansion | N/A | \$15,000 | 15,000 | - | - |
| 911303 - Springford Yard Facilities | 432594 Zenda Line pad mount generator w/transfer (construction) | Expansion | N/A | \$250,000 | 250,000 | - | - |

| PROJECT # AND NAME | DESCRIPTION | ASSET ACTIVITY | ASSET RATING | TOTAL | 2025 REQUEST** | 2026 | 2027-2034 |
|------------------------------------|---|------------------------------|--------------|--------------|----------------|-----------|------------|
| 911304 - Woodstock Yard Facilities | 515165 County Road 30 Woodstock pad mount generator w/transfer | Expansion | N/A | \$200,000 | 200,000 | - | - |
| EQUIPMENT | | | | | | | |
| 230000 - Equipment | Replace County gateway signs | Replacement | Poor | \$17,500 | 17,500 | - | - |
| ROADS | | | | | | | |
| 930001 Roads Needs Study | Roads needs study | Non-infrastructure solutions | N/A | \$150,000 | 150,000 | - | - |
| 930002 CR 2 | OR 2 - OR 12 to west limit Woodstock - design 2024-2025, construction 2026 | Replacement | Fair | \$3,050,000 | 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 | \$1,350,000 | 1,350,000 | - | - |
| 930004 CR 4 | OR 4 at OR 15 intersection improvements, design 2025, construction 2026 | Renewal | Fair | \$1,150,000 | 150,000 | 1,000,000 | - |
| 930009 CR 9 | OR 9 (Hamilton/King) Ingersoll - Road reconstruction west of OR10 - construction 2025 | Replacement | Fair | \$3,700,000 | 3,700,000 | - | - |
| 930019 CR 19 | Oxford Road 19 property acquisition, project scoping, design and utility adjustments | Replacement | Fair | \$26,000,000 | 650,000 | 150,000 | 25,200,000 |
| 930035 CR 35 | CR 35 (Devonshire Ave) - road reconstruction (CR 59 (Vansittart) to CR 54 (Huron)), construction 2025 | Replacement | Fair | \$5,000,000 | 2,500,000 | 2,500,000 | - |
| 930059 CR 59 | Pattullo Ave Realignment - 2025 design, 2026 construction | Replacement | Fair | \$1,650,000 | 150,000 | 1,500,000 | - |
| 930059 CR 59 | Stover intersections curb cleanup Palmer and Tidy - 2025 design and utility relocation, 2026 construction | Replacement | Fair | \$750,000 | 150,000 | 600,000 | - |
| 930059 CR 59 | Cedar St (Wilson to Norwich) - 2025-2027 design, 2028 construction | Replacement | Fair | \$2,250,000 | 25,000 | 100,000 | 2,125,000 |
| 930059 CR 59 | OR59 (Vansittart) Devonshire to Bridge - construction 2025 | Replacement | Fair | \$890,000 | 890,000 | - | - |
| 930070 GUIDE RAILS | Guiderail replacements | Replacement | Poor | \$310,000 | 310,000 | - | - |
| 930070 GUIDE RAILS | County-wide guiderail improvements based on needs study | Expansion | N/A | \$275,000 | 275,000 | - | - |
| 930076 PEDESTRIAN CROSSINGS | Signalized pedestrian crossings at various locations - OR 3/Wilmot St - Drumbo at BB PS (construction) - OR 53/Tillson Ave - Tillsonburg at Annandale PS (construction) - Blandford St/OR 4 Innerkip at Mill Pond Academy (design) | Expansion | N/A | \$325,000 | 325,000 | - | - |

| PROJECT # AND NAME | DESCRIPTION | ASSET ACTIVITY | ASSET RATING | TOTAL | 2025 REQUEST** | 2026 | 2027-2034 |
|----------------------------------|---|------------------------------|--------------|-------------|----------------|---------|-----------|
| 930077 INTERSECTION UPGRADES | Intersection upgrades at various County locations: -OR 2 at 35th Line - EB Left Turn Lane (design) -OR 59 and OR 40 O/H Flashing Light (design and construction) -OR 2 (Dundas St) and Middleton St Thamesford (design) | Expansion | N/A | \$235,000 | 235,000 | - | - |
| 930077 INTERSECTION UPGRADES | Intersection control feasibility studies at various County locations: - CR 13/59/46 - OR 36/29 | Non-infrastructure solutions | N/A | \$120,000 | 120,000 | - | - |
| 930078 INTERSECTION ILLUMINATION | Extend Street Lighting in Springford, Sweaburg, Foldens, Verschoyle, Culloden, Dereham Center Area municipality owned assets | Expansion | N/A | \$100,000 | 100,000 | - | - |
| 930078 INTERSECTION ILLUMINATION | Illumination of Intersections at various locations: - OR13/OR20 Intersection - Full Illumination - OR8/OR60 Intersection - Full Illumination | Expansion | N/A | \$100,000 | 100,000 | - | - |
| 930079 CYCLING INFRASTRUCTURE | Bike Lanes on OR9 Woodstock to Ingersoll - 2025 design, 2026 construction | Expansion | N/A | \$775,000 | 25,000 | 750,000 | - |
| 930079 CYCLING INFRASTRUCTURE | Bike Lanes on OR 119 - part of RR Rehab project Thamesford to Ingersoll - construction | Expansion | N/A | \$650,000 | 650,000 | - | - |
| 930080 RETAINING WALLS | Retaining wall replacement - 393 Thomas St - Ingersoll - 2025 design, 2026 construction | Replacement | Poor | \$175,000 | 25,000 | 150,000 | - |
| 930080 RETAINING WALLS | Oxford Road 30 Slope Rehabilitation (PW 2024-34) | Replacement | Critical | \$1,000,000 | 1,000,000 | - | - |
| 930099 REHAB AND RESURFACING | Resurfacing on various County roads: - Oxford Road 119 (Thamesford to Ingersoll) - Oxford Road 37 (West Section, Westtown Line to Oxford Road 13) - Oxford Road 18 (Norwich to Boundary) - Oxford Road 46 (Salford Limits) - Quinn Drive (SWOX Cost Recovery) 2026 road resurfacing design Asphalt padding/patching on various surface treated roads. Misc. road repairs at various locations. Geotechnical investigations | Renewal | Fair | \$7,025,000 | 7,025,000 | - | - |
| 930102 CRACK SEALING | Various County roads, joint project with area municipalities | Maintenance | N/A | \$300,000 | 300,000 | - | - |

| PROJECT # AND NAME | DESCRIPTION | ASSET ACTIVITY | ASSET RATING | TOTAL | 2025 REQUEST** | 2026 | 2027-2034 |
|----------------------------------|--|----------------|--------------|---------------|----------------|--------------|--------------|
| 930119 CR 119 | Harris St and Clarke Intersection - 2025-2026 Design, 2027 construction | Expansion | N/A | \$6,100,000 | 100,000 | 100,000 | 5,900,000 |
| 930150 URBANIZATION | CR 59 - Burgessville rural to urban - design 2025, construction 2026 | Renewal | Fair | \$4,965,000 | 15,000 | 4,950,000 | - |
| 930300 TRAFFIC SIGNALS | New signalization projects: - OR 20 and Cranberry Lane - 2025 design, 2026 construction - OR 2 and Middleton - Thamesford - 2025 design, 2026 construction - OR 9 and OR 10 - Ingersoll - 2025 construction - This project is growth driven and to be included in the next Development Charge Background Study - OR 2 and George St - Thamesford - 2025 design, 2026 construction - This project is growth driven - OR 2 and OR 119 - Thamesford - 2025 design, 2026 construction - This project is growth driven and to be included in the next Development Charge Background Study | Expansion | N/A | \$2,695,000 | 745,000 | 1,950,000 | - |
| 930300 TRAFFIC SIGNALS | Replacement/repair to existing traffic signals - Oxford Road 2 and Oxford Road 12 - Woodstock - 2025 design, 2027 construction - OR35 (Devonshire) signal replacements at OR59 and Wellington St - 2025 construction - General traffic signals/intersection improvements | Replacement | Poor | \$1,875,000 | 1,375,000 | - | 500,000 |
| 930301 TRAFFIC - TRAFFIC CALMING | Ongoing traffic calming/speed management review and implementation | Expansion | N/A | \$450,000 | 450,000 | - | - |
| STORMWATER | | | | | | | |
| 930115 DRAIN IMPROV | Municipal drain improvements - (as completed by Area Municipalities) | Renewal | N/A | \$200,000 | 200,000 | - | - |
| 930116 PRINCETON DRAIN | County's contribution as benefiting property to Princeton Drainage project | Replacement | Poor | \$700,000 | 700,000 | - | - |
| 930198 URBAN STORM SEWER | Storm sewer component for road projects in urban areas | Replacement | Poor | \$4,195,000 | 2,695,000 | 500,000 | 1,000,000 |
| 930199 RURAL STORM SEWER | Storm sewer component for road projects in rural areas | Replacement | Poor | \$5,660,000 | 3,910,000 | 1,750,000 | - |
| CARRY FORWARD BUDGET | Prior year's approved budget not spent. | | | \$1,684,000 | \$1,684,000 | - | - |
| | | | | \$102,506,500 | \$40,851,500 | \$23,000,000 | \$38,655,000 |

** The 2025 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 – Benchmark Traffic Data - Automated Speed Enforcement Program

NI 2025-02

SUMMARY

Collection of benchmark traffic data (speed, volume) as part of County-wide Automated Speed Enforcement (ASE) Program Development for potential implementation starting in 2026.

STRATEGIC PLAN



Goal 3.1: Continuous improvement and results-driven solutions

REQUEST DETAILS

Background

An ASE program update was provided to County Council in Report PW 2024-36 on September 25, 2024, and will require collection of benchmark traffic data within school zones and community safety zones to estimate charge volumes for Joint Processing Centre (JPC) capacity requirements, and to assess ASE program outcomes, if implemented, for required reporting to the Ministry of Transportation (MTO).

Local Authority Services (LAS), a not-for-profit organization created by the Association of Municipalities of Ontario (AMO) and who is aiding municipalities to establish ASE programs, will utilize up to to date traffic data to calculate estimated charge volumes based on their knowledge and outcomes of other established municipal ASE programs in Ontario. Charge volumes will be used to ensure adequate JPC capacity and establish associated service agreements, and also, is necessary to determine ASE program net costs as part of a detailed financial analysis for Council’s future consideration of County-wide ASE implementation.

BUDGET REQUIREMENTS

| | One-time | Base | Total Budget |
|--|-----------------|------------|-----------------|
| Operating expenses | | | |
| Purchased Service: Benchmark traffic data collection | \$75,000 | \$- | \$75,000 |
| Total operating expenses | 75,000 | - | 75,000 |
| County Levy | \$75,000 | \$- | \$75,000 |

New Initiative – Storm Sewer Closed-Circuit Television (CCTV) Inspection Program

NI 2025-03

SUMMARY

This new initiative is for implementation of a CCTV inspection program of the County’s storm sewer network which is comprised of approximately 175,000 linear metres of subsurface piping. The program would see all County storm sewers inspected once every 15 – 20 years to establish a condition rating. Inspections would be completed through contracted services and reviewed by Transportation Divisional staff to establish the asset condition ratings.

Storm sewer condition rating information would be utilized to determine asset maintenance needs, prioritize asset replacement as part of long term capital planning, and ensure ongoing environmental compliance.

STRATEGIC PLAN



Goal 3.1: Continuous improvement and results-driven solutions

REQUEST DETAILS

Background

The CCTV inspection program for storm sewer infrastructure is designed to provide detailed visual assessments, support long-term infrastructure sustainability, and enhance Oxford County’s ability to respond to environmental changes, and is considered best management practices

Effective management of stormwater infrastructure is essential for sustaining the quality and resilience of municipal systems. Oxford County’s storm sewer mains, which convey rainwater and runoff, are crucial assets that demand regular inspection and maintenance. A CCTV inspection program will enhance the County’s ability to monitor, assess, and manage this critical infrastructure, ensuring its longevity and functionality.

Joint procurement for CCTV services will be considered with the Water/Wastewater Division, that currently employs a CCTV inspection program for sanitary sewer infrastructure, and with Area Municipalities as part of their own storm sewer inspection requirements.

1. Asset Management and Data Collection

A comprehensive CCTV program will support Oxford County’s asset management objectives by providing detailed, real-time information about the condition of stormwater infrastructure including mains and maintenance holes. This information will enable more accurate and up-to-date asset inventories, leading to improved decision-making and resource allocation. The key benefits include:

REQUEST DETAILS

- **Improved Inventory Accuracy:** Real-time data on the location, material, and dimensions of stormwater mains.
- **Identification of Maintenance Needs:** Detecting blockages, cracks, and other potential failures before they escalate.
- **Historical Tracking:** Building a record of inspections that helps track asset degradation over time.

2. Condition Rating

A CCTV program allows for a structured condition rating system based on visual inspections, where stormwater mains are graded from excellent to poor condition. This method enables Oxford County to:

- **Prioritize Repairs:** Focus resources on areas with the most urgent needs.
- **Optimize Budgets:** Allocate financial resources effectively by targeting the most critical repairs first.
- **Extend Asset Lifespan:** Proactively address minor issues before they become major failures, prolonging the operational life of infrastructure.

3. Risk Management

Implementing a CCTV program contributes significantly to risk management by:

- **Early Detection of Deficiencies:** Identifying issues such as pipe corrosion, root intrusions, and sediment buildup before they compromise the system.
- **Preventing Floods:** Ensuring that the stormwater system can handle extreme weather events and prevent urban flooding.
- **Compliance:** Ensuring the County adheres to relevant environmental regulations and public health standards.

4. Lifecycle Management

Lifecycle management of stormwater mains involves understanding and managing the full life of these assets, from installation through to repair, rehabilitation, and eventual replacement. CCTV inspection technology supports this by:

- **Informed Decision-Making:** Data-driven insights into whether pipes should be repaired, rehabilitated, or replaced.
- **Cost Efficiency:** Reducing emergency repair costs by addressing issues early and planning for replacements during non-peak times.
- **Scheduled Maintenance:** Helping the County adopt a predictive maintenance approach, thus preventing catastrophic failures and reducing reactive repair costs (proactive approach rather than a reactive approach).

5. Climate Change Adaptation

Stormwater systems must be resilient to the increasing intensity and frequency of extreme weather events caused by climate change. CCTV programs aid in climate change adaptation by:

- **Assessing System Capacity:** Identifying points in the stormwater network where capacity may be insufficient to handle increased runoff from severe weather events.

REQUEST DETAILS

- **Mitigating Environmental Impact:** Preventing contamination of natural watercourses through the early detection of leaks or cross-connections.
- **Building Resilience:** Enabling Oxford County to make informed decisions on where to invest in stormwater infrastructure upgrades to better withstand future climate impacts.

6. Cost-Benefit Analysis

While there is an upfront cost to implementing a CCTV program, the long-term financial benefits outweigh these initial expenses. The program will:

- **Reduce Long-Term Costs:** Identifying issues early avoids expensive emergency repairs and prolongs asset life.
- **Avoid Environmental Fines:** Preventing system failures reduces the risk of regulatory non-compliance.

Implementing a CCTV inspection program for Oxford County’s stormwater mains is a proactive step toward ensuring the resilience and longevity of critical infrastructure, and results from the improvement areas identified in the 2024 Asset Management Plan. Specifically:

- Continue to reduce asset data gaps and increase data confidence.
- Update attributes to further enhance the risk profile in the County’s asset management software.

By integrating CCTV technology into the County’s asset management, condition rating, risk management, and lifecycle planning frameworks, the County will be better equipped to manage current and future challenges, including the impacts of climate change.

BUDGET REQUIREMENTS

| | One-time | Base | Total Budget |
|---|------------|-----------------|-----------------|
| Operating expenses | | | |
| Purchased Service: Contracted CCTV Inspection | - | \$45,000 | \$45,000 |
| Total operating expenses | - | \$45,000 | \$45,000 |
| County Levy | \$- | \$45,000 | \$45,000 |

Services Overview

Full-Time Equivalents 18.4 FTE

↑ 1.0
Base

| Service | Service Description | 2023 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. | 18,430 Tonnes of waste and large article collected (includes Woodstock Enviro Depot) 7,910 Tonnes of recycling material collected | Environment |
| Waste Diversion and Disposal | An external service that diverts and disposes of waste for Oxford County. | 83,355 Tonnes of waste processed (disposed plus diverted) 34,440 Tonnes of waste diverted from landfill 15,820 Tonnes of finished compost marketed and diverted from landfill | Environment |





- **1.0 FTE Waste Management Technician Full-time** - Additional support for program development, implementation and oversight. **FTE 2025-04**

Key Performance Indicators

| | 2021 Actual | 2022 Actual | 2023 Actual | 2024 Forecast | 2025 Budget | Target |
|--|-------------|-------------|-------------|---------------|-------------|--------|
| Kg of curbside waste and large article collected / household | 400 | 393 | 360 | 355 | 356 | ↓ |
| Kg of curbside recycling collected / household | 175 | 163 | 154 | 155 | 155 | ↑ |
| % Landfill waste diversion at the OCWMF | 43% | 45% | 41% | 41% | 42% | 90% |
| Total residential (curbside) waste diversion rate ¹ | 57% | 51% | 51% | 52% | 53% | 70% |
| Average operating cost per tonne waste collection, disposal, and diversion | \$110 | \$131 | \$130 | \$140 | \$145 | ↓ |

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

Goals and Objectives

| Description | 2025 | 2026 | 2027 | Strategic Plan | Other Plan Alignment |
|--|------|------|------|--|----------------------------|
| <p>Transition of Municipal Blue Box Program to Full Producer Responsibility</p> <p>Ongoing liaison with Circular Materials Ontario who are tasked with managing the common collection system for blue box materials effective January 1, 2026. Submission of final metrics to Circular Materials Ontario, in consultation with Area Municipal Partners for a smooth program transition.</p> | ● | | |  Goal 3.2: Collaborate with our partners and communities | Zero Waste Plan |
| <p>Changes to Curbside Collection Services</p> <p>Implementation of new curbside waste collection program to accommodate transition of the municipal blue box program to Full Producer Responsibility and Provincial policy objectives for diversion of residential food and organic waste, that will include potential source separated organics and non-eligible sourced recycling collection programs.</p> | ● | ● | ● |  Goal 3.1: Continuous improvement and results-driven solutions | Zero Waste Plan |
| <p>Expansion of Landfill Gas Collection and Flaring System</p> <p>Installation of additional landfill gas extraction wells and horizontal piping to control landfill gas emissions and associated climate change impacts.</p> | ● | ● | ● |  Goal 2.2: Preserve and enhance our natural environment | 100% Renewable Energy Plan |
| <p>South Fill Area Expansion</p> <p>A multi-year project for utilization of the south fill area for waste disposal needs that requires updates to the original facility design and operations plan, provincial approvals, and detailed design and construction to be completed and available for use in 2028.</p> | ● | ● | ● |  Goal 2.2: Preserve and enhance our natural environment | Zero Waste Plan |

Budget

| | 2024 | 2024 | LESS: 2024 | 2025 | 2025 | 2025 | \$ OVER | % OVER |
|--|---------------------|---------------------|-----------------|------------------|----------------|---------------------|-----------------|---------------|
| | FORECAST | BUDGET* | NON-RECURRING | BASE BUDGET | BUDGET IMPACTS | BUDGET | 2024 BUDGET | 2024 BUDGET |
| OPERATING | | | | | | | | |
| REVENUES | | | | | | | | |
| GENERAL REVENUES | | | | | | | | |
| USER FEES AND CHARGES | (12,420,345) | (12,587,461) | - | (9,596) | - | (12,597,057) | (9,596) | 0.1% |
| TOTAL GENERAL REVENUES | (12,420,345) | (12,587,461) | - | (9,596) | - | (12,597,057) | (9,596) | 0.1% |
| OTHER REVENUES | | | | | | | | |
| RESERVE TRANSFER | (892,509) | (892,509) | - | 71,122 | - | (821,387) | 71,122 | (8.0%) |
| DEVELOPMENT CHARGES | (41,174) | (14,849) | - | (26,325) | - | (41,174) | (26,325) | 177.3% |
| TOTAL OTHER REVENUES | (933,683) | (907,358) | - | 44,797 | - | (862,561) | 44,797 | (4.9%) |
| TOTAL REVENUES | (13,354,028) | (13,494,819) | - | 35,201 | - | (13,459,618) | 35,201 | (0.3%) |
| EXPENSES | | | | | | | | |
| SALARIES AND BENEFITS | | | | | | | | |
| SALARIES | 1,310,559 | 1,351,262 | (71,128) | 59,248 | 74,955 | 1,414,337 | 63,075 | 4.7% |
| BENEFITS | 421,306 | 430,278 | (7,960) | 36,498 | 26,843 | 485,659 | 55,381 | 12.9% |
| GAPPING ALLOCATION | - | (21,383) | 21,383 | - | - | - | 21,383 | (100.0%) |
| TOTAL SALARIES AND BENEFITS | 1,731,865 | 1,760,157 | (57,705) | 95,746 | 101,798 | 1,899,996 | 139,839 | 7.9% |
| OPERATING EXPENSES | | | | | | | | |
| MATERIALS | 2,257,571 | 2,333,501 | (7,100) | 98,397 | 11,800 | 2,436,598 | 103,097 | 4.4% |
| CONTRACTED SERVICES | 10,999,998 | 10,846,994 | - | 352,661 | - | 11,199,655 | 352,661 | 3.3% |
| RENTS AND FINANCIAL EXPENSES | 52,710 | 54,200 | - | (8,860) | - | 45,340 | (8,860) | (16.3%) |
| TOTAL OPERATING EXPENSES | 13,310,279 | 13,234,695 | (7,100) | 442,198 | 11,800 | 13,681,593 | 446,898 | 3.4% |
| RESERVE TRANSFERS | | | | | | | | |
| CONTRIBUTIONS TO CAPITAL RESERVES | 338,450 | 338,450 | - | 16,550 | - | 355,000 | 16,550 | 4.9% |
| DEVELOPMENT CHARGES EXEMPTIONS | - | - | - | - | - | - | - | - |
| TOTAL RESERVE TRANSFERS | 338,450 | 338,450 | - | 16,550 | - | 355,000 | 16,550 | 4.9% |
| INTERDEPARTMENTAL CHARGES | | | | | | | | |
| INTERDEPARTMENTAL CHARGES | 1,804,262 | 1,763,489 | 52,090 | (104,120) | - | 1,711,459 | (52,030) | (3.0%) |
| DEPARTMENTAL CHARGES | 117,393 | 117,615 | - | 3,280 | - | 120,895 | 3,280 | 2.8% |
| TOTAL INTERDEPARTMENTAL CHARGES | 1,921,655 | 1,881,104 | 52,090 | (100,840) | - | 1,832,354 | (48,750) | (2.6%) |
| TOTAL EXPENSES | 17,302,249 | 17,214,406 | (12,715) | 453,654 | 113,598 | 17,768,943 | 554,537 | 3.2% |
| PROGRAM SURPLUS/DEFICIT | | | | | | | | |
| RESERVE CONTRIBUTION-DEFICIT | (63,678) | - | - | - | - | - | - | - |
| TOTAL PROGRAM SURPLUS/DEFICIT | (63,678) | - | - | - | - | - | - | - |
| NET OPERATING | 3,884,543 | 3,719,587 | (12,715) | 488,855 | 113,598 | 4,309,325 | 589,738 | 15.9% |

| | 2024 | 2024 | LESS: 2024 | 2025 | 2025 | | \$ OVER | % OVER |
|-------------------------------------|------------------|------------------|------------------|----------------|----------------|------------------|----------------|--------------|
| | FORECAST | BUDGET* | NON- | BASE | BUDGET | 2025 | 2024 | 2024 |
| CAPITAL | | | RECURRING | BUDGET | IMPACTS | BUDGET | BUDGET | BUDGET |
| CAPITAL REVENUES | | | | | | | | |
| CAPITAL RESERVE TRANSFER | (2,176,507) | (2,598,341) | 150,000 | 197,341 | (765,000) | (3,016,000) | (417,659) | 16.1% |
| TOTAL CAPITAL REVENUES | (2,176,507) | (2,598,341) | 150,000 | 197,341 | (765,000) | (3,016,000) | (417,659) | 16.1% |
| CAPITAL EXPENSES | 2,351,507 | 2,773,341 | (325,000) | (197,341) | 785,000 | 3,036,000 | 262,659 | 9.5% |
| NET CAPITAL | 175,000 | 175,000 | (175,000) | - | 20,000 | 20,000 | (155,000) | (88.6%) |
| SUMMARY | | | | | | | | |
| TOTAL REVENUES | (15,530,535) | (16,093,160) | 150,000 | 232,542 | (765,000) | (16,475,618) | (382,458) | 2.4% |
| TOTAL EXPENSES | 19,653,756 | 19,987,747 | (337,715) | 256,313 | 898,598 | 20,804,943 | 817,196 | 4.1% |
| TOTAL PROGRAM SURPLUS/DEFICIT | (63,678) | - | - | - | - | - | - | - |
| TOTAL LEVY | 4,059,543 | 3,894,587 | (187,715) | 488,855 | 133,598 | 4,329,325 | 434,738 | 11.2% |
| % BUDGET INCREASE (DECREASE) | | | (4.8%) | 12.6% | 3.4% | 11.2% | | |

* 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 | TOTAL EXPENSES | REVENUES | TAXATION | % |
|--|--------------------|--------------------|------------------|----------------|----------------|----------------|-------------|
| ONE-TIME ITEMS | | | | | | | |
| WM-Blue Box Transition | | 10,000 | - | 10,000 | - | 10,000 | 0.3% |
| | | 10,000 | - | 10,000 | - | 10,000 | 0.3% |
| SERVICE LEVEL | | | | | | | |
| WM-Waste Management Technician FTE | FTE 2025-04 | 102,098 | - | 102,098 | - | 102,098 | 2.6% |
| | | 102,098 | - | 102,098 | - | 102,098 | 2.6% |
| CARRYOVER/IN-YEAR APPROVAL | | | | | | | |
| WM-Bulk Oil and Antifreeze Collection (2024) | | 1,500 | - | 1,500 | - | 1,500 | 0.0% |
| | | 1,500 | - | 1,500 | - | 1,500 | 0.0% |
| MINOR CAPITAL | | | | | | | |
| WM-Water Tank | CAP 280000 | - | 20,000 | 20,000 | - | 20,000 | 0.5% |
| WM-Waste Management Heavy Equipment Loader | CAP 280000 | - | 650,000 | 650,000 | 650,000 | - | - |
| | | - | 670,000 | 670,000 | 650,000 | 20,000 | 0.5% |
| INFRASTRUCTURE CAPITAL | | | | | | | |
| WM-Transfer Station Expansion | CAP 911800 | - | 60,000 | 60,000 | 60,000 | - | - |
| WM-Landfill Expansion | CAP 918700 | - | 55,000 | 55,000 | 55,000 | - | - |
| | | - | 115,000 | 115,000 | 115,000 | - | - |
| TOTAL | | 113,598 | 785,000 | 898,598 | 765,000 | 133,598 | 3.4% |

Capital Budget

| PROJECT # AND NAME | DESCRIPTION | ASSET ACTIVITY | ASSET RATING | TOTAL | 2025 REQUEST** | 2026 | 2027-2034 |
|--|--|----------------|--------------|--------------------|--------------------|------------|------------------|
| BUILDING | | | | | | | |
| 900032 - Salford Landfill Piping | Wellfield Expansion - Phase 2A, Control Building and Equipment Replacement | Replacement | Poor | \$953,000 | 953,000 | - | - |
| 900033 - Landfill Cover | Cover - Application and Seeding | Maintenance | N/A | \$150,000 | 150,000 | - | - |
| 280000 - Salford Landfill | Install monitoring wells and repair compost pad | Replacement | Poor | \$23,000 | 23,000 | - | - |
| 911800 - Salford Landfill Facilities | Salford landfill 50' scale replacement (80') | Replacement | Poor | \$550,000 | 550,000 | - | - |
| 911800 - Salford Landfill Facilities | Salford landfill transfer station expansion - design 2025, construction 2027 | Expansion | N/A | \$560,000 | 60,000 | - | 500,000 |
| EQUIPMENT | | | | | | | |
| 280000 - Equipment | Air compressor, survey GPS Equipment | Replacement | Poor | \$30,000 | 30,000 | - | - |
| 280000 - Equipment | Water Tank | Expansion | N/A | \$20,000 | 20,000 | - | - |
| STUDIES | | | | | | | |
| 918700 - Landfill South Operating Area | Landfill Cell Expansion - approvals and design | Expansion | N/A | \$55,000 | 55,000 | - | - |
| VEHICLES | | | | | | | |
| 280000 - Waste Management New Vehicle | Front End Loader - Diesel (1) (NI 2024-15) | Expansion | N/A | \$650,000 | 650,000 | - | - |
| CARRY FORWARD BUDGET | Prior year's approved budget not spent. | | | \$545,000 | \$545,000 | - | - |
| | | | | \$3,536,000 | \$3,036,000 | \$0 | \$500,000 |

** The 2025 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

| | 2024 | 2024 | 2025 | VARIANCE | VARIANCE |
|-----------------------------------|----------------|----------------|----------------|----------------|--------------|
| | FORECAST | BUDGET* | BUDGET | \$ | % |
| LANDFILL | | | | | |
| USER FEES AND CHARGES | (4,710,019) | (4,825,700) | (4,984,000) | (158,300) | 3.3% |
| RESERVE TRANSFER | (205,960) | (205,960) | - | 205,960 | (100.0) |
| SALARIES | 1,014,057 | 1,019,167 | 1,063,419 | 44,252 | 4.3 |
| BENEFITS | 327,563 | 337,865 | 369,663 | 31,798 | 9.4 |
| GAPPING ALLOCATION | - | (21,383) | - | 21,383 | (100.0) |
| MATERIALS | 379,528 | 371,431 | 477,288 | 105,857 | 28.5 |
| CONTRACTED SERVICES | 1,369,806 | 1,349,120 | 1,300,300 | (48,820) | (3.6) |
| RENTS AND FINANCIAL EXPENSES | 51,600 | 51,600 | 44,200 | (7,400) | (14.3) |
| CONTRIBUTIONS TO CAPITAL RESERVES | 338,450 | 338,450 | 355,000 | 16,550 | 4.9 |
| INTERDEPARTMENTAL CHARGES | 1,652,115 | 1,610,473 | 1,563,149 | (47,324) | (2.9) |
| DEPARTMENTAL CHARGES | 48,597 | 48,692 | 50,741 | 2,049 | 4.2 |
| TOTAL | 265,737 | 73,755 | 239,760 | 166,005 | 225.1 |
| RECYCLING ADMINISTRATION | | | | | |
| USER FEES AND CHARGES | (22,500) | (20,350) | (23,200) | (2,850) | 14.0% |
| SALARIES | 92,250 | 101,449 | 109,416 | 7,967 | 7.9 |
| BENEFITS | 29,044 | 26,433 | 36,735 | 10,302 | 39.0 |
| MATERIALS | 55,772 | 56,785 | 67,350 | 10,565 | 18.6 |
| CONTRACTED SERVICES | 64,965 | 64,675 | 66,430 | 1,755 | 2.7 |
| INTERDEPARTMENTAL CHARGES | 51,488 | 51,777 | 49,271 | (2,506) | (4.8) |
| DEPARTMENTAL CHARGES | 19,439 | 19,477 | 20,296 | 819 | 4.2 |
| TOTAL | 290,458 | 300,246 | 326,298 | 26,052 | 8.7 |
| RECYCLING COLLECTION | | | | | |
| USER FEES AND CHARGES | (1,715,070) | (1,692,312) | (1,692,312) | - | - |
| DEVELOPMENT CHARGES | (41,174) | (14,849) | (41,174) | (26,325) | 177.3 |
| CONTRACTED SERVICES | 2,646,812 | 2,607,300 | 2,656,350 | 49,050 | 1.9 |
| DEVELOPMENT CHARGES EXEMPTIONS | - | - | - | - | - |
| TOTAL | 890,568 | 900,139 | 922,864 | 22,725 | 2.5 |
| RECYCLING PROCESSING | | | | | |
| USER FEES AND CHARGES | (1,265,896) | (1,159,500) | (1,192,300) | (32,800) | 2.8% |
| MATERIALS | 17,080 | 28,000 | 25,730 | (2,270) | (8.1) |
| CONTRACTED SERVICES | 1,903,709 | 1,887,644 | 2,020,550 | 132,906 | 7.0 |
| TOTAL | 654,893 | 756,144 | 853,980 | 97,836 | 12.9 |

| | 2024 | 2024 | 2025 | VARIANCE | VARIANCE |
|--|----------------|------------------|------------------|----------------|--------------|
| | FORECAST | BUDGET* | BUDGET | \$ | % |
| COUNTY WASTE MANAGEMENT ADMINISTRATION | | | | | |
| SALARIES | 175,002 | 165,320 | 174,808 | 9,488 | 5.7% |
| BENEFITS | 54,729 | 41,776 | 53,244 | 11,468 | 27.5 |
| MATERIALS | 65,841 | 67,355 | 67,420 | 65 | 0.1 |
| CONTRACTED SERVICES | 80,350 | 75,350 | 76,435 | 1,085 | 1.4 |
| INTERDEPARTMENTAL CHARGES | 100,659 | 101,239 | 99,039 | (2,200) | (2.2) |
| DEPARTMENTAL CHARGES | 49,357 | 49,446 | 49,858 | 412 | 0.8 |
| TOTAL | 525,938 | 500,486 | 520,804 | 20,318 | 4.1 |
| COUNTY WASTE MANAGEMENT ADMIN ALLOCATION | (525,938) | (500,486) | (520,804) | (20,318) | 4.1 |
| TOTAL UNALLOCATED COUNTY WASTE MANAGEMENT ADMIN | 0 | 0 | - | 0 | 0.0 |
| SPECIAL WASTE DEPOTS & EVENTS | | | | | |
| USER FEES AND CHARGES | (370,503) | (394,959) | (395,440) | (481) | 0.1% |
| SALARIES | 29,250 | 65,326 | 66,694 | 1,368 | 2.1 |
| BENEFITS | 9,970 | 24,204 | 26,017 | 1,813 | 7.5 |
| MATERIALS | 13,820 | 89,750 | 16,240 | (73,510) | (81.9) |
| CONTRACTED SERVICES | 1,155,581 | 1,181,640 | 1,264,630 | 82,990 | 7.0 |
| TOTAL | 838,118 | 965,961 | 978,141 | 12,180 | 1.3 |
| COUNTY WASTE MANAGEMENT ADMIN ALLOCATION (25%) | 131,485 | 125,122 | 130,201 | 5,080 | 4.1 |
| TOTAL SPECIAL WASTE DEPOTS & EVENTS | 969,603 | 1,091,083 | 1,108,342 | 17,260 | 1.6 |
| COMPOST OPERATIONS | | | | | |
| USER FEES AND CHARGES | (560,100) | (747,940) | (525,400) | 222,540 | (29.8%) |
| MATERIALS | 13,500 | 14,900 | 14,700 | (200) | (1.3) |
| CONTRACTED SERVICES | 959,118 | 940,550 | 957,660 | 17,110 | 1.8 |
| TOTAL | 412,518 | 207,510 | 446,960 | 239,450 | 115.4 |
| COUNTY WASTE MANAGEMENT ADMIN ALLOCATION (25%) | 131,485 | 125,122 | 130,201 | 5,080 | 4.1 |
| TOTAL COMPOST OPERATIONS | 544,003 | 332,632 | 577,161 | 244,530 | 73.5 |
| LARGE ARTICLE | | | | | |
| MATERIALS | 86,750 | 86,750 | 89,580 | 2,830 | 3.3% |
| CONTRACTED SERVICES | 156,235 | 153,815 | 165,300 | 11,485 | 7.5 |
| TOTAL | 242,985 | 240,565 | 254,880 | 14,315 | 6.0 |
| COUNTY WASTE MANAGEMENT ADMIN ALLOCATION (5%) | 26,297 | 25,024 | 26,040 | 1,016 | 4.1 |
| TOTAL LARGE ARTICLE | 269,282 | 265,589 | 280,920 | 15,331 | 5.8 |

| | 2024 | 2024 | 2025 | VARIANCE | VARIANCE |
|---|------------------|------------------|------------------|------------------|---------------|
| | FORECAST | BUDGET* | BUDGET | \$ | % |
| WASTE COLLECTION | | | | | |
| USER FEES AND CHARGES | (3,776,257) | (3,746,700) | (3,784,405) | (37,705) | 1.0% |
| MATERIALS | 1,625,280 | 1,618,530 | 1,678,290 | 59,760 | 3.7 |
| CONTRACTED SERVICES | 2,663,422 | 2,586,900 | 2,692,000 | 105,100 | 4.1 |
| RENTS AND FINANCIAL EXPENSES | 1,110 | 2,600 | 1,140 | (1,460) | (56.2) |
| TOTAL | 513,555 | 461,330 | 587,025 | 125,695 | 27.2 |
| WASTE COLLECTION RESEVE (BAG TAG) | | | | | |
| RESERVE TRANSFER | (686,549) | (686,549) | (821,387) | (134,838) | 19.6% |
| RESERVE CONTRIBUTION-DEFICIT | (63,678) | - | - | - | - |
| TOTAL | (750,227) | (686,549) | (821,387) | (134,838) | 19.6 |
| SUBTOTAL WASTE COLLECTION | (236,672) | (225,219) | (234,362) | (9,143) | 4.1 |
| COUNTY WASTE MANAGEMENT ADMIN ALLOCATION (45%) | 236,672 | 225,219 | 234,362 | 9,143 | 4.1 |
| TOTAL WASTE COLLECTION DEFICIT (SURPLUS) | 0 | (0) | (0) | 0 | (33.3) |
| CAPITAL | | | | | |
| CAPITAL RESERVE TRANSFER | (2,176,507) | (2,598,341) | (3,016,000) | (417,659) | 16.1% |
| MAJOR INFRASTRUCTURE | 547,000 | 1,092,341 | 2,336,000 | 1,243,659 | 113.9 |
| VEHICLES | 1,515,507 | 1,518,000 | 650,000 | (868,000) | (57.2) |
| BUILDING | 8,000 | 16,000 | - | (16,000) | (100.0) |
| FURNISHINGS AND EQUIPMENT | 131,000 | 147,000 | 50,000 | (97,000) | (66.0) |
| CONTRIBUTIONS TO CAPITAL RESERVES | 150,000 | - | - | - | - |
| TOTAL | 175,000 | 175,000 | 20,000 | (155,000) | (88.6) |
| TOTAL LANDFILL & WASTE MANAGEMENT | 4,059,543 | 3,894,587 | 4,329,325 | 434,738 | 11.2 |

FTE – Waste Management Technician

FTE 2025-04

| SUMMARY | |
|----------------------------|---|
| Type of FTE request | Maintain Service Level |
| Classification | Full-time - Permanent |
| Job Title | Waste Management Technician |
| FTE | 1.0 |
| Description | Conversion of temporary full-time (contract) position to a permanent full-time position, to support ongoing program development and oversight, including but not limited to collection and processing programs for organics (green bin) and non-eligible sourced (NES) blue box material, Blue Box transition to extended producer responsibility, surface emission monitoring and mitigation, and south fill area expansion. |

STRATEGIC PLAN



Goal 3.1: Continuous improvement and results-driven solutions

REQUEST DETAILS

The 2024 approved Business Plan and Budget included a one-year contract position for a Waste Management (WM) Technician (FTE 2024-03), to support program development including but not limited to Blue Box Transition Plan, Organics Resource Recovery, and Curbside Collection Services procurement. The incumbent in this position was originally hired in September 2023 to fill a temporary vacancy to the end of 2023 and was then extended through to the end of 2024 following budget approval.

Staff is now proposing to convert the temporary full-time (contract) WM Technician position to permanent full-time (PFT) to meet evolving program changes, expanded services and regulatory compliance requirements to provide continued support for program development and implementation and ongoing oversight as summarized below. Conversion to PFT will encourage retention of the current member staff in this position and provide program consistency that may otherwise be lost to more secure employment opportunities elsewhere.

Source Separated Organics (Green Bin) Curbside Collection Program

County Council will be considering the award of curbside collection services (2027 – 2033) in December 2024 that will include a potential green bin program for food and organic waste.

REQUEST DETAILS

Implementation of a green bin program and potential changes to garbage collection frequency will require additional effort for data management, mapping, container procurement, container delivery, development and distribution of promotion and education (P&E) material, contract management, etc. Once implemented, a new program of this nature will require increased oversight, customer service, public education, data management, and overall program management.

Development of a County-owned organics processing facility will be evaluated for potential implementation by 2033 and will be supported by data from the initial implementation of the green bin collection program (quantities, participation rate, contamination, etc.)

Non-eligible Sourced (NES) Blue Box Collection Program

NES Blue Box material will also be considered as part of the County's curbside waste collection program and will require initial implementation as well continued program oversight and management. Customers that will no longer receive blue box collection under the new provincial common collection system (CCS) will need to be notified of upcoming changes and how they can continue to receive this service under the proposed County program. This is anticipated to involve a customer registration program that will need to be continuously maintained and updated. Program management will require performance monitoring of service providers as well customer compliance and ongoing education.

Federal Regulatory Requirements for Landfill Emissions

Environment and Climate Change Canada (ECCC) is expected to legislate a regulatory framework (PW 2024-33) to reduce methane emissions from landfills. The Regulations will require additional monitoring and annual reporting as well as associated mitigation measures and increased oversight of the Landfill Gas Collection and Flaring System (LGCFS) to ensure regulatory compliance. While the County's LGCFS is operated and monitored by a third-party consultant, increased oversight by County staff will be required to ensure regulatory milestones, reporting, inspections, and routine data management are being met.

South Fill Area (SFA) Expansion

Expansion to the South Fill Area will require additional staff effort working with external consultants to obtain the necessary approvals, environmental studies, and detailed design, followed by construction of the new fill area in 2027/28 along with closure of the North Fill Area.

LGCFS - Well Field Expansion

Expansion of the LGCFS well field will also involve approvals and detailed design. Again, much of this work will be completed by third-party contractors with project management and data management and increased operational management by staff to demonstrate daily regulatory compliance.

REQUEST DETAILS

Growth Related Service Impacts

Increased population and household growth, along with increased regulatory requirements and oversight, and ongoing development and implementation of waste diversion programs in alignment with the County’s Strategic Plan has increased the need for additional staff resources. The WM Administration team has been part of various divisional restructurings to optimize staff resources; however, the overall FTE complement of WM Administrative staff has remained the same over the last twenty years.

The temporary WM Technician position approved in 2024 was required to support program development and implementation associated with changes to the Blue Box program, organic recovery and curbside collection, which will continue over the next few years. Other major initiatives as noted above along with local, provincial, and federal initiatives to promote a circular economy and increase landfill diversion will continue to evolve and expand and require additional staff resources to meet the increasing demand for regulatory compliance and environmentally sustainable practices.

BUDGET REQUIREMENTS

| | One-time | Base | Total Budget |
|--|------------|------------------|------------------|
| Salaries and benefits | | | |
| Salaries and benefits | - | \$101,798 | \$101,798 |
| Total salaries and benefits | - | 101,798 | 101,798 |
| Operating expenses | | | |
| Telecommunications: Monthly phone plan | - | 300 | 300 |
| Total operating expenses | - | 300 | 300 |
| County Levy | \$- | \$102,098 | \$102,098 |

Services Overview

Full-Time Equivalents **66.9 FTE**

↑ 1.3
Base






| Service | Service Description | 2023 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. | <p>17 Municipal Drinking Water Systems operated and maintained</p> <p>10,700 Mega-litres of drinking water supplied</p> <p>4,500 Regulatory drinking water quality tests performed to ensure compliance with rigorous provincial health standards</p> | Environment |
| Municipal Wastewater Collection and Treatment | An external service that collects and treats wastewater from customers, including disposal management of wastewater biosolids. | <p>11 Municipal Wastewater Systems operated and maintained</p> <p>15,000 Mega-litres of wastewater treated</p> <p>4,800 Tests of treated wastewater effluent performed to ensure regulatory compliance</p> | Environment |

- 1.0 FTE SCADA Technician Full-time -** This position will work alongside the existing SCADA Technician to coordinate capital projects, implement operational updates, provide training to relevant staff, and conduct maintenance and repairs of Oxford County's water and wastewater-related SCADA system. **FTE 2025-05**
- 0.3 FTE Co-op Technical Services Student Student -** This role will help manage routine tasks, allowing the team to focus on significant projects, and provide the student with hands-on experience in policy drafting, asset condition assessments, and general program support. **FTE 2025-06**

Key Performance Indicators

| | 2021 Actual | 2022 Actual | 2023 Actual | 2024 Forecast | 2025 Budget | Target |
|---|-------------|-------------|-------------|---------------|-------------|--------|
| Number of watermain breaks | 29 | 33 | 25 | 22 | 32 | 0 |
| Number of wastewater overflows/spills | 4 | 3 | 7 | 6 | 4 | 0 |
| Number of boil water advisories issued | 2 | 1 | 3 | 3 | 2 | 0 |
| Integrated water supply, treatment and distribution operating costs per megalitre of municipal drinking water | \$1,242 | \$1,228 | \$1,400 | \$1,548 | \$1,656 | ↓ |
| Integrated wastewater collection, treatment and disposal cost per megalitre of municipal wastewater | \$893 | \$1,079 | \$1,009 | \$1,164 | \$1,206 | ↓ |

Goals and Objectives

| Description | 2025 | 2026 | 2027 | Strategic Plan | Other Plan Alignment |
|---|------|------|------|--|------------------------|
| <p>SCADA Masterplan Implementation</p> <p>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> | ● | ● | ● |  Goal 3.1: Continuous improvement and results-driven solutions | SCADA Master Plan |
| <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> | ● | ● | ● |  Goal 2.2: 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> | ● | ● | ● |  Goal 1.2: Sustainable infrastructure and development | Wastewater Master Plan |
| <p>Tavistock Wastewater Treatment Plant Expansion/Upgrade</p> <p>Tavistock Wastewater Treatment Plant Environmental Assessment, design and construction to provide sanitary treatment servicing for residential, institutional, commercial and industrial development to 2046.</p> | ● | ● | ● |  Goal 1.2: Sustainable infrastructure and development | Wastewater Master Plan |
| <p>Woodstock Feedermain Relining at 401 Crossing</p> <p>Water Feedermain crossing at 401 relining based on pipe condition assessment and for future increased flow for growth.</p> | ● | ● | |  Goal 1.2: Sustainable infrastructure and development | Water Master Plan |

Water Budget

| | 2024 | 2024 | LESS: 2024 | 2025 | 2025 | 2025 | \$ OVER | % OVER |
|------------------------------------|---------------------|---------------------|-----------------|--------------------|------------------|---------------------|--------------------|--------------|
| | FORECAST | BUDGET* | NON-RECURRING | BASE BUDGET | BUDGET IMPACTS | BUDGET | 2024 BUDGET | 2024 BUDGET |
| OPERATING | | | | | | | | |
| REVENUES | | | | | | | | |
| GENERAL REVENUES | | | | | | | | |
| WATER AND WASTEWATER RATES | (22,077,310) | (22,395,703) | - | (1,927,026) | - | (24,322,729) | (1,927,026) | 8.6% |
| USER FEES AND CHARGES | (801,237) | (558,151) | - | (13,492) | - | (571,643) | (13,492) | 2.4% |
| OTHER REVENUE | (50,000) | - | - | - | - | - | - | - |
| TOTAL GENERAL REVENUES | (22,928,547) | (22,953,854) | - | (1,940,518) | - | (24,894,372) | (1,940,518) | 8.5% |
| OTHER REVENUES | | | | | | | | |
| RESERVE TRANSFER | (288,921) | (288,921) | 25,000 | 79,043 | - | (184,878) | 104,043 | (36.0%) |
| DEVELOPMENT CHARGES | (547,843) | (492,752) | - | (509,019) | - | (1,001,771) | (509,019) | 103.3% |
| TOTAL OTHER REVENUES | (836,764) | (781,673) | 25,000 | (429,976) | - | (1,186,649) | (404,976) | 51.8% |
| TOTAL REVENUES | (23,765,311) | (23,735,527) | 25,000 | (2,370,494) | - | (26,081,021) | (2,345,494) | 9.9% |
| EXPENSES | | | | | | | | |
| SALARIES AND BENEFITS | | | | | | | | |
| SALARIES | 2,932,126 | 2,947,940 | - | 186,867 | 67,433 | 3,202,240 | 254,300 | 8.6% |
| BENEFITS | 1,254,248 | 1,222,340 | - | 141,089 | 21,350 | 1,384,779 | 162,439 | 13.3% |
| GAPPING ALLOCATION | - | - | - | - | (11,339) | (11,339) | (11,339) | - |
| TOTAL SALARIES AND BENEFITS | 4,186,374 | 4,170,280 | - | 327,956 | 77,444 | 4,575,680 | 405,400 | 9.7% |
| OPERATING EXPENSES | | | | | | | | |
| MATERIALS | 1,866,320 | 2,094,390 | (1,100) | 55,600 | 61,735 | 2,210,625 | 116,235 | 5.5% |
| CONTRACTED SERVICES | 5,248,101 | 5,231,336 | (25,000) | 190,260 | 242,500 | 5,639,096 | 407,760 | 7.8% |
| RENTS AND FINANCIAL EXPENSES | 1,000 | 1,000 | - | - | - | 1,000 | - | - |
| TOTAL OPERATING EXPENSES | 7,115,421 | 7,326,726 | (26,100) | 245,860 | 304,235 | 7,850,721 | 523,995 | 7.2% |
| DEBT REPAYMENT | | | | | | | | |
| PRINCIPAL REPAYMENT | 504,802 | 412,858 | - | 240,662 | - | 653,520 | 240,662 | 58.3% |
| INTEREST REPAYMENT | 364,742 | 400,923 | - | 61,112 | - | 462,035 | 61,112 | 15.2% |
| TOTAL DEBT REPAYMENT | 869,544 | 813,781 | - | 301,774 | - | 1,115,555 | 301,774 | 37.1% |
| RESERVE TRANSFERS | | | | | | | | |
| CONTRIBUTIONS TO RESERVES | - | - | - | - | - | - | - | - |
| CONTRIBUTIONS TO CAPITAL RESERVES | 7,583,923 | 7,352,308 | (1,235) | 1,196,711 | (267,858) | 8,279,926 | 927,618 | 12.6% |
| DEVELOPMENT CHARGES EXEMPTIONS | 3,813,766 | 120,000 | - | - | (120,000) | - | (120,000) | (100.0%) |
| TOTAL RESERVE TRANSFERS | 11,397,689 | 7,472,308 | (1,235) | 1,196,711 | (387,858) | 8,279,926 | 807,618 | 10.8% |

| | 2024 | 2024 | LESS: 2024 | 2025 | 2025 | | \$ OVER | % OVER |
|---|---------------------|---------------------|------------------|--------------------|--------------------|---------------------|--------------------|--------------|
| | FORECAST | BUDGET* | NON- | BASE | BUDGET | 2025 | 2024 | 2024 |
| | | | RECURRING | BUDGET | IMPACTS | BUDGET | BUDGET | BUDGET |
| OPERATING | | | | | | | | |
| INTERDEPARTMENTAL CHARGES | | | | | | | | |
| INTERDEPARTMENTAL CHARGES | 3,709,950 | 3,525,646 | 2,334 | 255,848 | 6,180 | 3,790,008 | 264,362 | 7.5% |
| DEPARTMENTAL CHARGES | 426,502 | 426,786 | 1 | 42,345 | (1) | 469,131 | 42,345 | 9.9% |
| TOTAL INTERDEPARTMENTAL CHARGES | 4,136,452 | 3,952,432 | 2,335 | 298,193 | 6,179 | 4,259,139 | 306,707 | 7.8% |
| TOTAL EXPENSES | 27,705,480 | 23,735,527 | (25,000) | 2,370,494 | - | 26,081,021 | 2,345,494 | 9.9% |
| PROGRAM SURPLUS/DEFICIT | | | | | | | | |
| RESERVE CONTRIBUTION TO (FROM) | | | | | | | | |
| RESERVE CONTRIBUTION-DEFICIT | (3,940,169) | - | - | - | - | - | - | - |
| TOTAL RESERVE CONTRIBUTION TO (FROM) | (3,940,169) | - | - | - | - | - | - | - |
| TOTAL PROGRAM SURPLUS/DEFICIT | (3,940,169) | - | - | - | - | - | - | - |
| NET OPERATING | - | - | - | - | - | - | - | - |
| CAPITAL | | | | | | | | |
| CAPITAL REVENUES | | | | | | | | |
| CAPITAL PROVINCIAL GRANTS | (142,350) | - | - | (1,295,750) | - | (1,295,750) | (1,295,750) | - |
| CAPITAL RESERVE TRANSFER | (10,976,581) | (18,935,812) | 282,750 | 4,065,744 | (2,688,203) | (17,275,521) | 1,660,291 | (8.8%) |
| CAPITAL PROCEEDS FROM DEBENTURES | (2,936,613) | (2,930,000) | - | 1,480,000 | - | (1,450,000) | 1,480,000 | (50.5%) |
| CAPITAL DEVELOPMENT CHARGES | (2,624,115) | (1,257,376) | - | (2,630,456) | (3,546,395) | (7,434,227) | (6,176,851) | 491.2% |
| CAPITAL CONTRIBUTIONS | (46,901) | - | - | - | - | - | - | - |
| TOTAL CAPITAL REVENUES | (16,726,560) | (23,123,188) | 282,750 | 1,619,538 | (6,234,598) | (27,455,498) | (4,332,310) | 18.7% |
| CAPITAL EXPENSES | 16,726,560 | 23,123,188 | (282,750) | (1,619,538) | 6,234,598 | 27,455,498 | 4,332,310 | 18.7% |
| NET CAPITAL | - | - | - | - | - | - | - | - |
| SUMMARY | | | | | | | | |
| TOTAL REVENUES | (40,491,871) | (46,858,715) | 307,750 | (750,956) | (6,234,598) | (53,536,519) | (6,677,804) | 14.3% |
| TOTAL EXPENSES | 44,432,040 | 46,858,715 | (307,750) | 750,956 | 6,234,598 | 53,536,519 | 6,677,804 | 14.3% |
| TOTAL PROGRAM SURPLUS/DEFICIT | (3,940,169) | - | - | - | - | - | - | - |
| TOTAL LEVY | - | - | - | - | - | - | - | - |
| % BUDGET INCREASE (DECREASE) | | | | | | | | |

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

Water - Budget Impact Details

| | REFERENCE | OPERATING EXPENSES | CAPITAL EXPENSES | TOTAL EXPENSES | REVENUES | RATES | % |
|---|-------------|--------------------|------------------|------------------|---------------|------------------|---------------|
| ONE-TIME ITEMS | | | | | | | |
| WAT-Pattullo Realignment Consultant Fees (Woodstock) | | 50,000 | - | 50,000 | - | 50,000 | 0.2% |
| WAT-Management and Supervisor Training | | 2,500 | - | 2,500 | - | 2,500 | 0.0% |
| WAT-Woodstock Service Provider Summer Student to digitize water cards (Woodstock) | | 15,000 | - | 15,000 | - | 15,000 | 0.1% |
| WAT-Well Testing | | 8,200 | - | 8,200 | - | 8,200 | 0.0% |
| WAT-Tavistock Reclassification & DWWP Amendment (Townships) | | 3,500 | - | 3,500 | - | 3,500 | 0.0% |
| WAT-iPad for Linear Monitoring | | - | 500 | 500 | 500 | - | |
| WAT-Water Tower Cleaning Services | | 46,000 | - | 46,000 | - | 46,000 | 0.2% |
| WAT-Well equipment services | | 5,000 | - | 5,000 | - | 5,000 | 0.0% |
| WAT-SCADA Operation Upgrades | | 50,000 | - | 50,000 | - | 50,000 | 0.2% |
| WAT-New Routers | | 21,000 | - | 21,000 | - | 21,000 | 0.1% |
| WAT-Children's Water Festival | | 15,000 | - | 15,000 | - | 15,000 | 0.1% |
| | | 216,200 | 500 | 216,700 | 500 | 216,200 | 1.0% |
| SERVICE LEVEL | | | | | | | |
| WAT-SCADA Technician FTE | FTE 2025-05 | 57,599 | 10,000 | 67,599 | 10,000 | 57,599 | 0.3% |
| WAT-Technical Services Co-op Student FTE | FTE 2025-06 | 8,331 | - | 8,331 | - | 8,331 | 0.0% |
| WAT-2nd Lead Hand | | 12,413 | 2,000 | 14,413 | 2,000 | 12,413 | 0.1% |
| WAT-Enhanced Grass Cutting | | 6,180 | - | 6,180 | - | 6,180 | 0.0% |
| WAT-Clean Water Project transfer increase | | 35,000 | - | 35,000 | - | 35,000 | 0.2% |
| | | 119,523 | 12,000 | 131,523 | 12,000 | 119,523 | 0.5% |
| NEW INITIATIVES | | | | | | | |
| WAT-Tillsonburg Watermain Swabbing and Sanitary De-rooting | NI 2025-04 | 50,500 | - | 50,500 | - | 50,500 | 0.2% |
| WAT-Water Wastewater Electronic Logbooks | NI 2025-05 | 13,000 | - | 13,000 | - | 13,000 | 0.1% |
| | | 63,500 | - | 63,500 | - | 63,500 | 0.3% |
| INITIATIVE GAPPING | | | | | | | |
| WAT-SCADA Technician FTE | FTE 2025-05 | (11,364) | - | (11,364) | - | (11,364) | (0.1%) |
| | | (11,364) | - | (11,364) | - | (11,364) | (0.1%) |
| DEVELOPMENT CHARGE EXEMPTIONS | | | | | | | |
| WAT-Water Development Charge Exemptions moved to Taxation | | (120,000) | - | (120,000) | - | (120,000) | (0.5%) |
| | | (120,000) | - | (120,000) | - | (120,000) | (0.5%) |

| | REFERENCE | OPERATING EXPENSES | CAPITAL EXPENSES | TOTAL EXPENSES | REVENUES | RATES | % |
|--|----------------------------|--------------------|------------------|------------------|------------------|----------------|-------------|
| INFRASTRUCTURE CAPITAL | | | | | | | |
| WAT-NE Industrial Park Servicing (Woodstock) | CAP 960135 | - | 3,399,000 | 3,399,000 | 3,399,000 | - | |
| WAT-Southwest Watermain Extension (Woodstock) | CAP 960134 | - | 650,000 | 650,000 | 650,000 | - | |
| WAT-Thornton Feedermain Replacement (Woodstock) | CAP 960159 | - | 100,000 | 100,000 | 100,000 | - | |
| WAT-North-end Watermain Looping (Tillsonburg) | CAP 960245 | - | 437,000 | 437,000 | 437,000 | - | |
| WAT-Water Oversizing (Tillsonburg) | CAP 960249 | - | 44,000 | 44,000 | 44,000 | - | |
| WAT-Vienna Road Watermain Extension (Tillsonburg) | CAP 960252 | - | 400,000 | 400,000 | 400,000 | - | |
| WAT-Otterville Groundwater Monitoring Wells (Township) | CAP 960417 | - | 50,000 | 50,000 | 50,000 | - | |
| WAT-New well supply land acquisition (Township) | CAP 960420 | - | 300,000 | 300,000 | 300,000 | - | |
| WAT-Water quality improvement equipment (Township) | CAP 960422 | - | 100,000 | 100,000 | 100,000 | - | |
| WAT-Cranberry Road Extension (Tillsonburg) | CAP 960213 | - | 837,000 | 837,000 | 837,000 | - | |
| WAT-Thamesford Watermain Trunk Extension (Townships) | CAP 960424 | - | 40,000 | 40,000 | 40,000 | - | |
| WAT-Tavistock Well 4 (Townships) | CAP 960437 | - | 1,298,000 | 1,298,000 | 1,298,000 | - | |
| WAT-Drumbo Well 1 and 2A (Townships) | CAP 960421 | - | 150,000 | 150,000 | 150,000 | - | |
| WAT-Victoria Wood Watermain (Tillsonburg) | CAP 960251 | - | 797,000 | 797,000 | 797,000 | - | |
| | | - | 8,602,000 | 8,602,000 | 8,602,000 | - | |
| TOTAL | | 267,859 | 8,614,500 | 8,882,359 | 8,614,500 | 267,859 | 1.2% |

Wastewater Budget

| | 2024 | 2024 | LESS: 2024 | 2025 | 2025 | 2025 | \$ OVER | % OVER |
|------------------------------------|---------------------|---------------------|------------------|--------------------|------------------|---------------------|--------------------|---------------|
| | FORECAST | BUDGET* | NON-RECURRING | BASE BUDGET | BUDGET IMPACTS | BUDGET | 2024 BUDGET | 2024 BUDGET |
| OPERATING | | | | | | | | |
| REVENUES | | | | | | | | |
| GENERAL REVENUES | | | | | | | | |
| WATER AND WASTEWATER RATES | (21,922,593) | (21,943,456) | - | (1,960,726) | - | (23,904,182) | (1,960,726) | 8.9% |
| USER FEES AND CHARGES | (2,966,461) | (1,910,809) | - | (362,580) | - | (2,273,389) | (362,580) | 19.0% |
| TOTAL GENERAL REVENUES | (24,889,054) | (23,854,265) | - | (2,323,306) | - | (26,177,571) | (2,323,306) | 9.7% |
| OTHER REVENUES | | | | | | | | |
| DEVELOPMENT CHARGES | (261,896) | (473,294) | - | (262,415) | (78,522) | (814,231) | (340,937) | 72.0% |
| UNFINANCED OPERATING REVENUES | (52,337) | - | - | 256,168 | - | 256,168 | 256,168 | - |
| TOTAL OTHER REVENUES | (314,233) | (473,294) | - | (6,247) | (78,522) | (558,063) | (84,769) | 17.9% |
| TOTAL REVENUES | (25,203,287) | (24,327,559) | - | (2,329,553) | (78,522) | (26,735,634) | (2,408,075) | 9.9% |
| EXPENSES | | | | | | | | |
| SALARIES AND BENEFITS | | | | | | | | |
| SALARIES | 2,734,346 | 2,845,067 | - | 89,398 | 41,365 | 2,975,830 | 130,763 | 4.6% |
| BENEFITS | 1,092,234 | 1,186,350 | (320) | (27,239) | 12,325 | 1,171,116 | (15,234) | (1.3%) |
| GAPPING ALLOCATION | - | (94,907) | 53,937 | 40,970 | (7,561) | (7,561) | 87,346 | (92.0%) |
| TOTAL SALARIES AND BENEFITS | 3,826,580 | 3,936,510 | 53,617 | 103,129 | 46,129 | 4,139,385 | 202,875 | 5.2% |
| OPERATING EXPENSES | | | | | | | | |
| MATERIALS | 2,413,610 | 2,278,435 | (9,070) | 194,880 | 45,735 | 2,509,980 | 231,545 | 10.2% |
| CONTRACTED SERVICES | 3,825,845 | 3,763,617 | (125,000) | 76,042 | 248,470 | 3,963,129 | 199,512 | 5.3% |
| RENTS AND FINANCIAL EXPENSES | 2,100 | 2,100 | - | 65 | - | 2,165 | 65 | 3.1% |
| TOTAL OPERATING EXPENSES | 6,241,555 | 6,044,152 | (134,070) | 270,987 | 294,205 | 6,475,274 | 431,122 | 7.1% |
| DEBT REPAYMENT | | | | | | | | |
| PRINCIPAL REPAYMENT | 2,058,701 | 2,063,793 | - | (227,736) | - | 1,836,057 | (227,736) | (11.0%) |
| INTEREST REPAYMENT | 492,875 | 492,155 | - | (19,398) | - | 472,757 | (19,398) | (3.9%) |
| TOTAL DEBT REPAYMENT | 2,551,576 | 2,555,948 | - | (247,134) | - | 2,308,814 | (247,134) | (9.7%) |
| RESERVE TRANSFERS | | | | | | | | |
| CONTRIBUTIONS TO CAPITAL RESERVES | 6,967,178 | 6,707,449 | 83,233 | 1,933,305 | (53,041) | 8,670,946 | 1,963,497 | 29.3% |
| DEVELOPMENT CHARGES EXEMPTIONS | 5,944,650 | 212,000 | - | - | (212,000) | - | (212,000) | (100.0%) |
| TOTAL RESERVE TRANSFERS | 12,911,828 | 6,919,449 | 83,233 | 1,933,305 | (265,041) | 8,670,946 | 1,751,497 | 25.3% |
| INTERDEPARTMENTAL CHARGES | | | | | | | | |
| INTERDEPARTMENTAL CHARGES | 4,672,051 | 4,606,608 | (3,470) | 172,120 | 3,230 | 4,778,488 | 171,880 | 3.7% |

| | 2024 | 2024 | LESS: 2024 | 2025 | 2025 | | \$ OVER | % OVER |
|---|---------------------|---------------------|--------------------|--------------------|---------------------|---------------------|--------------------|-----------------|
| | FORECAST | BUDGET* | NON-RECURRING | BASE BUDGET | BUDGET IMPACTS | 2025 BUDGET | 2024 BUDGET | 2024 BUDGET |
| OPERATING | | | | | | | | |
| DEPARTMENTAL CHARGES | 349,503 | 349,786 | - | 12,942 | (1) | 362,727 | 12,941 | 3.7% |
| TOTAL INTERDEPARTMENTAL CHARGES | 5,021,554 | 4,956,394 | (3,470) | 185,062 | 3,229 | 5,141,215 | 184,821 | 3.7% |
| TOTAL EXPENSES | 30,553,093 | 24,412,453 | (690) | 2,245,349 | 78,522 | 26,735,634 | 2,323,181 | 9.5% |
| PROGRAM SURPLUS/DEFICIT | | | | | | | | |
| RESERVE CONTRIBUTION TO (FROM) | | | | | | | | |
| RESERVE CONTRIBUTION-SURPLUS | 835,866 | - | - | - | - | - | - | - |
| RESERVE CONTRIBUTION-DEFICIT | (6,185,672) | (84,894) | 690 | 84,204 | - | - | 84,894 | (100.0%) |
| TOTAL RESERVE CONTRIBUTION TO (FROM) | (5,349,806) | (84,894) | 690 | 84,204 | - | - | 84,894 | (100.0%) |
| TOTAL PROGRAM SURPLUS/DEFICIT | (5,349,806) | (84,894) | 690 | 84,204 | - | - | 84,894 | (100.0%) |
| NET OPERATING | - | - | - | - | - | - | - | - |
| CAPITAL | | | | | | | | |
| CAPITAL REVENUES | | | | | | | | |
| CAPITAL PROVINCIAL GRANTS | (804) | - | - | - | - | - | - | - |
| CAPITAL RESERVE TRANSFER | (9,586,020) | (14,853,970) | 1,137,500 | (3,880,601) | (6,388,345) | (23,985,416) | (9,131,446) | 61.5% |
| CAPITAL PROCEEDS FROM DEBENTURES | - | (8,919,083) | - | 8,919,083 | (2,468,014) | (2,468,014) | 6,451,069 | (72.3%) |
| CAPITAL DEVELOPMENT CHARGES | (8,049,025) | (4,847,003) | 3,882,500 | (2,813,009) | (6,594,508) | (10,372,020) | (5,525,017) | 114.0% |
| CAPITAL CONTRIBUTIONS | (137,500) | (137,500) | - | 137,500 | (50,000) | (50,000) | 87,500 | (63.6%) |
| TOTAL CAPITAL REVENUES | (17,773,349) | (28,757,556) | 5,020,000 | 2,362,973 | (15,500,867) | (36,875,450) | (8,117,894) | 28.2% |
| CAPITAL EXPENSES | 17,773,349 | 28,757,556 | (5,020,000) | (2,362,973) | 15,500,867 | 36,875,450 | 8,117,894 | 28.2% |
| NET CAPITAL | - | - | - | - | - | - | - | - |
| SUMMARY | | | | | | | | |
| TOTAL REVENUES | (42,976,636) | (53,085,115) | 5,020,000 | 33,420 | (15,579,389) | (63,611,084) | (10,525,969) | 19.8% |
| TOTAL EXPENSES | 48,326,442 | 53,170,009 | (5,020,690) | (117,624) | 15,579,389 | 63,611,084 | 10,441,075 | 19.6% |
| TOTAL PROGRAM SURPLUS/DEFICIT | (5,349,806) | (84,894) | 690 | 84,204 | - | - | 84,894 | (100.0%) |
| 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

| | REFERENCE | OPERATING EXPENSES | CAPITAL EXPENSES | TOTAL EXPENSES | REVENUES | RATES | % |
|---|-------------|--------------------|------------------|------------------|---------------|------------------|---------------|
| ONE-TIME ITEMS | | | | | | | |
| WW-CLI ECA Signs | | 10,000 | - | 10,000 | - | 10,000 | 0.0% |
| WW-Pattullo Realignment Consultant (Woodstock) | | 50,000 | - | 50,000 | - | 50,000 | 0.2% |
| WW-WW Hydraulic Model and Model Flow Monitoring | | 104,670 | - | 104,670 | 78,522 | 26,148 | 0.1% |
| WW-Replace Air Release Valve (Ingersoll) | | 8,500 | - | 8,500 | - | 8,500 | 0.0% |
| WW-Management and Supervisor Training | | 500 | - | 500 | - | 500 | 0.0% |
| WW-Technology Upgrade to Larger Screens | | 1,000 | 1,000 | 2,000 | 1,000 | 1,000 | 0.0% |
| WW-iPad for Linear Monitoring | | - | 500 | 500 | 500 | - | |
| WW-SCADA Operation Upgrades | | 30,000 | - | 30,000 | - | 30,000 | 0.1% |
| WW-New Routers | | 9,000 | - | 9,000 | - | 9,000 | 0.0% |
| | | 213,670 | 1,500 | 215,170 | 80,022 | 135,148 | 0.6% |
| SERVICE LEVEL | | | | | | | |
| WW-SCADA Technician FTE | FTE 2025-05 | 39,219 | - | 39,219 | - | 39,219 | 0.2% |
| WW-Technical Services Co-op FTE | FTE 2025-06 | 8,331 | - | 8,331 | - | 8,331 | 0.0% |
| WW-2nd Lead Hand | | - | 2,000 | 2,000 | 2,000 | - | |
| WW-Enhanced Grass Cutting | | 3,230 | - | 3,230 | - | 3,230 | 0.0% |
| | | 50,780 | 2,000 | 52,780 | 2,000 | 50,780 | 0.2% |
| NEW INITIATIVES | | | | | | | |
| WW-Tillsonburg Watermain Swabbing and Sanitary De-rooting | NI 2025-04 | 75,500 | - | 75,500 | - | 75,500 | 0.3% |
| WW-Water Wastewater Electronic Logbooks | NI 2025-05 | 11,200 | - | 11,200 | - | 11,200 | 0.1% |
| | | 86,700 | - | 86,700 | - | 86,700 | 0.4% |
| INITIATIVE GAPPING | | | | | | | |
| WW-SCADA Technician FTE | FTE 2025-05 | (7,586) | - | (7,586) | - | (7,586) | (0.0%) |
| | | (7,586) | - | (7,586) | - | (7,586) | (0.0%) |
| DEVELOPMENT CHARGE EXEMPTIONS | | | | | | | |
| WW-Wastewater Development Charge Exemptions moved to Taxation | | (212,000) | - | (212,000) | - | (212,000) | (1.0%) |
| | | (212,000) | - | (212,000) | - | (212,000) | (1.0%) |
| INFRASTRUCTURE CAPITAL | | | | | | | |
| WW-NE Industrial Park Servicing (Woodstock) | CAP 950150 | - | 6,036,000 | 6,036,000 | 6,036,000 | - | |
| WW-Lansdowne Sewage Pumping Station (Woodstock) | CAP 950163 | - | 2,490,000 | 2,490,000 | 2,490,000 | - | |
| WW-Lansdowne Sewer Extension (Woodstock) | CAP 950164 | - | 165,000 | 165,000 | 165,000 | - | |

| | REFERENCE | OPERATING EXPENSES | CAPITAL EXPENSES | TOTAL EXPENSES | REVENUES | RATES | % |
|---|----------------------------|--------------------|-------------------|-------------------|-------------------|--------|------|
| WW-Cranberry Road Extension (Tillsonburg) | CAP 950216 | - | 1,159,000 | 1,159,000 | 1,159,000 | - | |
| WW-SW Industrial Park (Ingersoll) | CAP 950336 | - | 6,806,000 | 6,806,000 | 6,806,000 | - | |
| WW-Lansdowne Trunk Sewer (Woodstock) | CAP 950163 | - | 1,730,000 | 1,730,000 | 1,730,000 | - | |
| WW-Wastewater Treatment Plant Expansion (Drumbo) | CAP 950810 | - | 160,000 | 160,000 | 160,000 | - | |
| WW-Wastewater Treatment Plant Expansion (Mount Elgin) | CAP 950905 | - | 1,820,000 | 1,820,000 | 1,820,000 | - | |
| WW-William St SPS Upgrade (Tavistock) | CAP 950513 | - | 200,000 | 200,000 | 200,000 | - | |
| WW-Lagoon Expansion (Norwich) | CAP 950412 | - | 25,000 | 25,000 | 25,000 | - | |
| WW-Wastewater Treatment Plant Upgrade/Expansion (Tavistock) | CAP 950504 | - | 100,000 | 100,000 | 100,000 | - | |
| WW-Wastewater Treatment Plan Expansion (Tillsonburg) | CAP 950200 | - | 600,000 | 600,000 | 600,000 | - | |
| WW-Biosolids Building Roof Access | CAP 250000 | - | 40,000 | 40,000 | 40,000 | - | |
| | | - | 21,331,000 | 21,331,000 | 21,331,000 | - | |
| TOTAL | | 131,564 | 21,334,500 | 21,466,064 | 21,413,022 | 53,042 | 0.2% |

Capital Budget

| PROJECT # AND NAME | DESCRIPTION | ASSET ACTIVITY | ASSET RATING | TOTAL | 2025 REQUEST** | 2026 | 2027-2034 |
|---|--|----------------|--------------|-----------|----------------|------|-----------|
| BUILDING | | | | | | | |
| 250000 - Biosolids Building | Roof access ladder for health and safety | Expansion | N/A | \$40,000 | 40,000 | - | - |
| 260000 - Water Building | 221 Victoria Street South - office space buildout for SCADA Technician (FTE 2025-05) | Expansion | N/A | \$5,000 | 5,000 | - | - |
| 911279 - Woodstock Wastewater Facilities - Collection | Various projects as identified from the Building Condition Assessments | Replacement | Poor | \$12,000 | 12,000 | - | - |
| 911280 - Woodstock Wastewater Facilities - Treatment | Various projects as identified from the Building Condition Assessments | Replacement | Poor | \$89,700 | 89,700 | - | - |
| 911281 - Tillsonburg Wastewater Facilities - Treatment | Various projects as identified from the Building Condition Assessments | Replacement | Poor | \$68,500 | 68,500 | - | - |
| 911284 - Tavistock Wastewater Facilities Treatment | Various projects as identified from the Building Condition Assessments | Replacement | Poor | \$25,700 | 25,700 | - | - |
| 911282 - Ingersoll Wastewater Facilities Treatment | Various projects as identified from the Building Condition Assessments | Replacement | Poor | \$183,000 | 183,000 | - | - |
| 911292 - Tillsonburg Wastewater Facilities - Collection | Various projects as identified from the Building Condition Assessments | Renewal | Poor | \$6,000 | 6,000 | - | - |
| 911261 - Woodstock Water Facilities Treatment | Various projects as identified from the Building Condition Assessments | Renewal | Poor | \$109,000 | 109,000 | - | - |
| 911265 - Woodstock Water Facilities Distribution | Various projects as identified from the Building Condition Assessments | Renewal | Poor | \$3,000 | 3,000 | - | - |
| 911262 - Tillsonburg Water Facilities Treatment | Various projects as identified from the Building Condition Assessments | Renewal | Poor | \$29,200 | 29,200 | - | - |
| 911272 - Ingersoll Water Facilities Treatment | Various projects as identified from the Building Condition Assessments | Replacement | Poor | \$305,000 | 305,000 | - | - |
| 911264 - Township Water Facilities Treatment | Various projects as identified from the Building Condition Assessments | Replacement | Poor | \$60,200 | 60,200 | - | - |
| 911294 - Norwich Wastewater Facilities Collection | Various projects as identified from the Building Condition Assessments | Replacement | Poor | \$25,000 | 25,000 | - | - |
| 911296 - Plattsville Wastewater Facilities Collection | Various projects as identified from the Building Condition Assessments | Replacement | Poor | \$4,000 | 4,000 | - | - |
| COMPUTER EQUIPMENT | | | | | | | |
| 250000 - Computer Equipment | Various computer equipment upgrades | Expansion | N/A | \$3,500 | 3,500 | - | - |
| 260000 - Computer Equipment | Various computer equipment upgrades | Expansion | N/A | \$2,500 | 2,500 | - | - |
| 260000 - Computer Equipment | Laptop for SCADA Technician (FTE 2025-05) | Expansion | N/A | \$2,000 | 2,000 | - | - |
| EQUIPMENT | | | | | | | |
| 250000 - Wastewater Equipment | UPS replacements - sewage pumping station sites | Replacement | Poor | \$10,000 | 10,000 | - | - |
| 260000 - Water Equipment | UPS Replacements - Water sites | Replacement | Poor | \$20,000 | 20,000 | - | - |

| PROJECT # AND NAME | DESCRIPTION | ASSET ACTIVITY | ASSET RATING | TOTAL | 2025 REQUEST** | 2026 | 2027-2034 |
|---|---|------------------------------|--------------|--------------|----------------|-----------|------------|
| 250100 - Woodstock Wastewater Equipment | Replacement of general operating Equipment used for delivery of the wastewater service | Replacement | Poor | \$122,000 | 122,000 | - | - |
| 250200 - Tillsonburg Wastewater Equipment | Replacement of general operating equipment used for delivery of the wastewater service | Replacement | Poor | \$111,000 | 111,000 | - | - |
| 250300 - Ingersoll Wastewater Equipment | Replacement of general operating equipment used for delivery of the wastewater service | Replacement | Poor | \$65,000 | 65,000 | - | - |
| 250400 - Norwich Wastewater Equipment | Replacement of general operating equipment used for delivery of the wastewater service | Replacement | Poor | \$48,000 | 48,000 | - | - |
| 250500 - Tavistock Wastewater Equipment | Replacement of general operating equipment used for delivery of the wastewater service | Replacement | Poor | \$85,000 | 85,000 | - | - |
| 250600 - Plattsville Wastewater Equipment | Replacement of general operating equipment used for delivery of the wastewater service | Replacement | Poor | \$79,000 | 79,000 | - | - |
| 250700 - Thamesford Wastewater Equipment | Replacement of general operating equipment used for delivery of the wastewater service | Replacement | Poor | \$20,000 | 20,000 | - | - |
| 250800 - Drumbo Wastewater Equipment | Replacement of general operating equipment used for delivery of the wastewater service | Replacement | Poor | \$20,000 | 20,000 | - | - |
| 250900 - Mt Elgin Wastewater Equipment | Replacement of general operating equipment used for delivery of the wastewater service | Replacement | Poor | \$18,000 | 18,000 | - | - |
| 251100 - Thamesford Wastewater Equipment | Replacement of general operating equipment used for delivery of the wastewater service | Replacement | Poor | \$5,000 | 5,000 | - | - |
| 260100 - Woodstock Water Equipment | Replacement of general operating equipment used for delivery of the water service | Replacement | Poor | \$360,000 | 360,000 | - | - |
| 260200 - Tillsonburg Water Equipment | Replacement of general operating equipment used for delivery of the water service | Replacement | Poor | \$450,000 | 450,000 | - | - |
| 260300 - Ingersoll Water Equipment | Replacement of general operating equipment used for delivery of the water service | Replacement | Poor | \$217,000 | 217,000 | - | - |
| 260400 - Townships Water Equipment | Replacement of general operating equipment used for delivery of the water service | Replacement | Poor | \$677,000 | 677,000 | - | - |
| FURNISHINGS | | | | | | | |
| 260000 - Furnishings | Furnishings for SCADA Technician (FTE 2025-05) | Expansion | N/A | \$3,000 | 3,000 | - | - |
| GREEN INITIATIVES | | | | | | | |
| 911007 - Green Initiatives Water | Various projects as identified in the Energy Management Plan (PW 2019-33) | Replacement | Fair | \$70,500 | 70,500 | - | - |
| 911008 - Green Initiatives Wastewater | Various projects as identified in the Energy Management Plan (PW 2019-33) | Replacement | Fair | \$162,100 | 162,100 | - | - |
| 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 | Non-infrastructure solutions | N/A | \$17,802,000 | 2,707,000 | 3,780,000 | 11,315,000 |

| PROJECT # AND NAME | DESCRIPTION | ASSET ACTIVITY | ASSET RATING | TOTAL | 2025 REQUEST** | 2026 | 2027-2034 |
|---|--|----------------|--------------|-------------|----------------|---------|-----------|
| WASTEWATER | | | | | | | |
| 950158 Wdstk - CITY PROJECTS | Replacement of aging sewers in conjunction with City road reconstruction projects (Warwick, Lincoln, Wellington, Arthur, Edward, Mary, Bruce and Athlone) | Replacement | Poor | \$1,404,000 | 1,404,000 | - | - |
| 950150 Wdstk - NE INDUSTRIAL PARK | Force Main for servicing of north east industrial park Debt funding is required on project completion | Expansion | N/A | \$6,036,000 | 6,036,000 | - | - |
| 950163 Wdstk - LANSDOWNE PS | New sewage pumping station to service development - construction 2024-2026 Debt funding is required on project completion | Expansion | N/A | \$3,165,000 | 2,490,000 | 675,000 | - |
| 950163 Wdstk - LANSDOWNE PS | East and west trunk sewer extension | Expansion | N/A | \$1,730,000 | 1,730,000 | - | - |
| 950164 Wdsk - Lansdowne Sewer Ext | Lansdowne sewer extension 300 meters of 300 mm pipe | Expansion | N/A | \$165,000 | 165,000 | - | - |
| 950170 Wdsk - Trunk I and I Reduction | Sanitary trunk sewer infiltration and inflow reduction | Replacement | Poor | \$115,000 | 115,000 | - | - |
| 950171 Wdstk - Trunk Sewer Upgrades | Sanitary trunk sewer upgrades: - Patullo - Ridgeway to Jack Ross (Sanitary Replacement/Upsizing) City Led - 2025 construction - Southeast Trunk Upgrades - 2025-2027 design, 2028 construction | Replacement | Poor | \$4,729,000 | 2,047,000 | - | 2,682,000 |
| 950173 Wdstk - San Repl (59 and Fairway) | Flow Monitoring of sanitary with design in 2025 and construction in 2026 | Replacement | Poor | \$600,000 | 100,000 | 500,000 | - |
| 950174 - Woodstock Linear Replacement on County Roads | Sanitary replacements for various county road projects: - CR 35 (Devonshire) - CR59 (Vansittart) to CR54 (Huron) - 2025 construction - CR 59 Cedar (Wilson to Norwich) - 2025 design, 2027 construction - CR 2 Dundas (CR 12 Mill to Overpass) - 2025 Design, 2027 Construction | Replacement | Poor | \$1,570,000 | 670,000 | 500,000 | 400,000 |
| 950200 - Tillsonburg Wastewater Treatment Plant Upgrade | Multi-year upgrade of the Tillsonburg wastewater treatment plant | Expansion | N/A | \$600,000 | 600,000 | - | - |
| 950216 - TBURG CRANBERRY RD EXT | Cranberry Road 650 meter sanitary sewer extension (750mm pipe) | Expansion | N/A | \$1,159,000 | 1,159,000 | - | - |
| 950223 TBURG - GRAVITY INLET TRUNK | Sanitary gravity trunk line replacement | Replacement | Poor | \$217,000 | 217,000 | - | - |
| 950225 TBURG - STONEY CREEK SAN MAIN | Stoney Creek sanitary gravity trunk line replacement | Replacement | Critical | \$850,000 | 850,000 | - | - |
| 950226 - Tillsonburg Town Projects | Replacement of aging sewers in conjunction with Town road reconstruction projects (John Pound) | Replacement | Poor | \$830,000 | 830,000 | - | - |
| 950250 TBURG - Trunk I and I Reduction | Sanitary trunk sewer infiltration and inflow reduction | Replacement | Poor | \$63,000 | 63,000 | - | - |

| PROJECT # AND NAME | DESCRIPTION | ASSET ACTIVITY | ASSET RATING | TOTAL | 2025 REQUEST** | 2026 | 2027-2034 |
|---|---|----------------|--------------|--------------|----------------|-----------|------------|
| 950330 ING - TOWN PROJECTS | Replacement of aging sewers in conjunction with Town road reconstruction projects (King Solomon and Earl) | Replacement | Poor | \$371,000 | 371,000 | - | - |
| 950336 ING - SW INDUSTRIAL PARK | - Gravity sanitary sewer (King St portion) - 2025 construction Debt funding is required on project completion - Gravity sanitary sewer design, construction through development lands, under railway to Thomas St - 2025 construction - Sanitary trunk sewer mid block Wallace Line to north side of Thomas connecting to development lands trunk sewer - 2025 design, 2026 construction Debt funding is required on project completion | Expansion | N/A | \$11,650,000 | 6,806,000 | 4,844,000 | - |
| 950409 NOR - BIOSOLIDS CLEAN-OUT | Norwich lagoon biosolids survey studies in 2025, cleanout in 2026 | Maintenance | N/A | \$1,240,000 | 40,000 | 1,200,000 | - |
| 950412 NOR-LAGOON EXPANSION | Class EA study and design for capacity expansion of Norwich lagoon - construction 2029-2030 | Expansion | N/A | \$10,775,000 | 25,000 | - | 10,750,000 |
| 950450 NOR - SANITARY REPLACEMENTS | Sanitary sewer replacements on Township roadways - Brock St - Clyde to Albert - 2025 design, 2026 construction | Replacement | Poor | \$618,000 | 8,000 | 610,000 | - |
| 950504 TAV - WWTP EXPANSION/UPGRADE | Tavistock WWTP EA (completion in 2025), design, construction (EA and ACS) Debt funding may be required on project completion | Expansion | N/A | \$36,120,000 | 100,000 | 2,000,000 | 34,020,000 |
| 950513 TAV - WILLIAM SPS REHAB | William St sewage pumping station class EA study, detailed design 2025, construction 2026-2027 | Expansion | N/A | \$6,525,000 | 200,000 | 3,162,500 | 3,162,500 |
| 950550 TAV - SANITARY REPLACEMENTS | Sanitary sewer replacements on William Street | Replacement | Poor | \$708,000 | 708,000 | - | - |
| 950551 TAV - WILLIAM SEWER REPL and UPS | William St easement gravity sewer replacement and upsizing - design 2025, construction 2026 | Replacement | Poor | \$505,000 | 100,000 | 405,000 | - |
| 950607 PLAT - BIOSOLIDS CLEAN-OUT | Plattsville biosolids cleanout | Maintenance | N/A | \$1,100,000 | 1,100,000 | - | - |
| 950608 PLAT - BERM REPAIR | Plattsville lagoon berm repair | Replacement | Poor | \$200,000 | 200,000 | - | - |
| 950609 PLAT - WWTP OPERATION ENHANCE | Plattsville cloth filter or sand filter recirculation - design 2025, construction 2026-2027 | Renewal | Fair | \$1,240,000 | 100,000 | 570,000 | 570,000 |
| 950718 THAMES - WWTP UPGRADE | Wastewater treatment plant upgrades for treatment process enhancements - construction and roof removal Debt funding is required on project completion | Renewal | Fair | \$10,400,000 | 5,200,000 | 5,200,000 | - |

| PROJECT # AND NAME | DESCRIPTION | ASSET ACTIVITY | ASSET RATING | TOTAL | 2025 REQUEST** | 2026 | 2027-2034 |
|---------------------------------------|--|----------------|--------------|--------------|----------------|-----------|------------|
| 950810 DRUMBO - WWTP CAPACITY EXP | Multi-year expansion of the Drumbo wastewater treatment plant - phase 2 | Expansion | N/A | \$160,000 | 160,000 | - | - |
| 950905 MT ELGIN - WWTP CAPACITY EXP | Phases 3 and 4 wastewater treatment plant capacity expansion (construction) Debt funding is required on project completion | Expansion | N/A | \$1,820,000 | 1,820,000 | - | - |
| WATER | | | | | | | |
| 960134 WDSTK - SW WATERMAIN EXTENSION | Watermain from Karn Rd booster pumping station to Anderson and Karn | Expansion | N/A | \$650,000 | 650,000 | - | - |
| 960135 WDSTK - NE INDUSTRIAL PARK | Watermain installations to service north east industrial park Debt funding is required on project completion | Expansion | N/A | \$3,399,000 | 3,399,000 | - | - |
| 960141 WDSTK - CITY PROJECTS | Replacement of aging watermains in conjunction with City road reconstruction projects (Dundas, Warwick, Athlone, Lincoln, Wellington, Arthur, Edward, Mary) | Replacement | Poor | \$4,696,000 | 4,696,000 | - | - |
| 960153 WDSTK - LINEAR R/R CR PROJ | - Watermain replacement on CR 35 (Devonshire) - CR59 (Vansittart) to CR54 (Huron) - 2025 design, 2027 construction for watermain replacement on CR 59 Cedar (Wilson to Norwich) - 2025 design, 2027 construction for watermain replacement on CR 2 Dundas (CR 12 Mill to Overpass) | Replacement | Critical | \$2,405,000 | 1,405,000 | 600,000 | 400,000 |
| 960159 WDSTK - THORNTON FEEDERMN REPL | Feedermain project to provide increased water transmission redundancy and security of supply | Expansion | N/A | \$10,720,000 | 100,000 | 360,000 | 10,260,000 |
| 960166 WDSTK - FEEDERMAIN RELINING | Thornton to HWY 401 crossing feedermain upgrade | Renewal | Poor | \$2,508,000 | 250,000 | 2,258,000 | - |
| 960200 TBURG - WELL 7A | Tillsonburg well 7A improvements - design 2025, construction 2025-2026 | Renewal | Poor | \$2,100,000 | 1,600,000 | 500,000 | - |
| 960202 TBURG - WELL 6A | Replacement of well 6A | Replacement | Poor | \$150,000 | 150,000 | - | - |
| 960204 TBURG - WELL 11 | Bell Mill replacement well for well 11 | Replacement | Poor | \$642,000 | 642,000 | - | - |
| 960213 TBURG - CRANBERRY RD EXT | Cranberry watermain extension - construction | Expansion | N/A | \$837,000 | 837,000 | - | - |
| 960245 TBURG - WATERMAIN LOOPING | North end watermain looping - design 2025, construction 2026 | Expansion | N/A | \$1,951,000 | 437,000 | 1,514,000 | - |
| 960249 TBURG - TOWN PROJ OVERSIZING | Rolling Meadows oversizing contribution | Expansion | N/A | \$44,000 | 44,000 | - | - |
| 960251 TBURG - VICTORIA WOOD WM | Victoria woods watermain on Grandview Drive (near Quarter Townline) | Expansion | N/A | \$797,000 | 797,000 | - | - |
| 960252 TBURG - VIENNA RD WM | Vienna Road watermain extension from Rouse Street to south on Vienna Rd. | Expansion | N/A | \$400,000 | 400,000 | - | - |

| PROJECT # AND NAME | DESCRIPTION | ASSET ACTIVITY | ASSET RATING | TOTAL | 2025 REQUEST** | 2026 | 2027-2034 |
|-------------------------------------|--|----------------|--------------|----------------|----------------|--------------|--------------|
| 960303 ING - SOUTH THAMES WATERMAIN | Watermain on Hamilton/King St. from boundary to existing water distribution system (Oakwood) - 2025 construction | Replacement | Poor | \$667,000 | 667,000 | - | - |
| 960310 ING - WELL 11 UPGRADE | Water treatment upgrades to increase system firm capacity - 2025-2026 construction | Renewal | Poor | \$1,500,000 | 800,000 | 700,000 | - |
| 960325 ING - TOWN PROJECTS | Replacement of aging watermains in conjunction with Town road reconstruction projects (Wonham, Pemberton, and Earl) | Replacement | Poor | \$1,002,000 | 1,002,000 | - | - |
| 960335 ING - CAST IRON PIPE REPLACE | Construction for cast iron pipe replacements at railway crossings (Wonham St S) Debt funding is required on project completion | Replacement | Poor | \$1,750,000 | 1,750,000 | - | - |
| 960400 TOWNSHIP DISTRIB REPLACEMENT | Watermain replacements (Tavistock William St and Norwich Main St) | Replacement | Poor | \$194,000 | 194,000 | - | - |
| 960417 TWN - GRDWATER MONITOR WELL | Otterville groundwater monitoring wells | Expansion | N/A | \$50,000 | 50,000 | - | - |
| 960420 DRUMBO - NEW WELL SUPPLY | Land acquisition for new well location | Expansion | N/A | \$300,000 | 300,000 | - | - |
| 960421 DRUMBO - WELL 1 and 2A | Backup generators to well 1 | Expansion | N/A | \$150,000 | 150,000 | - | - |
| 960422 TWSP - WATER QUALITY IMP | Water quality improvements and SCADA equipment for Well 6 Brownsville | Replacement | Poor | \$100,000 | 100,000 | - | - |
| 960424 THAMES - WM TRUNK EXTENSION | Watermain trunk extension on Oxford Road 2 to west of Banner Road (Thamesford) - design 2025, construction 2026 | Expansion | N/A | \$1,189,000 | 40,000 | 1,149,000 | - |
| 960430 TREATABILITY STUDY | Graydon facility enhancement / optimization | Renewal | Fair | \$200,000 | 200,000 | - | - |
| 960437 TAV - WELL 4 | New well supply in Tavistock - Site development/design 2025-2026, construction 2027-2028 | Expansion | N/A | \$6,288,000 | 1,298,000 | 238,000 | 4,752,000 |
| 960441 NOR-TOWER PAINT/REPAIR | Norwich Tower paint and repairs | Replacement | Poor | \$10,000 | 10,000 | - | - |
| 960461 PLATT - TOWER PAINT/REPAIR | Water tower rehabilitation and repainting - design 2025, construction 2026 | Replacement | Poor | \$4,000,000 | 400,000 | 3,600,000 | - |
| CARRY FORWARD BUDGET | Prior year's approved budget not spent. | | | \$12,191,978 | \$12,191,978 | - | - |
| UNFINANCED CAPITAL | Projects financed in a different year than expenses incurred. | | | (\$11,865,930) | (\$11,865,930) | - | - |
| | | | | \$177,007,948 | \$64,330,948 | \$34,365,500 | \$78,311,500 |

** The 2025 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

| | 2024 | 2024 | LESS: 2024 | 2025 | 2025 | 2025 | \$ OVER | % OVER |
|-------------------------------------|------------------|------------------|-----------------|-----------------|----------------|------------------|------------------|----------------|
| | FORECAST | BUDGET* | NON-RECURRING | BASE BUDGET | BUDGET IMPACTS | BUDGET | 2024 BUDGET | 2024 BUDGET |
| OPERATING REVENUES | | | | | | | | |
| GENERAL REVENUES | | | | | | | | |
| USER FEES AND CHARGES | (247,137) | (244,969) | - | 1,538 | - | (243,431) | 1,538 | (0.6%) |
| OTHER REVENUE | (50,000) | - | - | - | - | - | - | - |
| TOTAL GENERAL REVENUES | (297,137) | (244,969) | - | 1,538 | - | (243,431) | 1,538 | (0.6%) |
| OTHER REVENUES | | | | | | | | |
| RESERVE TRANSFER | (288,921) | (288,921) | 25,000 | 79,043 | - | (184,878) | 104,043 | (36.0%) |
| TOTAL OTHER REVENUES | (288,921) | (288,921) | 25,000 | 79,043 | - | (184,878) | 104,043 | (36.0%) |
| TOTAL REVENUES | (586,058) | (533,890) | 25,000 | 80,581 | - | (428,309) | 105,581 | (19.8%) |
| EXPENSES | | | | | | | | |
| SALARIES AND BENEFITS | 2,040,710 | 2,044,616 | - | 228,070 | 77,444 | 2,350,130 | 305,514 | 14.9% |
| OPERATING EXPENSES | 1,090,915 | 1,046,240 | (26,100) | (32,440) | 92,035 | 1,079,735 | 33,495 | 3.2% |
| INTERDEPARTMENTAL CHARGES | (2,545,567) | (2,556,966) | 1,100 | (276,211) | (169,479) | (3,001,556) | (444,590) | 17.4% |
| TOTAL EXPENSES | 586,058 | 533,890 | (25,000) | (80,581) | - | 428,309 | (105,581) | (19.8%) |
| NET OPERATING | - | - | - | - | - | - | - | - |
| CAPITAL | | | | | | | | |
| CAPITAL REVENUES | (93,000) | (91,280) | 58,750 | (57,970) | (12,500) | (103,000) | (11,720) | 12.8% |
| CAPITAL EXPENSES | 93,000 | 91,280 | (58,750) | 57,970 | 12,500 | 103,000 | 11,720 | 12.8% |
| NET CAPITAL | - | - | - | - | - | - | - | - |
| SUMMARY | | | | | | | | |
| TOTAL REVENUES | (679,058) | (625,170) | 83,750 | 22,611 | (12,500) | (531,309) | 93,861 | (15.0%) |
| TOTAL EXPENSES | 679,058 | 625,170 | (83,750) | (22,611) | 12,500 | 531,309 | (93,861) | (15.0%) |
| TOTAL LEVY | - | - | - | - | - | - | - | - |
| % BUDGET INCREASE (DECREASE) | | | | | | | | |

Water – Woodstock

| | 2024 | 2024 | LESS: 2024 | 2025 | 2025 | | \$ OVER | % OVER |
|--------------------------------------|--------------------|--------------------|------------|--------------------|-------------|---------------------|--------------------|---------------|
| | FORECAST | BUDGET* | NON- | BASE | BUDGET | 2025 | 2024 | 2024 |
| | | | RECURRING | BUDGET | IMPACTS | BUDGET | BUDGET | BUDGET |
| OPERATING | | | | | | | | |
| REVENUES | | | | | | | | |
| GENERAL REVENUES | | | | | | | | |
| WATER AND WASTEWATER RATES | (9,126,900) | (9,451,967) | - | (873,219) | - | (10,325,186) | (873,219) | 9.2% |
| USER FEES AND CHARGES | (315,139) | (80,319) | - | (2,537) | - | (82,856) | (2,537) | 3.2% |
| TOTAL GENERAL REVENUES | (9,442,039) | (9,532,286) | - | (875,756) | - | (10,408,042) | (875,756) | 9.2% |
| OTHER REVENUES | (410,121) | (355,030) | - | (412,576) | - | (767,606) | (412,576) | 116.2% |
| TOTAL REVENUES | (9,852,160) | (9,887,316) | - | (1,288,332) | - | (11,175,648) | (1,288,332) | 13.0% |
| EXPENSES | | | | | | | | |
| SALARIES AND BENEFITS | 327,079 | 437,079 | - | 22,476 | - | 459,555 | 22,476 | 5.1% |
| OPERATING EXPENSES | 2,894,404 | 2,998,725 | - | 131,125 | 80,000 | 3,209,850 | 211,125 | 7.0% |
| DEBT REPAYMENT | 688,050 | 633,885 | - | 303,733 | - | 937,618 | 303,733 | 47.9% |
| RESERVE TRANSFERS | 6,412,280 | 3,380,665 | 1,481 | 568,537 | (153,961) | 3,796,722 | 416,057 | 12.3% |
| INTERDEPARTMENTAL CHARGES | 2,581,186 | 2,436,962 | (1,481) | 262,461 | 73,961 | 2,771,903 | 334,941 | 13.7% |
| TOTAL EXPENSES | 12,902,999 | 9,887,316 | - | 1,288,332 | - | 11,175,648 | 1,288,332 | 13.0% |
| PROGRAM SURPLUS/DEFICIT | | | | | | | | |
| RESERVE CONTRIBUTION TO (FROM) | (3,050,839) | | | | | | | |
| TOTAL PROGRAM SURPLUS/DEFICIT | (3,050,839) | - | - | - | - | - | - | - |
| NET OPERATING | - | - | - | - | - | - | - | - |
| CAPITAL | | | | | | | | |
| CAPITAL REVENUES | (8,370,553) | (13,040,112) | - | 1,919,112 | (1,773,233) | (12,894,233) | 145,879 | (1.1%) |
| CAPITAL EXPENSES | 8,370,553 | 13,040,112 | - | (1,919,112) | 1,773,233 | 12,894,233 | (145,879) | (1.1%) |
| NET CAPITAL | - | - | - | - | - | - | - | - |
| SUMMARY | | | | | | | | |
| TOTAL REVENUES | (18,222,713) | (22,927,428) | - | 630,780 | (1,773,233) | (24,069,881) | (1,142,453) | 5.0% |
| TOTAL EXPENSES | 21,273,552 | 22,927,428 | - | (630,780) | 1,773,233 | 24,069,881 | 1,142,453 | 5.0% |
| TOTAL PROGRAM SURPLUS/DEFICIT | (3,050,839) | - | - | - | - | - | - | - |
| TOTAL LEVY | - | - | - | - | - | - | - | - |
| % BUDGET INCREASE (DECREASE) | | | | | | | | |

Water – Tillsonburg

| | 2024 | 2024 | LESS: 2024 | 2025 | 2025 | \$ OVER | % OVER | |
|--------------------------------------|--------------------|--------------------|---------------|------------------|----------------|--------------------|------------------|-------------|
| | FORECAST | BUDGET* | NON-RECURRING | BASE BUDGET | BUDGET IMPACTS | 2025 BUDGET | 2024 BUDGET | |
| OPERATING | | | | | | | | |
| REVENUES | | | | | | | | |
| GENERAL REVENUES | | | | | | | | |
| WATER AND WASTEWATER RATES | (4,598,980) | (4,654,894) | - | (320,125) | - | (4,975,019) | (320,125) | 6.9% |
| USER FEES AND CHARGES | (22,793) | (14,195) | - | (7,808) | - | (22,003) | (7,808) | 55.0% |
| TOTAL GENERAL REVENUES | (4,621,773) | (4,669,089) | - | (327,933) | - | (4,997,022) | (327,933) | 7.0% |
| OTHER REVENUES | - | - | - | (50,000) | - | (50,000) | (50,000) | - |
| TOTAL REVENUES | (4,621,773) | (4,669,089) | - | (377,933) | - | (5,047,022) | (377,933) | 8.1% |
| EXPENSES | | | | | | | | |
| SALARIES AND BENEFITS | 250,981 | 220,981 | - | 10,227 | - | 231,208 | 10,227 | 4.6% |
| OPERATING EXPENSES | 1,692,649 | 1,737,531 | - | 74,045 | 54,100 | 1,865,676 | 128,145 | 7.4% |
| DEBT REPAYMENT | 12,947 | 11,349 | - | 1,597 | - | 12,946 | 1,597 | 14.1% |
| RESERVE TRANSFERS | 2,287,946 | 1,662,946 | (134) | 170,229 | (85,504) | 1,747,537 | 84,591 | 5.1% |
| INTERDEPARTMENTAL CHARGES | 1,073,364 | 1,036,282 | 134 | 121,835 | 31,404 | 1,189,655 | 153,373 | 14.8% |
| TOTAL EXPENSES | 5,317,887 | 4,669,089 | - | 377,933 | - | 5,047,022 | 377,933 | 8.1% |
| PROGRAM SURPLUS/DEFICIT | | | | | | | | |
| RESERVE CONTRIBUTION TO (FROM) | (696,114) | - | - | - | - | - | - | - |
| TOTAL PROGRAM SURPLUS/DEFICIT | (696,114) | - | - | - | - | - | - | - |
| NET OPERATING | - | - | - | - | - | - | - | - |
| CAPITAL | | | | | | | | |
| CAPITAL REVENUES | (2,810,499) | (4,315,310) | 68,000 | 733,110 | (2,510,865) | (6,025,065) | (1,709,755) | 39.6% |
| CAPITAL EXPENSES | 2,810,499 | 4,315,310 | (68,000) | (733,110) | 2,510,865 | 6,025,065 | 1,709,755 | 39.6% |
| NET CAPITAL | - | - | - | - | - | - | - | - |
| SUMMARY | | | | | | | | |
| TOTAL REVENUES | (7,432,272) | (8,984,399) | 68,000 | 355,177 | (2,510,865) | (11,072,087) | (2,087,688) | 23.2% |
| TOTAL EXPENSES | 8,128,386 | 8,984,399 | (68,000) | (355,177) | 2,510,865 | 11,072,087 | 2,087,688 | 23.2% |
| TOTAL PROGRAM SURPLUS/DEFICIT | (696,114) | - | - | - | - | - | - | - |
| TOTAL LEVY | - | - | - | - | - | - | - | - |
| % BUDGET INCREASE (DECREASE) | | | | | | | | |

Water – Ingersoll

| | 2024 | 2024 | LESS: 2024 | 2025 | 2025 | \$ OVER | % OVER |
|--------------------------------------|--------------------|--------------------|------------|------------------|----------|--------------------|-----------------------|
| | FORECAST | BUDGET* | NON- | BASE | BUDGET | 2024 | 2024 |
| | | | RECURRING | BUDGET | IMPACTS | BUDGET | BUDGET |
| OPERATING | | | | | | | |
| REVENUES | | | | | | | |
| GENERAL REVENUES | | | | | | | |
| WATER AND WASTEWATER RATES | (3,432,976) | (3,499,785) | - | (218,272) | - | (3,718,057) | (218,272) 6.2% |
| USER FEES AND CHARGES | (72,659) | (72,659) | - | (2,810) | - | (75,469) | (2,810) 3.9% |
| TOTAL GENERAL REVENUES | (3,505,635) | (3,572,444) | - | (221,082) | - | (3,793,526) | (221,082) 6.2% |
| OTHER REVENUES | - | - | - | (50,000) | - | (50,000) | (50,000) - |
| TOTAL REVENUES | (3,505,635) | (3,572,444) | - | (271,082) | - | (3,843,526) | (271,082) 7.6% |
| EXPENSES | | | | | | | |
| SALARIES AND BENEFITS | 545,005 | 595,005 | - | 26,641 | - | 621,646 | 26,641 4.5% |
| OPERATING EXPENSES | 496,329 | 537,260 | - | 28,350 | (3,200) | 562,410 | 25,150 4.7% |
| DEBT REPAYMENT | 29,716 | 29,716 | - | 1 | - | 29,717 | 1 0.0% |
| RESERVE TRANSFERS | 1,328,587 | 1,189,350 | (1,072) | 159,521 | (24,793) | 1,323,006 | 133,656 11.2% |
| INTERDEPARTMENTAL CHARGES | 1,194,356 | 1,221,113 | 1,072 | 56,569 | 27,993 | 1,306,747 | 85,634 7.0% |
| TOTAL EXPENSES | 3,593,993 | 3,572,444 | - | 271,082 | - | 3,843,526 | 271,082 7.6% |
| PROGRAM SURPLUS/DEFICIT | | | | | | | |
| RESERVE CONTRIBUTION TO (FROM) | (88,358) | | | | | | |
| TOTAL PROGRAM SURPLUS/DEFICIT | (88,358) | - | - | - | - | - | - |
| NET OPERATING | - | - | - | - | - | - | - |
| CAPITAL | | | | | | | |
| CAPITAL REVENUES | (3,604,731) | (3,377,055) | 156,000 | (1,732,945) | - | (4,954,000) | (1,576,945) 46.7% |
| CAPITAL EXPENSES | 3,604,731 | 3,377,055 | (156,000) | 1,732,945 | - | 4,954,000 | 1,576,945 46.7% |
| NET CAPITAL | - | - | - | - | - | - | - |
| SUMMARY | | | | | | | |
| TOTAL REVENUES | (7,110,366) | (6,949,499) | 156,000 | (2,004,027) | - | (8,797,526) | (1,848,027) 26.6% |
| TOTAL EXPENSES | 7,198,724 | 6,949,499 | (156,000) | 2,004,027 | - | 8,797,526 | 1,848,027 26.6% |
| TOTAL PROGRAM SURPLUS/DEFICIT | (88,358) | - | - | - | - | - | - |
| TOTAL LEVY | - | - | - | - | - | - | - |
| % BUDGET INCREASE (DECREASE) | | | | | | | |

Water – Townships

| | 2024 | 2024 | LESS: 2024 | 2025 | 2025 | | \$ OVER | % OVER |
|---|--------------------|--------------------|---------------|------------------|--------------------|--------------------|--------------------|---------------|
| | FORECAST | BUDGET* | NON-RECURRING | BASE BUDGET | BUDGET IMPACTS | 2025 BUDGET | 2024 BUDGET | 2024 BUDGET |
| OPERATING | | | | | | | | |
| REVENUES | | | | | | | | |
| GENERAL REVENUES | | | | | | | | |
| WATER AND WASTEWATER RATES | (4,918,454) | (4,789,057) | - | (515,410) | - | (5,304,467) | (515,410) | 10.8% |
| USER FEES AND CHARGES | (143,509) | (146,009) | - | (1,875) | - | (147,884) | (1,875) | 1.3% |
| TOTAL GENERAL REVENUES | (5,061,963) | (4,935,066) | - | (517,285) | - | (5,452,351) | (517,285) | 10.5% |
| OTHER REVENUES | (137,722) | (137,722) | - | 3,557 | - | (134,165) | 3,557 | (2.6%) |
| TOTAL REVENUES | (5,199,685) | (5,072,788) | - | (513,728) | - | (5,586,516) | (513,728) | 10.1% |
| EXPENSES | | | | | | | | |
| SALARIES AND BENEFITS | 1,022,599 | 872,599 | - | 40,542 | - | 913,141 | 40,542 | 4.6% |
| OPERATING EXPENSES | 941,124 | 1,006,970 | - | 44,780 | 81,300 | 1,133,050 | 126,080 | 12.5% |
| DEBT REPAYMENT | 138,831 | 138,831 | - | (3,557) | - | 135,274 | (3,557) | (2.6%) |
| RESERVE TRANSFERS | 1,368,876 | 1,239,347 | (1,510) | 298,424 | (123,600) | 1,412,661 | 173,314 | 14.0% |
| INTERDEPARTMENTAL CHARGES | 1,833,113 | 1,815,041 | 1,510 | 133,539 | 42,300 | 1,992,390 | 177,349 | 9.8% |
| TOTAL EXPENSES | 5,304,543 | 5,072,788 | - | 513,728 | - | 5,586,516 | 513,728 | 10.1% |
| PROGRAM SURPLUS/DEFICIT | | | | | | | | |
| RESERVE CONTRIBUTION TO (FROM) | | | | | | | | |
| RESERVE CONTRIBUTION-DEFICIT | (104,858) | - | - | - | - | - | - | - |
| TOTAL RESERVE CONTRIBUTION TO (FROM) | (104,858) | - | - | - | - | - | - | - |
| TOTAL PROGRAM SURPLUS/DEFICIT | (104,858) | - | - | - | - | - | - | - |
| NET OPERATING | - | - | - | - | - | - | - | - |
| CAPITAL | | | | | | | | |
| CAPITAL REVENUES | (1,847,777) | (2,299,431) | - | 758,231 | (1,938,000) | (3,479,200) | (1,179,769) | 51.3% |
| CAPITAL EXPENSES | 1,847,777 | 2,299,431 | - | (758,231) | 1,938,000 | 3,479,200 | 1,179,769 | 51.3% |
| NET CAPITAL | - | - | - | - | - | - | - | - |
| SUMMARY | | | | | | | | |
| TOTAL REVENUES | (7,047,462) | (7,372,219) | - | 244,503 | (1,938,000) | (9,065,716) | (1,693,497) | 23.0% |
| TOTAL EXPENSES | 7,152,320 | 7,372,219 | - | (244,503) | 1,938,000 | 9,065,716 | 1,693,497 | 23.0% |
| TOTAL PROGRAM SURPLUS/DEFICIT | (104,858) | - | - | - | - | - | - | - |
| TOTAL LEVY | - | - | - | - | - | - | - | - |
| % BUDGET INCREASE (DECREASE) | | | | | | | | |

Wastewater – Detailed System Reports

General

| | 2024 | 2024 | LESS: 2024 | 2025 | 2025 | | \$ OVER | % OVER |
|-------------------------------------|-------------|-------------|------------|-----------|----------|-------------|-----------|---------|
| | FORECAST | BUDGET* | NON- | BASE | BUDGET | 2025 | 2024 | 2024 |
| | | | RECURRING | BUDGET | IMPACTS | BUDGET | BUDGET | BUDGET |
| OPERATING | | | | | | | | |
| REVENUES | | | | | | | | |
| GENERAL REVENUES | | | | | | | | |
| USER FEES AND CHARGES | (51,956) | (66,870) | - | 14,890 | - | (51,980) | 14,890 | (22.3%) |
| TOTAL GENERAL REVENUES | (51,956) | (66,870) | - | 14,890 | - | (51,980) | 14,890 | (22.3%) |
| OTHER REVENUES | - | - | - | - | - | - | - | - |
| TOTAL REVENUES | (51,956) | (66,870) | - | 14,890 | - | (51,980) | 14,890 | (22.3%) |
| EXPENSES | | | | | | | | |
| SALARIES AND BENEFITS | 1,496,782 | 1,691,712 | - | 7,071 | 46,129 | 1,744,912 | 53,200 | 3.1% |
| OPERATING EXPENSES | 324,926 | 302,190 | (27,060) | 32,780 | 46,685 | 354,595 | 52,405 | 17.3% |
| INTERDEPARTMENTAL CHARGES | (1,769,752) | (1,927,032) | 27,060 | (54,741) | (92,814) | (2,047,527) | (120,495) | 6.3% |
| TOTAL EXPENSES | 51,956 | 66,870 | - | (14,890) | - | 51,980 | (14,890) | (22.3%) |
| NET OPERATING | - | - | - | - | - | - | - | - |
| CAPITAL | | | | | | | | |
| CAPITAL REVENUES | (2,075,600) | (2,409,624) | 18,000 | (754,454) | (43,500) | (3,189,578) | (779,954) | 32.4% |
| CAPITAL EXPENSES | 2,075,600 | 2,409,624 | (18,000) | 754,454 | 43,500 | 3,189,578 | 779,954 | 32.4% |
| NET CAPITAL | - | - | - | - | - | - | - | - |
| SUMMARY | | | | | | | | |
| TOTAL REVENUES | (2,127,556) | (2,476,494) | 18,000 | (739,564) | (43,500) | (3,241,558) | (765,064) | 30.9% |
| TOTAL EXPENSES | 2,127,556 | 2,476,494 | (18,000) | 739,564 | 43,500 | 3,241,558 | 765,064 | 30.9% |
| TOTAL LEVY | - | - | - | - | - | - | - | - |
| % BUDGET INCREASE (DECREASE) | | | | | | | | |

Wastewater – Woodstock

| | 2024 | 2024 | LESS: 2024 | 2025 | 2025 | | \$ OVER | % OVER |
|--------------------------------------|--------------------|--------------------|-------------|------------------|----------------|--------------------|------------------|-------------|
| | FORECAST | BUDGET* | NON- | BASE | BUDGET | 2025 | 2024 | 2024 |
| | | | RECURRING | BUDGET | IMPACTS | BUDGET | BUDGET | BUDGET |
| OPERATING | | | | | | | | |
| REVENUES | | | | | | | | |
| GENERAL REVENUES | | | | | | | | |
| WATER AND WASTEWATER RATES | (7,683,770) | (7,957,949) | - | (670,757) | - | (8,628,706) | (670,757) | 8.4% |
| USER FEES AND CHARGES | (614,254) | (420,032) | - | 54,078 | - | (365,954) | 54,078 | (12.9%) |
| TOTAL GENERAL REVENUES | (8,298,024) | (8,377,981) | - | (616,679) | - | (8,994,660) | (616,679) | 7.4% |
| OTHER REVENUES | (9,194) | - | - | - | (3,437) | (3,437) | (3,437) | - |
| TOTAL REVENUES | (8,307,218) | (8,377,981) | - | (616,679) | (3,437) | (8,998,097) | (620,116) | 7.4% |
| EXPENSES | | | | | | | | |
| SALARIES AND BENEFITS | 757,602 | 772,602 | 25,030 | 17,702 | - | 815,334 | 42,732 | 5.5% |
| OPERATING EXPENSES | 2,461,426 | 2,443,477 | (1,660) | 168,398 | 47,500 | 2,657,715 | 214,238 | 8.8% |
| DEBT REPAYMENT | 495,724 | 495,724 | - | (9,543) | - | 486,181 | (9,543) | (1.9%) |
| RESERVE TRANSFERS | 5,384,238 | 1,939,509 | (8,656) | 407,408 | (89,300) | 2,248,961 | 309,452 | 16.0% |
| INTERDEPARTMENTAL CHARGES | 2,699,897 | 2,726,669 | (14,714) | 32,714 | 45,237 | 2,789,906 | 63,237 | 2.3% |
| TOTAL EXPENSES | 11,798,887 | 8,377,981 | - | 616,679 | 3,437 | 8,998,097 | 620,116 | 7.4% |
| PROGRAM SURPLUS/DEFICIT | | | | | | | | |
| RESERVE CONTRIBUTION TO (FROM) | (3,491,669) | | | | | | | |
| TOTAL PROGRAM SURPLUS/DEFICIT | (3,491,669) | - | - | - | - | - | - | - |
| NET OPERATING | - | - | - | - | - | - | - | - |
| CAPITAL | | | | | | | | |
| CAPITAL REVENUES | (8,775,008) | (13,600,786) | 4,249,000 | 1,287,395 | (6,338,394) | (14,402,785) | (801,999) | 5.9% |
| CAPITAL EXPENSES | 8,775,008 | 13,600,786 | (4,249,000) | (1,287,395) | 6,338,394 | 14,402,785 | 801,999 | 5.9% |
| NET CAPITAL | - | - | - | - | - | - | - | - |
| SUMMARY | | | | | | | | |
| TOTAL REVENUES | (17,082,226) | (21,978,767) | 4,249,000 | 670,716 | (6,341,831) | (23,400,882) | (1,422,115) | 6.5% |
| TOTAL EXPENSES | 20,573,895 | 21,978,767 | (4,249,000) | (670,716) | 6,341,831 | 23,400,882 | 1,422,115 | 6.5% |
| TOTAL PROGRAM SURPLUS/DEFICIT | (3,491,669) | - | - | - | - | - | - | - |
| TOTAL LEVY | - | - | - | - | - | - | - | - |
| % BUDGET INCREASE (DECREASE) | | | - | - | - | - | | |

Wastewater – Tillsonburg

| | 2024 | 2024 | LESS: 2024 | 2025 | 2025 | \$ OVER | % OVER |
|--------------------------------------|--------------------|--------------------|------------|------------------|-----------------|--------------------|------------------------|
| | FORECAST | BUDGET* | NON- | BASE | BUDGET | 2024 | 2024 |
| | | | RECURRING | BUDGET | IMPACTS | BUDGET | BUDGET |
| OPERATING | | | | | | | |
| REVENUES | | | | | | | |
| GENERAL REVENUES | | | | | | | |
| WATER AND WASTEWATER RATES | (3,924,189) | (3,999,189) | - | (501,265) | - | (4,500,454) | (501,265) 12.5% |
| USER FEES AND CHARGES | (305,005) | (209,629) | - | (56,008) | - | (265,637) | (56,008) 26.7% |
| TOTAL GENERAL REVENUES | (4,229,194) | (4,208,818) | - | (557,273) | - | (4,766,091) | (557,273) 13.2% |
| OTHER REVENUES | (1,412) | - | - | - | (47,482) | (47,482) | (47,482) - |
| TOTAL REVENUES | (4,230,606) | (4,208,818) | - | (557,273) | (47,482) | (4,813,573) | (604,755) 14.4% |
| EXPENSES | | | | | | | |
| SALARIES AND BENEFITS | 368,289 | 418,289 | 22,114 | 16,278 | - | 456,681 | 38,392 9.2% |
| OPERATING EXPENSES | 1,323,898 | 1,328,800 | 14,650 | (2,091) | 135,480 | 1,476,839 | 148,039 11.1% |
| DEBT REPAYMENT | 87,613 | 84,672 | - | 2,006 | - | 86,678 | 2,006 2.4% |
| RESERVE TRANSFERS | 3,174,177 | 1,299,177 | (29,889) | 450,799 | (106,158) | 1,613,929 | 314,752 24.2% |
| INTERDEPARTMENTAL CHARGES | 1,089,473 | 1,077,880 | (6,875) | 90,281 | 18,160 | 1,179,446 | 101,566 9.4% |
| TOTAL EXPENSES | 6,043,450 | 4,208,818 | - | 557,273 | 47,482 | 4,813,573 | 604,755 14.4% |
| PROGRAM SURPLUS/DEFICIT | | | | | | | |
| RESERVE CONTRIBUTION TO (FROM) | (1,812,844) | | | | | | |
| TOTAL PROGRAM SURPLUS/DEFICIT | (1,812,844) | - | - | - | - | - | - |
| NET OPERATING | - | - | - | - | - | - | - |
| CAPITAL | | | | | | | |
| CAPITAL REVENUES | (3,282,000) | (3,989,895) | 128,000 | 1,716,395 | (1,733,080) | (3,878,580) | 111,315 (2.8%) |
| CAPITAL EXPENSES | 3,282,000 | 3,989,895 | (128,000) | (1,716,395) | 1,733,080 | 3,878,580 | (111,315) (2.8%) |
| NET CAPITAL | - | - | - | - | - | - | - |
| SUMMARY | | | | | | | |
| TOTAL REVENUES | (7,512,606) | (8,198,713) | 128,000 | 1,159,122 | (1,780,562) | (8,692,153) | (493,440) 6.0% |
| TOTAL EXPENSES | 9,325,450 | 8,198,713 | (128,000) | (1,159,122) | 1,780,562 | 8,692,153 | 493,440 6.0% |
| TOTAL PROGRAM SURPLUS/DEFICIT | (1,812,844) | - | - | - | - | - | - |
| TOTAL LEVY | - | - | - | - | - | - | - |
| % BUDGET INCREASE (DECREASE) | | | | | | | |

Wastewater – Ingersoll

| | 2024 | 2024 | LESS: 2024 | 2025 | 2025 | \$ OVER | % OVER |
|--------------------------------------|--------------------|--------------------|------------|------------------|----------------|--------------------|-----------------------|
| | FORECAST | BUDGET* | NON- | BASE | BUDGET | 2024 | 2024 |
| | | | RECURRING | BUDGET | IMPACTS | BUDGET | BUDGET |
| OPERATING | | | | | | | |
| REVENUES | | | | | | | |
| GENERAL REVENUES | | | | | | | |
| WATER AND WASTEWATER RATES | (4,417,183) | (4,450,168) | - | (89,756) | - | (4,539,924) | (89,756) 2.0% |
| USER FEES AND CHARGES | (199,985) | (165,936) | - | (25,300) | - | (191,236) | (25,300) 15.2% |
| TOTAL GENERAL REVENUES | (4,617,168) | (4,616,104) | - | (115,056) | - | (4,731,160) | (115,056) 2.5% |
| OTHER REVENUES | (98,219) | (297,377) | - | 7,166 | (1,061) | (291,272) | 6,105 (2.1%) |
| TOTAL REVENUES | (4,715,387) | (4,913,481) | - | (107,890) | (1,061) | (5,022,432) | (108,951) 2.2% |
| EXPENSES | | | | | | | |
| SALARIES AND BENEFITS | 500,387 | 445,387 | 2,697 | 20,868 | - | 468,952 | 23,565 5.3% |
| OPERATING EXPENSES | 748,228 | 722,865 | (75,000) | 34,405 | 7,000 | 689,270 | (33,595) (4.6%) |
| DEBT REPAYMENT | 734,362 | 741,675 | - | (23,309) | - | 718,366 | (23,309) (3.1%) |
| RESERVE TRANSFERS | 2,057,174 | 1,748,051 | 73,993 | 66,481 | (19,815) | 1,868,710 | 120,659 6.9% |
| INTERDEPARTMENTAL CHARGES | 1,213,786 | 1,255,503 | (1,690) | 9,445 | 13,876 | 1,277,134 | 21,631 1.7% |
| TOTAL EXPENSES | 5,253,937 | 4,913,481 | - | 107,890 | 1,061 | 5,022,432 | 108,951 2.2% |
| PROGRAM SURPLUS/DEFICIT | | | | | | | |
| RESERVE CONTRIBUTION TO (FROM) | (538,550) | | | | | | |
| TOTAL PROGRAM SURPLUS/DEFICIT | (538,550) | - | - | - | - | - | - |
| NET OPERATING | - | - | - | - | - | - | - |
| CAPITAL | | | | | | | |
| CAPITAL REVENUES | (1,977,274) | (2,327,158) | 625,000 | 773,683 | (3,514,172) | (4,442,647) | (2,115,489) 90.9% |
| CAPITAL EXPENSES | 1,977,274 | 2,327,158 | (625,000) | (773,683) | 3,514,172 | 4,442,647 | 2,115,489 90.9% |
| NET CAPITAL | - | - | - | - | - | - | - |
| SUMMARY | | | | | | | |
| TOTAL REVENUES | (6,692,661) | (7,240,639) | 625,000 | 665,793 | (3,515,233) | (9,465,079) | (2,224,440) 30.7% |
| TOTAL EXPENSES | 7,231,211 | 7,240,639 | (625,000) | (665,793) | 3,515,233 | 9,465,079 | 2,224,440 30.7% |
| TOTAL PROGRAM SURPLUS/DEFICIT | (538,550) | - | - | - | - | - | - |
| TOTAL LEVY | - | - | - | - | - | - | - |
| % BUDGET INCREASE (DECREASE) | | | | | | | |

Wastewater – Norwich

| | 2024 | 2024 | LESS: 2024 | 2025 | 2025 | \$ OVER | % OVER |
|--------------------------------------|------------------|------------------|------------|-----------------|--------------|--------------------|----------------------|
| | FORECAST | BUDGET* | NON- | BASE | BUDGET | 2025 | 2024 |
| | | | RECURRING | BUDGET | IMPACTS | BUDGET | BUDGET |
| | | | | | | | BUDGET |
| OPERATING | | | | | | | |
| REVENUES | | | | | | | |
| GENERAL REVENUES | | | | | | | |
| WATER AND WASTEWATER RATES | (956,972) | (936,332) | - | (60,859) | - | (997,191) | (60,859) 6.5% |
| USER FEES AND CHARGES | (41,078) | (41,078) | - | (1) | - | (41,079) | (1) 0.0% |
| TOTAL GENERAL REVENUES | (998,050) | (977,410) | - | (60,860) | - | (1,038,270) | (60,860) 6.2% |
| OTHER REVENUES | (730) | - | - | - | (285) | (285) | (285) - |
| TOTAL REVENUES | (998,780) | (977,410) | - | (60,860) | (285) | (1,038,555) | (61,145) 6.3% |
| EXPENSES | | | | | | | |
| SALARIES AND BENEFITS | 96,822 | 107,822 | 1,618 | 6,443 | - | 115,883 | 8,061 7.5% |
| OPERATING EXPENSES | 197,374 | 194,515 | (25,000) | 2,430 | 10,000 | 181,945 | (12,570) (6.5%) |
| DEBT REPAYMENT | 1,078 | 1,078 | - | 1 | - | 1,079 | 1 0.1% |
| RESERVE TRANSFERS | 457,760 | 388,860 | 24,933 | 39,696 | (13,450) | 440,039 | 51,179 13.2% |
| INTERDEPARTMENTAL CHARGES | 276,299 | 285,135 | (1,551) | 12,290 | 3,735 | 299,609 | 14,474 5.1% |
| TOTAL EXPENSES | 1,029,333 | 977,410 | - | 60,860 | 285 | 1,038,555 | 61,145 6.3% |
| PROGRAM SURPLUS/DEFICIT | | | | | | | |
| RESERVE CONTRIBUTION TO (FROM) | (30,553) | - | - | - | - | - | - - |
| TOTAL PROGRAM SURPLUS/DEFICIT | (30,553) | - | - | - | - | - | - - |
| NET OPERATING | - | - | - | - | - | - | - - |
| CAPITAL | | | | | | | |
| CAPITAL REVENUES | (115,000) | (169,120) | - | (1,880) | (25,000) | (196,000) | (26,880) 15.9% |
| CAPITAL EXPENSES | 115,000 | 169,120 | - | 1,880 | 25,000 | 196,000 | 26,880 15.9% |
| NET CAPITAL | - | - | - | - | - | - | - - |
| SUMMARY | | | | | | | |
| TOTAL REVENUES | (1,113,780) | (1,146,530) | - | (62,740) | (25,285) | (1,234,555) | (88,025) 7.7% |
| TOTAL EXPENSES | 1,144,333 | 1,146,530 | - | 62,740 | 25,285 | 1,234,555 | 88,025 7.7% |
| TOTAL PROGRAM SURPLUS/DEFICIT | (30,553) | - | - | - | - | - | - - |
| TOTAL LEVY | - | - | - | - | - | - | - - |
| % BUDGET INCREASE (DECREASE) | | | | | | | |

Wastewater – Tavistock

| | 2024 | 2024 | LESS: 2024 | 2025 | 2025 | | \$ OVER | % OVER |
|--------------------------------------|--------------------|--------------------|------------|------------------|-----------------|--------------------|------------------|--------------|
| | FORECAST | BUDGET* | NON- | BASE | BUDGET | 2025 | 2024 | 2024 |
| | | | RECURRING | BUDGET | IMPACTS | BUDGET | BUDGET | BUDGET |
| OPERATING | | | | | | | | |
| REVENUES | | | | | | | | |
| GENERAL REVENUES | | | | | | | | |
| WATER AND WASTEWATER RATES | (1,858,469) | (1,589,791) | - | (324,183) | - | (1,913,974) | (324,183) | 20.4% |
| USER FEES AND CHARGES | (1,684,579) | (937,800) | - | (345,600) | - | (1,283,400) | (345,600) | 36.9% |
| TOTAL GENERAL REVENUES | (3,543,048) | (2,527,591) | - | (669,783) | - | (3,197,374) | (669,783) | 26.5% |
| OTHER REVENUES | (167,861) | (167,171) | - | - | (25,604) | (192,775) | (25,604) | 15.3% |
| TOTAL REVENUES | (3,710,909) | (2,694,762) | - | (669,783) | (25,604) | (3,390,149) | (695,387) | 25.8% |
| EXPENSES | | | | | | | | |
| SALARIES AND BENEFITS | 134,331 | 114,331 | 1,618 | 6,133 | - | 122,082 | 7,751 | 6.8% |
| OPERATING EXPENSES | 402,980 | 323,280 | - | 26,270 | 33,740 | 383,290 | 60,010 | 18.6% |
| RESERVE TRANSFERS | 1,066,170 | 887,448 | (170) | 606,204 | (14,042) | 1,479,440 | 591,992 | 66.7% |
| INTERDEPARTMENTAL CHARGES | 535,846 | 529,326 | (1,448) | 63,611 | 5,906 | 597,395 | 68,069 | 12.9% |
| TOTAL EXPENSES | 2,979,704 | 2,694,762 | - | 669,783 | 25,604 | 3,390,149 | 695,387 | 25.8% |
| PROGRAM SURPLUS/DEFICIT | | | | | | | | |
| RESERVE CONTRIBUTION TO (FROM) | 731,205 | | | | | | | |
| TOTAL PROGRAM SURPLUS/DEFICIT | 731,205 | - | - | - | - | - | - | - |
| NET OPERATING | - | - | - | - | - | - | - | - |
| CAPITAL | | | | | | | | |
| CAPITAL REVENUES | (580,610) | (1,219,921) | - | (338,779) | (300,000) | (1,858,700) | (638,779) | 52.4% |
| CAPITAL EXPENSES | 580,610 | 1,219,921 | - | 338,779 | 300,000 | 1,858,700 | 638,779 | 52.4% |
| NET CAPITAL | - | - | - | - | - | - | - | - |
| SUMMARY | | | | | | | | |
| TOTAL REVENUES | (4,291,519) | (3,914,683) | - | (1,008,562) | (325,604) | (5,248,849) | (1,334,166) | 34.1% |
| TOTAL EXPENSES | 3,560,314 | 3,914,683 | - | 1,008,562 | 325,604 | 5,248,849 | 1,334,166 | 34.1% |
| TOTAL PROGRAM SURPLUS/DEFICIT | 731,205 | - | - | - | - | - | - | - |
| TOTAL LEVY | - | - | - | - | - | - | - | - |
| % BUDGET INCREASE (DECREASE) | | | | | | | | |

Wastewater – Plattsville

| | 2024 | 2024 | LESS: 2024 | 2025 | 2025 | | \$ OVER | % OVER |
|--------------------------------------|------------------|------------------|--------------|-----------------|--------------|------------------|-----------------|-----------------|
| | FORECAST | BUDGET* | NON- | BASE | BUDGET | 2025 | 2024 | 2024 |
| | | | RECURRING | BUDGET | IMPACTS | BUDGET | BUDGET | BUDGET |
| OPERATING | | | | | | | | |
| REVENUES | | | | | | | | |
| GENERAL REVENUES | | | | | | | | |
| WATER AND WASTEWATER RATES | (590,072) | (583,789) | - | (70,983) | - | (654,772) | (70,983) | 12.2% |
| USER FEES AND CHARGES | (5,500) | (5,360) | - | (1,640) | - | (7,000) | (1,640) | 30.6% |
| TOTAL GENERAL REVENUES | (595,572) | (589,149) | - | (72,623) | - | (661,772) | (72,623) | 12.3% |
| OTHER REVENUES | (9,074) | (8,746) | - | 8,746 | (122) | (122) | 8,624 | (98.6%) |
| TOTAL REVENUES | (604,646) | (597,895) | - | (63,877) | (122) | (661,894) | (63,999) | 10.7% |
| EXPENSES | | | | | | | | |
| SALARIES AND BENEFITS | 78,701 | 77,701 | 135 | 4,302 | - | 82,138 | 4,437 | 5.7% |
| OPERATING EXPENSES | 110,493 | 109,125 | - | 3,825 | - | 112,950 | 3,825 | 3.5% |
| DEBT REPAYMENT | 284,914 | 284,914 | - | (284,914) | - | - | (284,914) | (100.0%) |
| RESERVE TRANSFERS | 13,367 | - | - | 247,682 | (1,475) | 246,207 | 246,207 | - |
| INTERDEPARTMENTAL CHARGES | 208,228 | 211,049 | (825) | 8,778 | 1,597 | 220,599 | 9,550 | 4.5% |
| TOTAL EXPENSES | 695,703 | 682,789 | (690) | (20,327) | 122 | 661,894 | (20,895) | (3.1%) |
| PROGRAM SURPLUS/DEFICIT | | | | | | | | |
| RESERVE CONTRIBUTION TO (FROM) | (91,057) | (84,894) | 690 | 84,204 | - | - | 84,894 | (100.0%) |
| TOTAL PROGRAM SURPLUS/DEFICIT | (91,057) | (84,894) | 690 | 84,204 | - | - | 84,894 | (100.0%) |
| NET OPERATING | - | - | - | - | - | - | - | - |
| CAPITAL | | | | | | | | |
| CAPITAL REVENUES | (13,000) | (14,000) | - | (1,469,000) | - | (1,483,000) | (1,469,000) | 10,492.9% |
| CAPITAL EXPENSES | 13,000 | 14,000 | - | 1,469,000 | - | 1,483,000 | 1,469,000 | 10,492.9% |
| NET CAPITAL | - | - | - | - | - | - | - | - |
| SUMMARY | | | | | | | | |
| TOTAL REVENUES | (617,646) | (611,895) | - | (1,532,877) | (122) | (2,144,894) | (1,532,999) | 250.5% |
| TOTAL EXPENSES | 708,703 | 696,789 | (690) | 1,448,673 | 122 | 2,144,894 | 1,448,105 | 207.8% |
| TOTAL PROGRAM SURPLUS/DEFICIT | (91,057) | (84,894) | 690 | 84,204 | - | - | 84,894 | (100.0%) |
| TOTAL LEVY | - | - | - | - | - | - | - | - |
| % BUDGET INCREASE (DECREASE) | | | | | | | | |

Wastewater – Thamesford

| | 2024 | 2024 | LESS: 2024 | 2025 | 2025 | \$ OVER | % OVER |
|--------------------------------------|--------------------|--------------------|------------|------------------|--------------|--------------------|------------------------|
| | FORECAST | BUDGET* | NON- | BASE | BUDGET | 2025 | 2024 |
| | | | RECURRING | BUDGET | IMPACTS | BUDGET | BUDGET |
| OPERATING | | | | | | | |
| REVENUES | | | | | | | |
| GENERAL REVENUES | | | | | | | |
| WATER AND WASTEWATER RATES | (1,143,837) | (1,031,351) | - | (129,831) | - | (1,161,182) | (129,831) 12.6% |
| USER FEES AND CHARGES | (7,399) | (7,399) | - | (1,500) | - | (8,899) | (1,500) 20.3% |
| TOTAL GENERAL REVENUES | (1,151,236) | (1,038,750) | - | (131,331) | - | (1,170,081) | (131,331) 12.6% |
| OTHER REVENUES | (571) | - | - | - | (229) | (229) | (229) - |
| TOTAL REVENUES | (1,151,807) | (1,038,750) | - | (131,331) | (229) | (1,170,310) | (131,560) 12.7% |
| EXPENSES | | | | | | | |
| SALARIES AND BENEFITS | 117,563 | 118,563 | 135 | 10,933 | - | 129,631 | 11,068 9.3% |
| OPERATING EXPENSES | 266,114 | 258,275 | (20,000) | (17,020) | (1,000) | 220,255 | (38,020) (14.7%) |
| DEBT REPAYMENT | 64,303 | 64,303 | - | (2,046) | - | 62,257 | (2,046) (3.2%) |
| RESERVE TRANSFERS | 273,006 | 245,542 | 21,305 | 142,054 | (1,794) | 407,107 | 161,565 65.8% |
| INTERDEPARTMENTAL CHARGES | 326,160 | 352,067 | (1,440) | (2,590) | 3,023 | 351,060 | (1,007) (0.3%) |
| TOTAL EXPENSES | 1,047,146 | 1,038,750 | - | 131,331 | 229 | 1,170,310 | 131,560 12.7% |
| PROGRAM SURPLUS/DEFICIT | | | | | | | |
| RESERVE CONTRIBUTION TO (FROM) | 104,661 | - | - | - | - | - | - - |
| TOTAL PROGRAM SURPLUS/DEFICIT | 104,661 | - | - | - | - | - | - - |
| NET OPERATING | - | - | - | - | - | - | - - |
| CAPITAL | | | | | | | |
| CAPITAL REVENUES | (326,000) | (1,109,476) | - | (2,612,421) | - | (3,721,897) | (2,612,421) 235.5% |
| CAPITAL EXPENSES | 326,000 | 1,109,476 | - | 2,612,421 | - | 3,721,897 | 2,612,421 235.5% |
| NET CAPITAL | - | - | - | - | - | - | - - |
| SUMMARY | | | | | | | |
| TOTAL REVENUES | (1,477,807) | (2,148,226) | - | (2,743,752) | (229) | (4,892,207) | (2,743,981) 127.7% |
| TOTAL EXPENSES | 1,373,146 | 2,148,226 | - | 2,743,752 | 229 | 4,892,207 | 2,743,981 127.7% |
| TOTAL PROGRAM SURPLUS/DEFICIT | 104,661 | - | - | - | - | - | - - |
| TOTAL LEVY | - | - | - | - | - | - | - - |
| % BUDGET INCREASE (DECREASE) | | | | | | | |

Wastewater – Drumbo

| | 2024 | 2024 | LESS: 2024 | 2025 | 2025 | \$ OVER | % OVER | |
|--------------------------------------|-----------|-------------|---------------|-------------|----------------|-------------|-------------|---------|
| | FORECAST | BUDGET* | NON-RECURRING | BASE BUDGET | BUDGET IMPACTS | 2025 BUDGET | 2024 BUDGET | |
| OPERATING | | | | | | | | |
| REVENUES | | | | | | | | |
| GENERAL REVENUES | | | | | | | | |
| WATER AND WASTEWATER RATES | (383,122) | (410,400) | - | (16,643) | - | (427,043) | (16,643) | 4.1% |
| USER FEES AND CHARGES | (7,000) | (7,000) | - | - | - | (7,000) | - | - |
| TOTAL GENERAL REVENUES | (390,122) | (417,400) | - | (16,643) | - | (434,043) | (16,643) | 4.0% |
| OTHER REVENUES | (26,574) | - | - | (22,159) | (71) | (22,230) | (22,230) | - |
| TOTAL REVENUES | (416,696) | (417,400) | - | (38,802) | (71) | (456,273) | (38,873) | 9.3% |
| EXPENSES | | | | | | | | |
| SALARIES AND BENEFITS | 129,971 | 84,471 | 135 | 7,044 | - | 91,650 | 7,179 | 8.5% |
| OPERATING EXPENSES | 123,061 | 120,730 | - | 5,625 | 8,300 | 134,655 | 13,925 | 11.5% |
| DEBT REPAYMENT | - | - | - | 103,107 | - | 103,107 | 103,107 | - |
| RESERVE TRANSFERS | 139,757 | 111,305 | 342 | (80,722) | (9,149) | 21,776 | (89,529) | (80.4%) |
| INTERDEPARTMENTAL CHARGES | 99,750 | 100,894 | (477) | 3,748 | 920 | 105,085 | 4,191 | 4.2% |
| TOTAL EXPENSES | 492,539 | 417,400 | - | 38,802 | 71 | 456,273 | 38,873 | 9.3% |
| PROGRAM SURPLUS/DEFICIT | | | | | | | | |
| RESERVE CONTRIBUTION TO (FROM) | (75,843) | - | - | - | - | - | - | - |
| TOTAL PROGRAM SURPLUS/DEFICIT | (75,843) | - | - | - | - | - | - | - |
| NET OPERATING | - | - | - | - | - | - | - | - |
| CAPITAL | | | | | | | | |
| CAPITAL REVENUES | (197,022) | (2,543,014) | - | 2,523,014 | (2,893,330) | (2,913,330) | (370,316) | 14.6% |
| CAPITAL EXPENSES | 197,022 | 2,543,014 | - | (2,523,014) | 2,893,330 | 2,913,330 | 370,316 | 14.6% |
| NET CAPITAL | - | - | - | - | - | - | - | - |
| SUMMARY | | | | | | | | |
| TOTAL REVENUES | (613,718) | (2,960,414) | - | 2,484,212 | (2,893,401) | (3,369,603) | (409,189) | 13.8% |
| TOTAL EXPENSES | 689,561 | 2,960,414 | - | (2,484,212) | 2,893,401 | 3,369,603 | 409,189 | 13.8% |
| TOTAL PROGRAM SURPLUS/DEFICIT | (75,843) | - | - | - | - | - | - | - |
| TOTAL LEVY | - | - | - | - | - | - | - | - |
| % BUDGET INCREASE (DECREASE) | | | | | | | | |

Wastewater - Mt. Elgin

| | 2024 | 2024 | LESS: 2024 | 2025 | 2025 | \$ OVER | % OVER |
|--------------------------------------|------------------|------------------|------------|-----------------|-------------|------------------|-----------------------|
| | FORECAST | BUDGET* | NON- | BASE | BUDGET | 2025 | 2024 |
| | | | RECURRING | BUDGET | IMPACTS | BUDGET | BUDGET |
| | | | | | | | BUDGET |
| OPERATING | | | | | | | |
| REVENUES | | | | | | | |
| GENERAL REVENUES | | | | | | | |
| WATER AND WASTEWATER RATES | (264,476) | (261,425) | - | (31,944) | - | (293,369) | (31,944) 12.2% |
| USER FEES AND CHARGES | (39,053) | (39,053) | - | (1,500) | - | (40,553) | (1,500) 3.8% |
| TOTAL GENERAL REVENUES | (303,529) | (300,478) | - | (33,444) | - | (333,922) | (33,444) 11.1% |
| OTHER REVENUES | (114) | - | - | - | (48) | (48) | (48) - |
| TOTAL REVENUES | (303,643) | (300,478) | - | (33,444) | (48) | (333,970) | (33,492) 11.1% |
| EXPENSES | | | | | | | |
| SALARIES AND BENEFITS | 87,620 | 47,120 | 135 | 3,005 | - | 50,260 | 3,140 6.7% |
| OPERATING EXPENSES | 47,823 | 45,715 | - | 21,285 | (500) | 66,500 | 20,785 45.5% |
| DEBT REPAYMENT | 39,053 | 39,053 | - | - | - | 39,053 | - - |
| RESERVE TRANSFERS | 130,114 | 102,256 | 154 | 6,639 | (137) | 108,912 | 6,656 6.5% |
| INTERDEPARTMENTAL CHARGES | 61,792 | 66,334 | (289) | 2,515 | 685 | 69,245 | 2,911 4.4% |
| TOTAL EXPENSES | 366,402 | 300,478 | - | 33,444 | 48 | 333,970 | 33,492 11.1% |
| PROGRAM SURPLUS/DEFICIT | | | | | | | |
| RESERVE CONTRIBUTION TO (FROM) | (62,759) | - | - | - | - | - | - - |
| TOTAL PROGRAM SURPLUS/DEFICIT | (62,759) | - | - | - | - | - | - - |
| NET OPERATING | - | - | - | - | - | - | - - |
| CAPITAL | | | | | | | |
| CAPITAL REVENUES | (294,335) | (1,237,062) | - | 1,106,520 | (653,391) | (783,933) | 453,129 (36.6%) |
| CAPITAL EXPENSES | 294,335 | 1,237,062 | - | (1,106,520) | 653,391 | 783,933 | (453,129) (36.6%) |
| NET CAPITAL | - | - | - | - | - | - | - - |
| SUMMARY | | | | | | | |
| TOTAL REVENUES | (597,978) | (1,537,540) | - | 1,073,076 | (653,439) | (1,117,903) | 419,637 (27.3%) |
| TOTAL EXPENSES | 660,737 | 1,537,540 | - | (1,073,076) | 653,439 | 1,117,903 | (419,637) (27.3%) |
| TOTAL PROGRAM SURPLUS/DEFICIT | (62,759) | - | - | - | - | - | - - |
| TOTAL LEVY | - | - | - | - | - | - | - - |
| % BUDGET INCREASE (DECREASE) | | | | | | | |

Wastewater – Embro

| | 2024 | 2024 | LESS: 2024 | 2025 | 2025 | \$ OVER | % OVER | |
|--------------------------------------|------------------|------------------|---------------|-----------------|----------------|------------------|-----------------|-------------|
| | FORECAST | BUDGET* | NON-RECURRING | BASE BUDGET | BUDGET IMPACTS | 2025 BUDGET | 2024 BUDGET | |
| OPERATING | | | | | | | | |
| REVENUES | | | | | | | | |
| GENERAL REVENUES | | | | | | | | |
| WATER AND WASTEWATER RATES | (318,868) | (320,894) | - | (21,527) | - | (342,421) | (21,527) | 6.7% |
| USER FEES AND CHARGES | (4,395) | (4,395) | - | 1 | - | (4,394) | 1 | (0.0%) |
| TOTAL GENERAL REVENUES | (323,263) | (325,289) | - | (21,526) | - | (346,815) | (21,526) | 6.6% |
| OTHER REVENUES | (183) | - | - | - | (69) | (69) | (69) | - |
| TOTAL REVENUES | (323,446) | (325,289) | - | (21,526) | (69) | (346,884) | (21,595) | 6.6% |
| EXPENSES | | | | | | | | |
| SALARIES AND BENEFITS | 29,470 | 29,470 | - | 1,675 | - | 31,145 | 1,675 | 5.7% |
| OPERATING EXPENSES | 85,212 | 69,880 | - | (560) | (1,500) | 67,820 | (2,060) | (2.9%) |
| DEBT REPAYMENT | 2,895 | 2,895 | - | (1) | - | 2,894 | (1) | (0.0%) |
| RESERVE TRANSFERS | 119,983 | 113,364 | 461 | 14,393 | 164 | 128,382 | 15,018 | 13.2% |
| INTERDEPARTMENTAL CHARGES | 108,211 | 109,680 | (461) | 6,019 | 1,405 | 116,643 | 6,963 | 6.3% |
| TOTAL EXPENSES | 345,771 | 325,289 | - | 21,526 | 69 | 346,884 | 21,595 | 6.6% |
| PROGRAM SURPLUS/DEFICIT | | | | | | | | |
| RESERVE CONTRIBUTION TO (FROM) | (22,325) | - | - | - | - | - | - | - |
| TOTAL PROGRAM SURPLUS/DEFICIT | (22,325) | - | - | - | - | - | - | - |
| NET OPERATING | - | - | - | - | - | - | - | - |
| CAPITAL | | | | | | | | |
| CAPITAL REVENUES | (62,500) | (62,500) | - | 62,500 | - | - | 62,500 | (100.0%) |
| CAPITAL EXPENSES | 62,500 | 62,500 | - | (62,500) | - | - | (62,500) | (100.0%) |
| NET CAPITAL | - | - | - | - | - | - | - | - |
| SUMMARY | | | | | | | | |
| TOTAL REVENUES | (385,946) | (387,789) | - | 40,974 | (69) | (346,884) | 40,905 | (10.5%) |
| TOTAL EXPENSES | 408,271 | 387,789 | - | (40,974) | 69 | 346,884 | (40,905) | (10.5%) |
| TOTAL PROGRAM SURPLUS/DEFICIT | (22,325) | - | - | - | - | - | - | - |
| TOTAL LEVY | - | - | - | - | - | - | - | - |
| % BUDGET INCREASE (DECREASE) | | | | | | | | |

Wastewater – Innerkip

| | 2024 | 2024 | LESS: 2024 | 2025 | 2025 | \$ OVER | % OVER | |
|--------------------------------------|------------------|------------------|---------------|-----------------|----------------|------------------|-----------------|--------------|
| | FORECAST | BUDGET* | NON-RECURRING | BASE BUDGET | BUDGET IMPACTS | 2025 BUDGET | 2024 BUDGET | |
| OPERATING | | | | | | | | |
| REVENUES | | | | | | | | |
| GENERAL REVENUES | | | | | | | | |
| WATER AND WASTEWATER RATES | (381,635) | (402,168) | - | (42,978) | - | (445,146) | (42,978) | 10.7% |
| USER FEES AND CHARGES | (6,257) | (6,257) | - | - | - | (6,257) | - | - |
| TOTAL GENERAL REVENUES | (387,892) | (408,425) | - | (42,978) | - | (451,403) | (42,978) | 10.5% |
| OTHER REVENUES | (301) | - | - | - | (114) | (114) | (114) | - |
| TOTAL REVENUES | (388,193) | (408,425) | - | (42,978) | (114) | (451,517) | (43,092) | 10.6% |
| EXPENSES | | | | | | | | |
| SALARIES AND BENEFITS | 29,042 | 29,042 | - | 1,675 | - | 30,717 | 1,675 | 5.8% |
| OPERATING EXPENSES | 150,020 | 125,300 | - | (4,360) | 8,500 | 129,440 | 4,140 | 3.3% |
| DEBT REPAYMENT | 1,257 | 1,257 | - | - | - | 1,257 | - | - |
| RESERVE TRANSFERS | 96,082 | 83,937 | 760 | 32,671 | (9,885) | 107,483 | 23,546 | 28.1% |
| INTERDEPARTMENTAL CHARGES | 171,864 | 168,889 | (760) | 12,992 | 1,499 | 182,620 | 13,731 | 8.1% |
| TOTAL EXPENSES | 448,265 | 408,425 | - | 42,978 | 114 | 451,517 | 43,092 | 10.6% |
| PROGRAM SURPLUS/DEFICIT | | | | | | | | |
| RESERVE CONTRIBUTION TO (FROM) | (60,072) | - | - | - | - | - | - | - |
| TOTAL PROGRAM SURPLUS/DEFICIT | (60,072) | - | - | - | - | - | - | - |
| NET OPERATING | - | - | - | - | - | - | - | - |
| CAPITAL | | | | | | | | |
| CAPITAL REVENUES | (75,000) | (75,000) | - | 70,000 | - | (5,000) | 70,000 | (93.3%) |
| CAPITAL EXPENSES | 75,000 | 75,000 | - | (70,000) | - | 5,000 | (70,000) | (93.3%) |
| NET CAPITAL | - | - | - | - | - | - | - | - |
| SUMMARY | | | | | | | | |
| TOTAL REVENUES | (463,193) | (483,425) | - | 27,022 | (114) | (456,517) | 26,908 | (5.6%) |
| TOTAL EXPENSES | 523,265 | 483,425 | - | (27,022) | 114 | 456,517 | (26,908) | (5.6%) |
| TOTAL PROGRAM SURPLUS/DEFICIT | (60,072) | - | - | - | - | - | - | - |
| TOTAL LEVY | - | - | - | - | - | - | - | - |
| % BUDGET INCREASE (DECREASE) | | | | | | | | |

FTE – SCADA Technician

FTE 2025-05

| SUMMARY | |
|----------------------------|--|
| Type of FTE request | Maintain Service Level |
| Classification | Full-time - Permanent |
| Job Title | SCADA Technician |
| FTE | 1.0 FTE |
| Description | The proposed full-time equivalent (FTE) position will enable Public Works to address both project and operational needs identified in the 2019 SCADA Master Plan. This addition will ensure the effective delivery of an increased number of Supervisory Control and Data Acquisition (SCADA) enhancement projects and maintain the integrity and functionality of existing SCADA systems across the County. This position (equivalent to +1.0 FTE) will work alongside the existing SCADA Technician to coordinate capital projects, implement operational updates, provide training to relevant staff, and conduct maintenance and repairs of Oxford County’s water and wastewater-related SCADA system. |

| STRATEGIC PLAN |
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|  |
| <p><i>Goal 3.1: Continuous improvement and results-driven solutions</i></p> |

| REQUEST DETAILS |
|--|
| <p>Importance of Water and Wastewater SCADA Systems:</p> <p>The SCADA systems play a critical role in the management and operation of water and wastewater systems. These systems provide real-time monitoring and control of various operational parameters, ensuring the efficient and safe delivery of water services and the effective treatment of wastewater. The recently developed SCADA Master Plan highlights the necessity for additional human resources to manage the growing volume of SCADA enhancement projects and to support the ongoing maintenance, asset management, and improvement of these essential systems.</p> <p>SCADA systems are indispensable in modern water and wastewater operations for several reasons:</p> |

REQUEST DETAILS

1. **Operational Efficiency:** SCADA systems automate many processes, reducing the need for manual intervention and increasing the overall efficiency of water and wastewater operations.
2. **Real-Time Monitoring:** These systems provide real-time data on various operational parameters, allowing for timely detection and resolution of issues.
3. **Enhanced Safety:** By monitoring critical parameters continuously, SCADA systems help ensure compliance with regulatory requirements.
4. **Data Management and Analysis:** SCADA systems collect and store vast amounts of data, which can be analyzed to improve operations, predict maintenance needs, and plan for future upgrades.

Current SCADA Team

Oxford County currently has a single SCADA Technician who coordinates the capital and operational work, and system maintenance/change requests, for all 17-drinking water and 11 wastewater systems. The Water and Wastewater Technical Services team successfully delivered the first two pilot projects for the SCADA Master Plan in 2023. In 2024, the SCADA Technician performed technical review and oversight on four SCADA Master Plan projects and ensured the proactive implementation of the new SCADA standards for nine additional infrastructure projects with the County’s Engineering team.

Due to insufficient man-hours to meet both operational and capital project needs, external Contractors were hired to perform minor operational and excess capital work when the SCADA Technician was unavailable, resulting in a cost of approximately \$13,000 in 2023 and \$34,000 in 2024.

Future SCADA Project Needs

Over the next seven years, the County will continue to manage an average of \$2.6 million in additional capital budget for the SCADA Master Plan. The number of projects overseen in this initiative will double in 2025 and again in 2026 as the project team targets full implementation by 2031. An additional FTE is necessary to meet the climb in capital projects in the near future and support the continued maintenance needs of the upgraded and antiquated SCADA systems. After the capital plan roll out the SCADA technician will be able to perform more of the O&M on the system further reducing the contracted services up to an estimated \$50,000 annually and provide access to needed technical staff during emergency situations without being reliant on external contractors. The recommendation of additional staffing resources to meet these needs are identified in the 2019 SCADA Master Plan.

| Year | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 |
|--|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| # of SCADA Master Plan Projects | 8 | 17 | 12 | 9 | 8 | 5 | 3 |
| SCADA Master Plan Projects Cost | \$2,900,000 | \$3,800,000 | \$2,800,000 | \$2,900,000 | \$2,100,000 | \$2,300,000 | \$1,400,000 |

REQUEST DETAILS

Proposal

In line with the SCADA Master Plan recommendations, we propose the creation of an additional full-time SCADA Technician position. This position will be crucial in meeting the following objectives:

1. **Project Support:** Provide technical support for the implementation of future SCADA enhancement projects, ensuring timely and efficient project delivery.
2. **System Maintenance:** Perform regular maintenance of SCADA systems to ensure their continuous and reliable operation.
3. **Training and Development:** Offer training and support to other staff members, ensuring they are proficient in using SCADA systems and understanding their functionality.
4. **Troubleshooting and Repairs:** Address technical issues promptly, minimizing downtime and maintaining operational integrity while minimizing the need to hire external contractors.
5. **System Upgrades:** Assist in the planning and execution of SCADA system upgrades to keep up with technological advancements and operational needs.
6. **Staffing Continuity:** Ensure continuity of staffing, providing coverage during vacations and other absences, thereby maintaining consistent and reliable SCADA system operations.

The addition of another full-time SCADA Technician position is a strategic and necessary step to support the growing demands of SCADA enhancement projects and maintain the effective operation of water and wastewater systems across the County. This position will not only ensure the continued functionality and improvement of SCADA systems but also contribute to the overall safety and efficiency of our water and wastewater operations while providing staffing continuity that cannot be achieved with only one Technician.


BUDGET REQUIREMENTS

| | One-time | Base | Total Budget |
|---|----------------|-----------------|-----------------|
| Revenues | | | |
| Reserve Funding – Water and Wastewater Reserves | \$10,000 | \$- | \$10,000 |
| Total revenues | 10,000 | - | 10,000 |
| Salaries and benefits | | | |
| Total salaries and benefits | - | 113,398 | 113,398 |
| Operating expenses | | | |
| Cost recovery for reduced external contractors | - | (27,700) | (27,700) |
| Training Expenses | - | 200 | 200 |
| Telecommunications: Cell phone and monthly Fee | 350 | 300 | 650 |
| Membership / License Fees | 2,170 | 700 | 2,870 |
| Computer Software and Support | 5,000 | 2,400 | 7,400 |
| Total operating expenses | 7,520 | (24,100) | (16,580) |
| Capital | | | |
| Laptop and Monitors | 2,000 | - | 2,000 |
| Office Modifications | 5,000 | - | 5,000 |
| Office Furniture | 3,000 | - | 3,000 |
| Total capital | 10,000 | - | 10,000 |
| Water and Wastewater Rates | \$7,520 | \$89,298 | \$96,818 |
| Initiative Gapping – March 1, 2025 2026 Budget Impact | - | 18,950 | 18,950 |
| 2025 Budget Impact | \$7,520 | \$70,348 | \$77,868 |

FTE – Water and Wastewater Technical Services Co-op Student

FTE 2025-06

| SUMMARY | |
|----------------------------|--|
| Type of FTE request | Expand Service Level |
| Classification | Student - Permanent |
| Job Title | Water and Wastewater Technical Services Co-op Student |
| FTE | 0.3 |
| Description | The Technical Services team in the Water and Wastewater Services Division is seeking a 4-month Co-op student to support its growing project portfolio. This role will help manage routine tasks, allowing the team to focus on significant projects and provide the student with hands-on experience in policy drafting, asset condition assessments, and general program support. |

| STRATEGIC PLAN |
|---|
|  |
| <p><i>Goal 3.3: Attract, retain and engage staff</i></p> |

| REQUEST DETAILS |
|--|
| <p>Background</p> <p>Many departments in Oxford County have realized the value of providing student work experiences. These co-beneficial positions help students pave the way to lifelong careers, acquire skills in their field of study, and expose them to the diverse job offerings in municipal services. On the other hand, students support existing staff by efficiently handling routine tasks, allowing the team to concentrate on more significant projects.</p> <p>The Technical Services team, a relatively new restructured branch within the Water and Wastewater Services Division in Public Works, has been taking on an increasing number of capital and operational projects. This growth necessitates additional support to ensure continued efficiency and effectiveness in our operations.</p> |

REQUEST DETAILS

Alignment with Departmental and Corporate Goals

It should be noted that a recently completed review of Public Works Department retirement eligibility showed that Water and Wastewater Services has a high proportion of employees eligible for retirement between 2023 and 2026. The County’s 2023-2026 Strategic Plan calls for staff to seek innovative ways to attract, retain, and provide succession planning for employees.

Proposal

The addition of a 4-month Co-op student provides an opportunity to enhance the capacity to manage a growing project portfolio effectively. This role will not only support the Water and Wastewater Services Division’s current needs but also offer valuable hands-on experience for the student in several key areas, including:

1. **Drafting New Policies and Procedures:** Under the guidance of Technical Services and Quality Management System (QMS) staff, the student will assist in the creation and revision of important Divisional policies, procedures, operations and maintenance manuals and expediting the addition of new wastewater-specific policies and procedures. The student may also review past opportunities for improvement that were not addressed due to a backlog in Improvement and Corrective Actions. Recent updates to QMS will enable staff to revisit these opportunities, with the student providing additional drafting support.
2. **Perform Asset Condition Assessments:** The student will review CCTV footage for asset condition assessments, working alongside Water/Wastewater Technologists to ensure our infrastructure remains in optimal condition.
3. **General Program Support:** The student will provide general support to other Technical Services team members as needed, including updating trackers and other tasks related to water conservation programs, rebate initiatives, and water quality reviews.

This position is designed to be mutually beneficial, offering support to the Technical Services team while providing the student with a well-rounded experience in the field of municipal water and wastewater services. The exposure to various technical and administrative tasks will equip the student with a comprehensive understanding of the sector, fostering their professional growth and potentially inspiring a future career in this important industry.

BUDGET REQUIREMENTS

| | One-time | Base | Total Budget |
|------------------------------------|----------|----------|--------------|
| Salaries and benefits | | | |
| Total salaries and benefits | - | \$16,662 | \$16,662 |
| Water and Wastewater Rates | \$0 | \$16,662 | \$16,662 |

New Initiative – Tillsonburg Watermain Swabbing and Sanitary De-rooting Program

NI 2025-04

SUMMARY

This new initiative request is for a watermain swabbing and sanitary gravity sewer and sub-trunk de-rooting program in the Town of Tillsonburg, to be delivered by the Town as a contracted service provider to Oxford County to align these maintenance activities with other County systems. Swabbing is carried out throughout the Oxford County water systems where it is needed due to mineral and sediment buildup as is de-rooting in sanitary sewers where it is of concern.

Both are important components of a good operations and maintenance program and will aid in maintaining the County’s watermains and gravity sewers in a state of good repair and reliably and effectively provide water to and from residents in the Town of Tillsonburg.

STRATEGIC PLAN



Goal 2.1: Climate change mitigation and adaption

REQUEST DETAILS

Background

Elements of the Drinking Water Quality Management standard (DWQMS) must be met through an operational plan and accredited through an auditing process to hold a Municipal Drinking Water License. As part of the Water and Wastewater (W&WW) continual improvement requirement of the DWQMS, the Quality Management System (QMS) Coordinator provided the following “issue corrective action record” (ICAR) to the Town of Tillsonburg as a contracted W&WW service provider to Oxford County.

“That a watermain swabbing program beginning in 2025 for Tillsonburg distribution system be developed and submitted to the County for approval for August 15, 2024.”

Further to this, staff at the Town of Tillsonburg have indicated the need for a de-rooting program of the sanitary gravity sewers and sub-trunks to follow the sanitary flushing and CCTV program.

Swabbing is carried out throughout the Oxford County Water systems where it is needed due to mineral and sediment buildup as is de-rooting in sanitary sewers where it is of concern. Both programs are being proposed as a new initiative in the 2025 Water Operating budget for the Town of Tillsonburg at a projected cost of \$50,500 annually for watermain swabbing and \$75,500 annually for sanitary gravity sewer and sub-trunk de-rooting.

REQUEST DETAILS

Proposed Program

Watermain Swabbing

Over time, mineral and sediment buildup can discolour water and slow down its flow. Flushing and swabbing the watermains removes natural build-up of scale and sediments from water and assists in improving pressure, flow and potential water quality issues.

Swabbing involves scouring the watermain with foam swabs and high velocity water. These swabs are injected at a hydrant and pushed along the watermain to be removed further down the main through another fire hydrant. The fast-moving water scours and cleans the mains.

The proposed swabbing program consists of:

- *Begin with South of Highway 3 due to high iron content wells, then areas of concern with high volume of customer complaints*
- *Swabbing target should be 20 km/year (approx. 2 weeks), system swabbed on a 7-year cycle*

Sanitary Sewer De-rooting

De-rooting the sanitary sewer as part of the normal flushing and CCTV sanitary program is an important component of a good operations and maintenance program. It involves a contractor mechanically cutting or using high pressure water to remove roots in sanitary sewers. This is done to prevent backups in the sanitary sewer which can lead to flooded basements. In cases of severe problems, re-lining the sewer to prevent root intrusion would be budgeted as a capital budget request as required.

The proposed sanitary de-rooting program consist of:

- *Sanitary sewer pipe de-rooting to follow the sanitary flushing and CCTV program as needed.*

A watermain swabbing and sanitary sewer de-rooting program for the Town of Tillsonburg would prevent dis-coloured water being delivered to customers, improve pressure, flow, and prevent sanitary backups and residential basement flooding conditions.

BUDGET REQUIREMENTS

| | One-time | Base | Total Budget |
|-----------------------------------|------------|------------------|------------------|
| Operating expenses | | | |
| Watermain Swabbing | - | \$50,500 | \$50,500 |
| Sanitary Sewer de-rooting | - | 75,500 | 75,500 |
| Total operating expenses | - | 126,000 | \$126,000 |
| Water and Wastewater Rates | \$- | \$126,000 | \$126,000 |

New Initiative – Water Wastewater Electronic Logbooks

NI 2025-05

SUMMARY

Oxford County owns and maintains 17 water systems and 11 wastewater systems. Operational procedures, activities and tasks are required to ensure the safe and effective treatment of water and wastewater.

Recording the daily activities and events at all Ontario water and wastewater facilities is a requirement of the Ministry of the Environment, Conservations and Parks (MECP). This information is part of a well-planned operational strategy, keeping staff informed of what has occurred at each site and allowing for informed process decisions.

As of now, Operators enter these daily details manually by writing entries into paper logbooks. The trend in the industry, along with the endorsement of the regulator governing organizations, have been to move from paper logs to an electronic format.

Electronic logbooks (e-logs) have numerous benefits designed to save time estimated at 1,420 staff hours (Table 1.), while increasing data reliability, accessibility, and security of information. E-logs provide an opportunity to improve service efficiency and effectiveness, supporting the goal of continuous improvement and result-driven solutions from the 2023-2026 Oxford County Strategic Plan.

STRATEGIC PLAN



Goal 3.1: Continuous improvement and results-driven solutions

REQUEST DETAILS

Background

The Safe Drinking Water Act (2002) Ontario Regulation 128/04 section 27 and under the Ontario Water Resources Act (1990) Ontario Regulation 129/04 section 19 state that all water and wastewater facilities must keep a record of operational activities, including:

1. The date, the time of day the shift began and ended and the number or designation of the shift;
2. The names of all operators on duty during the shift;
3. Any departures from normal operating procedures that occurred during the shift and the time they occurred;
 - Any special instructions that were given during the shift to depart from normal operating procedures and the person who gave the instructions;

REQUEST DETAILS

4. Any unusual or abnormal conditions that were observed in the facility during the shift, any action that was taken and any conclusions drawn from the observations; and
5. Any equipment that was taken out of service or ceased to operate during the shift and any action taken to maintain or repair equipment during the shift.

These logs must be readily accessible onsite at each facility and maintained for a prescribed duration based upon the Regulations and Environmental Compliance Approvals. Operations must present the logbooks to the MECP when requested or during regulatory inspections for review, to ensure all required information is documented and complete. Failure to comply with regulations would be a violation and would result in non-compliance with Regulations, potential MECP Orders and possibly financial penalties/fines.

Aside from regulatory requirements, logbooks are used as part of the Water/Wastewater Divisions Operational Plans, helping inform staff of the activities and events that have occurred over the course of the day at each facility. Staff commonly reference logbooks for several reasons:

- Bringing Operators up to speed of the activities at each site, after an extended absence such as a vacation or when Operators rotate through different sites/areas;
- For informing all Operators of changes to the treatment process/alteration to chemical feed rates/equipment runtime adjustments;
- Reviewing previous years activities by newly hired staff, as part of training programs;
- To assist in tracking maintenance issues with equipment and assisting with preventative maintenance activities;
- For tracking emergency alarms and the required on-call Operator response/corrective actions; and
- To help track the required Operations time per facility.

Comments

Existing Documentation Method

Currently, logbooks are purchased and maintained by Operators at 140 different water and wastewater staffed and remote unmanned locations within Oxford County. All activities and changes are recorded by hand into the Operator logbooks. At the larger staffed sites, Operators often record information in notebooks throughout the day and then transcript these notes at the end of their shift into the plant logbook.

When treatment issues arise, staff must frequently reference the plant logbook as part of a corrective action plan. In the case of remote unmanned sites, this results in additional trips out to reference the log.

When MECP inspections are planned, logbooks must be removed from site and provided to the MECP Inspector. The MECP prefers for the logbooks to be scanned into an electronic format for emailing, which requires additional time by staff. Inspectors occasionally have questions when reviewing logbooks, as sometimes it is difficult to read the handwritten log entries. Historically, deficiencies have been noted during logbook inspection reviews, where the required documentation is missing, such as a date or shift time, due to human error.

REQUEST DETAILS

Proposed Documentation Method

Several electronic logbook platforms were investigated as possible solutions. After reviewing and evaluating features, ease of use, cost, and acceptance with the MECP, it was determined that the eRIS e-log platform by Suez was the preferred vendor.

eRIS e-log product is available in a license model with annual partner fees. The digital solution comes in the form of an easy-to-use web-based platform with a mobile application for cell phones and tablets. E-logs have many advantages over the traditional handwritten logs:

- eRIS logbooks are set up as templates, with all required documentation added in, ensuring compliance with Regulations and ECA's;
- Operators sign on to create each log entry, which becomes digitally dated and timestamped. Operators cannot erase entries and errors, but rather corrections are edited in proper fashion as required by Regulators;
- Unlimited amounts of e-logs can be created with the purchased license and are visible on any computer or mobile device, eliminating the need to ever visit a site to retrieve/reference the Operator log. All e-logs for all sites would be accessible with an internet connection;
- The mobile platform allows Operators to make log entries in the field, and removes the double transcribing of events from note pad to physical logbook;
- Both the web and mobile applications support the speech-to-text function, allowing for dictated log entries instead of typed, if so preferred, speeding up log entries over physical handwritten logbook entries;
 - E-logs eliminate the need to collect and scan logbooks for MECP inspections or document requests, increasing department efficiency. When requested, e-log reports can be downloaded from the server for any location/time period and emailed;
- Increased versatility, as e-logs can be created with distinct levels of permission, allowing for viewers or data users. For example, Water Treatment could have all e-logs accessible for viewing to all Water Treatment Operators, but only allowing the ability to make entries to those given the authorization to do so. Configuring templates and e-logs can be adjusted depending upon the needs;
- Video and pictures can be attached to the log entry by the Operator, allowing for a vastly improved sharing of knowledge when e-logs are reviewed by others;
- The ability to search all log entries for key words/phases, when referencing the e-log for process issues or adjustments. This would be a considerable time savings over the current method of physically reading the paper logbooks hoping to find the desired information;
- E-logs are the preferred format of the regulating organizations, allowing Inspectors to complete document reviews quicker with fewer issues resulting in less non-compliance events or inspection deficiencies.
- e-RIS has an impressive adoption record within Ontario water and wastewater plants. More than seven hundred Ontario Clean Water Agency sites and Regions are currently using e-RIS e-logs; and
 - eRIS e-logs are securely stored on servers and backed up regularly, so they can never be damaged or misplaced.

REQUEST DETAILS

Expected Results

There will be many benefits realized with switching from physical handwritten logbooks to eRIS e-logs, the most important being time savings. Operators would be able to make log entries in the field, with the speech to text function, reducing documentation time by approximately 80%. Staff will be able to access all documented information from any Water and Wastewater site with the use of a mobile device or computer station.

When preparing for MECP Inspections, staff will have all the required information readily available, eliminating the time/effort needed to obtain and scan paper logbooks for MECP review. E-logs will reduce chances of a logbook non-compliance and reduce questions/uncertainty that can arise with handwritten records.

These efficiencies will allow staff to focus on other tasks and projects. If approved, implementation would occur at all Oxford County water and wastewater sites in 2025.

Table 1: Expected Time and Cost Savings with the Implementation of E-logs for the Water/Wastewater Division

| Activity | Yearly Estimated Staff Time Savings | Estimated Yearly Cost Eliminated |
|--|--|---|
| No longer a requirement to purchase physical logbooks for 140 W/WW sites. | | \$1,800 |
| Elimination of retrieving physical logbooks from sites and scanning for MECP Inspections (Typically 17 Water Systems and 3 Wastewater Treatment Plants each year). | 20 staff hours | |
| With the search function of e-logs, the referencing of physical logbooks for by Operators and Supervisors during equipment/treatment issues or process changes will cease. | 200 staff hours | |
| Voice to Text entries with e-logs will reduce the time required to input daily log entries*. | 1,200 staff hours | |
| Annual Saving Projections | 1,420 staff hours | \$1,800 |

*Typical physical logbook entries take approximately 5 minutes per site to complete, voice to text function with e-logs will reduce this time by about 80%

REQUEST DETAILS

Conclusions

The procurement and implementation of eRIS electronic logbooks to replace current paper logbooks will drastically improve efficiencies for the Water/Wastewater Division, align with the trend in the water and wastewater industry and satisfy the preference of the Regulatory Agencies. Electronic logbooks enhance data reliability, accessibility, and security compared to traditional paper logbooks, aligning with the goals of the 2023-2026 Oxford County Strategic Plan.

BUDGET REQUIREMENTS

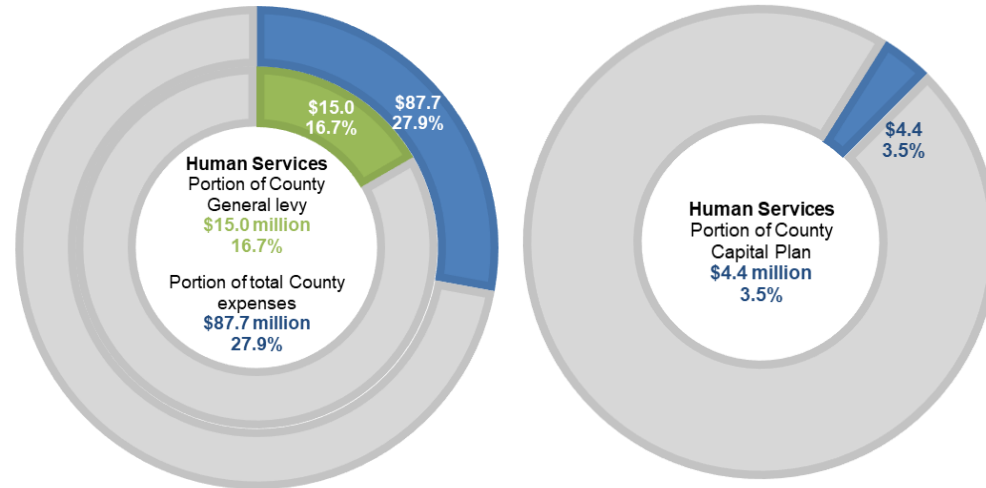
| | One-time | Base | Total Budget |
|-----------------------------------|-----------------|----------------|-----------------|
| Operating expenses | | | |
| eRIS Electronic Logbook License | 20,000 | - | 20,000 |
| Annual Partner Fees | - | 6,000 | 6,000 |
| Physical Logbook Yearly Purchases | | (1,800) | (1,800) |
| Total operating expenses | 20,000 | 4,200 | 24,200 |
| Water and Wastewater Rates | \$20,000 | \$4,200 | \$24,200 |

2025 Budget

Human Services



Provide integrated human services; financial assistance, childcare, 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 | 2025 FTE Base | 2025 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 Supportive Housing Discretionary Benefits | 29.4 | 1.0 |
| | Child Care and EarlyON | | Child Care and EarlyON 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) CWELCC/Growth Plan | 14.5 | - |
| | Housing Services | | Housing Services offers various programs to help people who don't have suitable housing. | <ul style="list-style-type: none"> Shelter (Direct Delivered) Housing Service System Management Homelessness Prevention Programs | 5.1 | - |
| Total | | | | | 49.0 | 1.0 |

5 Year Projected Budget

| | 2025 | 2026 | 2027 | 2028 | 2029 |
|---------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| | BUDGET | PROJECTED BUDGET | PROJECTED BUDGET | PROJECTED BUDGET | PROJECTED BUDGET |
| OPERATING | | | | | |
| REVENUES | | | | | |
| GENERAL REVENUES | (65,896,385) | (64,240,644) | (64,130,837) | (64,155,780) | (64,185,061) |
| OTHER REVENUES | (2,440,000) | (3,000,000) | (3,000,000) | (3,000,000) | (3,000,000) |
| TOTAL REVENUES | (68,336,385) | (67,240,644) | (67,130,837) | (67,155,780) | (67,185,061) |
| EXPENSES | | | | | |
| SALARIES AND BENEFITS | 5,554,332 | 5,698,615 | 5,886,938 | 6,057,351 | 6,224,094 |
| OPERATING EXPENSES | 71,796,270 | 70,957,901 | 70,926,802 | 68,003,735 | 68,268,464 |
| RESERVE TRANSFERS | 4,355,000 | 4,429,000 | 4,517,000 | 4,595,080 | 4,673,250 |
| INTERDEPARTMENTAL CHARGES | 1,618,554 | 1,729,509 | 1,778,171 | 1,809,781 | 1,673,778 |
| TOTAL EXPENSES | 83,324,156 | 82,815,025 | 83,108,911 | 80,465,947 | 80,839,586 |
| NET OPERATING | 14,987,771 | 15,574,381 | 15,978,074 | 13,310,167 | 13,654,525 |
| CAPITAL | | | | | |
| CAPITAL REVENUES | (4,410,000) | (1,398,000) | (852,400) | (1,353,000) | (926,500) |
| CAPITAL EXPENSES | 4,410,000 | 1,398,000 | 852,400 | 1,353,000 | 926,500 |
| NET CAPITAL | - | - | - | - | - |
| SUMMARY | | | | | |
| TOTAL REVENUES | (72,746,385) | (68,638,644) | (67,983,237) | (68,508,780) | (68,111,561) |
| TOTAL EXPENSES | 87,734,156 | 84,213,025 | 83,961,311 | 81,818,947 | 81,766,086 |
| TOTAL LEVY | 14,987,771 | 15,574,381 | 15,978,074 | 13,310,167 | 13,654,525 |

Services Overview

Full-Time Equivalents **30.4 FTE** ↓0.3
Base +1.0
Temporary




| Service | Service Description | 2023 Service Level | Service Type |
|------------------------|---|--|--------------|
| Ontario Works | Financial Assistance of Basic Needs and shelter costs for those eligible Oxford residents. | \$11,579,891 Payment (\$ of financial assistance) | Community |
| Supportive Housing | Provision of housing for people who require assistance with the activities of daily living, with financial subsidy. | \$286,094 Payment (\$ of financial assistance) | Community |
| Discretionary Benefits | Provision of funeral costs, health, mobility and assistive devices for those eligible Oxford residents. | \$361,022 Payment (\$ of financial assistance) | Community |



- 1.0 FTE Community Outreach Navigator Full-time** - and **(0.3) FTE Summer Student** - 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

| | 2021 Actual | 2022 Actual | 2023 Actual | 2024 Forecast | 2025 Budget | Target |
|---|-------------|-------------|-------------|---------------|-------------|--------|
| Average employment earnings per case | \$792.00 | \$843.00 | \$844.76 | \$845.00 | \$846.00 | ↑ |
| % of cases with earnings | 11.6% | 13.7% | 11.6% | 11.5% | 11.8% | ↑ |
| # of Ontario Works cases | 1,152 | 1,177 | 1,357 | 1,375 | 1,375 | N/A |
| % of terminations exiting to employment | 25.5% | 35.7% | 25.3% | 26.0% | 28.0% | ↑ |
| # of people assisted with discretionary funds | 2,548 | 2,555 | 1,464 | 1,410 | 1,555 | ↑ |
| # of residents assisted with Supportive Housing financial assistance | 64 | 51 | 58 | 62 | 70 | ↑ |
| % Ontario Works and ODSP Non-Disabled Adults referred to Employment Ontario | N/A | N/A | N/A | 39.0% | 39.0% | N/A |

Goals and Objectives

| Description | 2025 | 2026 | 2027 | Strategic Plan | Other Plan Alignment |
|--|------|------|------|--|----------------------|
| <p>Social Assistance Modernization - Employment Services Transformation</p> <p>As part of the province's Social Assistance Modernization Initiative, Employment Services Transformation started to be implemented effective January 2024. An emphasis on employment readiness and enhanced collaboration with Employment Ontario Partners was the direction of London Regional Employment Services as the Service System Manager. 2024 as a transition year focused on policy and protocol development as well as upskilling of staff. Human Services is tasked with service delivery targets and intense case management moving forward. Building upon current practices, the goal for 2025 is to continue transitioning to the new framework in collaboration with our Employment Ontario partners and development of training and resources with a client centered approach.</p> | ● | | |  Goal 1.3: Community health, safety and well-being | |
| <p>Social Assistance Modernization – Centralized Intake</p> <p>As part of the province's Social Assistance Modernization Initiative the first step towards Centralized Intake was initiated effective November 1, 2022. The province will complete the final step towards Centralized Intake across the province by the end of 2025 that will see regulatory changes to recognize the Province as the Service Agent and the County as a Service Partner. This regulatory change will make the province responsible for most eligibility decisions, reviews and appeals and the County responsible for ongoing eligibility and case management. Building upon current practices, the goal for 2025 is to continue transitioning to the new framework in collaboration with the province and other Service Partners with a focus on a client centered approach.</p> | ● | | |  Goal 1.3: Community health, safety and well-being | |
| <p>Review of Service Delivery</p> <p>Human Services operates with an integrated approach to the delivery of programs and services and has since 2011. The intent of integration was to optimize intersections for a collaborative approach to case management supporting clients in achieving positive outcomes. Recent changes to program Guidelines, mandates and centralization of some services at the provincial level have led Human Services to review the integrated approach for effectiveness in delivery of client services. Keeping in mind the values of integration to support clients with a one door wrap around services approach, Human Services aims to improve the service delivery structure for both employees and clients.</p> | ● | | |  Goal 3.3: Attract, retain and engage staff | |

| Description | 2025 | 2026 | 2027 | Strategic Plan | Other Plan Alignment |
|--|------|------|------|--|----------------------|
| <p>Develop an Onboarding Toolkit and Resource Library</p> <p>Human Services is responsible for the delivery of a number of programs in an integrated environment requiring staff to be knowledgeable across multiple programs portfolios. To support the onboarding of new hires an onboarding toolkit will start to be developed in 2025 along with a resource library. Human Services anticipates a number of vacancies in the coming years through retirements and are proactively planning in an effort to maintain service levels minimizing impacts to the people we support and employees.</p> | ● | | |  Goal 3.3: Attract, retain and engage staff | |
| <p>Community Awareness Resources</p> <p>In 2024 Human Services made improvements to the website and developed a broad communication strategy to increase awareness of available services and resources. Throughout 2025 work will continue developing community resources and awareness to push a more proactive approach out in our communities.</p> | ● | | |  Goal 1.3: Community health, safety and well-being | |

Budget

| | 2024 | 2024 | LESS: 2024 | 2025 | 2025 | 2025 | \$ OVER | % OVER |
|--|--------------|--------------|---------------|-------------|----------------|--------------|-------------|-------------|
| | FORECAST | BUDGET* | NON-RECURRING | BASE BUDGET | BUDGET IMPACTS | BUDGET | 2024 BUDGET | 2024 BUDGET |
| OPERATING | | | | | | | | |
| REVENUES | | | | | | | | |
| GENERAL REVENUES | | | | | | | | |
| PROVINCIAL GRANTS | (13,830,700) | (13,830,700) | 58,286 | (467,400) | (2,900) | (14,242,714) | (412,014) | 3.0% |
| USER FEES AND CHARGES | (355,200) | (229,200) | - | (20,100) | (51,000) | (300,300) | (71,100) | 31.0% |
| TOTAL GENERAL REVENUES | (14,185,900) | (14,059,900) | 58,286 | (487,500) | (53,900) | (14,543,014) | (483,114) | 3.4% |
| TOTAL REVENUES | (14,185,900) | (14,059,900) | 58,286 | (487,500) | (53,900) | (14,543,014) | (483,114) | 3.4% |
| EXPENSES | | | | | | | | |
| SALARIES AND BENEFITS | | | | | | | | |
| SALARIES | 2,492,520 | 2,544,010 | (52,860) | 87,494 | - | 2,578,644 | 34,634 | 1.4% |
| BENEFITS | 862,120 | 836,569 | (5,426) | 92,395 | - | 923,538 | 86,969 | 10.4% |
| TOTAL SALARIES AND BENEFITS | 3,354,640 | 3,380,579 | (58,286) | 179,889 | - | 3,502,182 | 121,603 | 3.6% |
| OPERATING EXPENSES | | | | | | | | |
| MATERIALS | 358,842 | 337,903 | - | 281,077 | 5,800 | 624,780 | 286,877 | 84.9% |
| CONTRACTED SERVICES | 151,000 | 20,000 | - | 11,000 | 51,000 | 82,000 | 62,000 | 310.0% |
| RENTS AND FINANCIAL EXPENSES | 50,000 | 50,000 | - | - | - | 50,000 | - | - |
| EXTERNAL TRANSFERS | 11,673,500 | 11,673,500 | - | 196,200 | - | 11,869,700 | 196,200 | 1.7% |
| TOTAL OPERATING EXPENSES | 12,233,342 | 12,081,403 | - | 488,277 | 56,800 | 12,626,480 | 545,077 | 4.5% |
| INTERDEPARTMENTAL CHARGES | | | | | | | | |
| INTERDEPARTMENTAL CHARGES | 597,088 | 597,088 | - | 6,848 | - | 603,936 | 6,848 | 1.1% |
| TOTAL INTERDEPARTMENTAL CHARGES | 597,088 | 597,088 | - | 6,848 | - | 603,936 | 6,848 | 1.1% |
| TOTAL EXPENSES | 16,185,070 | 16,059,070 | (58,286) | 675,014 | 56,800 | 16,732,598 | 673,528 | 4.2% |
| NET OPERATING | 1,999,170 | 1,999,170 | - | 187,514 | 2,900 | 2,189,584 | 190,414 | 9.5% |
| SUMMARY | | | | | | | | |
| TOTAL REVENUES | (14,185,900) | (14,059,900) | 58,286 | (487,500) | (53,900) | (14,543,014) | (483,114) | 3.4% |
| TOTAL EXPENSES | 16,185,070 | 16,059,070 | (58,286) | 675,014 | 56,800 | 16,732,598 | 673,528 | 4.2% |
| TOTAL LEVY | 1,999,170 | 1,999,170 | - | 187,514 | 2,900 | 2,189,584 | 190,414 | 9.5% |
| % BUDGET INCREASE (DECREASE) | | | - | 9.4% | 0.1% | 9.5% | | |

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

Budget Impact Details

| | REFERENCE | OPERATING EXPENSES | REVENUES | TAXATION | % |
|-----------------------------------|-----------|--------------------|---------------|--------------|-------------|
| SERVICE LEVEL | | | | | |
| HS-Adobe Pro | | 5,800 | 2,900 | 2,900 | 0.1% |
| | | 5,800 | 2,900 | 2,900 | 0.1% |
| CARRYOVER/IN-YEAR APPROVAL | | | | | |
| HS-Service Review | | 51,000 | 51,000 | - | |
| | | 51,000 | 51,000 | - | |
| TOTAL | | 56,800 | 53,900 | 2,900 | 0.1% |

Services Overview

Full-Time Equivalents 14.5 FTE

↑ 0.5
Base

| Service | Service Description | 2023 Service Level | Service Type |
|---|--|--|--------------|
| Licensed Child Care Service System Management | Oxford County is the designated childcare service system manager responsible for planning and managing licensed childcare services in our community. | 2,546 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. | 519 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. | 3,289 Parents/Caregivers & Children Served 27,175 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. | 192 Children Served | Community |
| CWELCC/Growth Plan | CWELCC reduces parent fees and increases access to child care by adding new child care spaces in Oxford County. | 86 New CWELCC spaces created | Community |




- 0.5 FTE Integrated Program Coordinator Full-time** - The integrated program Coordinator was introduced as a temporary position in the 2024 budget to support the continued service delivery of programs within Human Services. Specifically, the position administers special programs including the My Second Unit Program, Homeownership Program, Repair Program and provides support to the Human Services Financial Analyst for child care budgets, reporting, communications and contract administration. **FTE 2025-07**



Key Performance Indicators

| | 2021 Actual | 2022 Actual | 2023 Actual | 2024 Forecast | 2025 Budget | Target |
|---|-------------|-------------|-------------|---------------|-------------|--------|
| Total # of purchase of service licensed child care spaces | 2,433 | 2,454 | 2,546 | 2,600 | 2,700 | ↑ |
| Total # child care purchase of service contracts | 10 | 11 | 11 | 12 | 14 | N/A |
| Total # of licensed home child care providers | 8 | 12 | 27 | 33 | 45 | ↑ |
| Total # children served through SNR | 154 | 173 | 192 | 200 | 205 | ↑ |
| % of licensed child care spaces operational 0-4 years of age | 87% | 91% | 91% | 92% | 95% | ↑ |
| % of licensed child care spaces operational 5-12 years of age | 40% | 39% | 53% | 55% | 60% | ↑ |
| Total # of children served through fee subsidy | 660 | 636 | 519 | 520 | 500 | ↑ |
| Total # children (0-6) served in EarlyON programs* | 287 | 749 | 1,929 | 2,000 | 2,200 | ↑ |
| Total # parents/caregivers served in EarlyON programs* | 221 | 561 | 1,360 | 1,550 | 1,700 | ↑ |
| Total # child visits in EarlyON programs* | 981 | 5,674 | 15,547 | 17,000 | 19,000 | ↑ |
| Total # parent/caregiver visits in EarlyON programs* | 768 | 4,341 | 11,659 | 12,500 | 15,000 | ↑ |

*Oxford County assumed delivery of EarlyON programs in 2021.

Goals and Objectives

| Description | 2025 | 2026 | 2027 | Strategic Plan | Other Plan Alignment |
|--|------|------|------|--|--|
| <p>EarlyON Child and Family Centres</p> <p>Since January 2021, Oxford County has been responsible for delivering all EarlyON Child and Family Centre programming across the community. Participation in these programs continues to rise, driving demand to further increase program hours to meet the needs of communities across Oxford County. 310 programming hours have been delivered on average each month across 17 communities, seeing an average of 124 visits per day by parents/caregivers and children. Continued and further integration with community partners through targeted outreach initiatives to ensure access to services and supports for families and children will remain a priority in 2025.</p> | ● | | |  Goal 1.3: Community health, safety and well-being | Child Care and Early Years Service System Plan |
| <p>Child Care Expansion/Growth Plan/Canada Wide Early Learning and Childcare Program</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 to reduce parent fees to an average of \$10 per day by 2026. Expansion of childcare spaces across the province is part of the Agreement to increase access to affordable and inclusive childcare for families. The Provincial target is 37% of the children aged 0-5 have access to a childcare space and in Oxford County access to a childcare space is 16% of children 0-5 years (2021 Census). The goal is for the 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> | ● | ● | |  Goal 3.1: Continuous improvement and results-driven solutions | Child Care and Early Years Service System Plan |
| <p>Implementation of Revised/Renewed/Updated Child Care and Early Years 5-Year Plan</p> <p>The County is the designated childcare and early years' service system manager, responsible for planning and managing licensed childcare services and EarlyON Child and Family Centres in our community. As part of our responsibility under the Child Care and Early Years Act, the County's 5 Year Plan is in the process of being updated to reflect updated targets and objectives. Moving forward, staff will work to implement the recommendations and initiatives from the updated service plan, with a goal of strengthening the quality of childcare and early years experiences and enhance system integration.</p> | ● | ● | ● |  Goal 3.1: Continuous improvement and results-driven solutions | Child Care and Early Years Service System Plan |

| Description | 2025 | 2026 | 2027 | Strategic Plan | Other Plan Alignment |
|---|------|------|------|---|--|
| <p>Review of Service Delivery</p> <p>Human Services operates with an integrated approach to the delivery of programs and services and has since 2011. The intent of integration was to optimize intersections for a collaborative approach to case management supporting clients in achieving positive outcomes. Recent changes to program Guidelines, mandates and centralization of some provincial services have led Human Services to review the integrated approach for effectiveness in delivery of client services. Keeping in mind the values of integration to support clients with a one door wrap around services approach, Human Services aims to improve the service delivery structure for both employees and clients.</p> | ● | | |  Goal 3.3: <i>Attract, retain and engage staff</i> | |
| <p>Child Care Cost Based Funding Implementation</p> <p>In August 2024 the province released new guidelines for the cost-based funding approach of Canada Wide Early Learning and Childcare Program for the delivery of childcare. The new funding formula and guidelines will come into effect in January 2025. This approach will transform how the system is funded and will require the development of updated processes, agreements, forms, policies and templates. While the changes come into effect January 2025, implementation and understanding of the impacts will continue into 2026, with annual reconciliations required for funding allocations. Dedicated support from the County as Service System Manager will be required to support a seamless transition for both operators and internal staff.</p> | ● | | |  Goal 3.1: <i>Continuous improvement and results-driven solutions</i> | Child Care and Early Years Service System Plan |

Budget

| | 2024 | 2024 | LESS: 2024 | 2025 | 2025 | | \$ OVER | % OVER |
|--|-------------------|-------------------|------------|-------------------|---------------|-------------------|-------------------|---------------|
| | FORECAST | BUDGET* | NON- | BASE | BUDGET | 2025 | 2024 | 2024 |
| | | | RECURRING | BUDGET | IMPACTS | BUDGET | BUDGET | BUDGET |
| OPERATING | | | | | | | | |
| REVENUES | | | | | | | | |
| GENERAL REVENUES | | | | | | | | |
| PROVINCIAL GRANTS | (22,936,307) | (17,186,616) | - | (26,002,161) | (50,882) | (43,239,659) | (26,053,043) | 151.6% |
| TOTAL GENERAL REVENUES | (22,936,307) | (17,186,616) | - | (26,002,161) | (50,882) | (43,239,659) | (26,053,043) | 151.6% |
| TOTAL REVENUES | (22,936,307) | (17,186,616) | - | (26,002,161) | (50,882) | (43,239,659) | (26,053,043) | 151.6% |
| EXPENSES | | | | | | | | |
| SALARIES AND BENEFITS | | | | | | | | |
| SALARIES | 904,538 | 931,158 | - | 49,228 | 37,464 | 1,017,850 | 86,692 | 9.3% |
| BENEFITS | 328,511 | 341,269 | - | 39,116 | 13,418 | 393,803 | 52,534 | 15.4% |
| TOTAL SALARIES AND BENEFITS | 1,233,049 | 1,272,427 | - | 88,344 | 50,882 | 1,411,653 | 139,226 | 10.9% |
| OPERATING EXPENSES | | | | | | | | |
| MATERIALS | 158,060 | 153,460 | - | (46,144) | - | 107,316 | (46,144) | (30.1%) |
| CONTRACTED SERVICES | 50,000 | - | - | 100,000 | - | 100,000 | 100,000 | - |
| RENTS AND FINANCIAL EXPENSES | 9,620 | 9,620 | - | 4,037 | - | 13,657 | 4,037 | 42.0% |
| EXTERNAL TRANSFERS | 22,103,193 | 16,353,502 | - | 25,880,964 | - | 42,234,466 | 25,880,964 | 158.3% |
| TOTAL OPERATING EXPENSES | 22,320,873 | 16,516,582 | - | 25,938,857 | - | 42,455,439 | 25,938,857 | 157.0% |
| INTERDEPARTMENTAL CHARGES | | | | | | | | |
| INTERDEPARTMENTAL CHARGES | 324,092 | 306,040 | - | 24,346 | - | 330,386 | 24,346 | 8.0% |
| DEPARTMENTAL CHARGES | - | - | - | - | - | - | - | - |
| TOTAL INTERDEPARTMENTAL CHARGES | 324,092 | 306,040 | - | 24,346 | - | 330,386 | 24,346 | 8.0% |
| TOTAL EXPENSES | 23,878,014 | 18,095,049 | - | 26,051,547 | 50,882 | 44,197,478 | 26,102,429 | 144.3% |
| NET OPERATING | 941,707 | 908,433 | - | 49,386 | - | 957,819 | 49,386 | 5.4% |
| CAPITAL | | | | | | | | |
| CAPITAL REVENUES | | | | | | | | |
| CAPITAL PROVINCIAL GRANTS | - | - | - | - | (65,000) | (65,000) | (65,000) | - |
| TOTAL CAPITAL REVENUES | - | - | - | - | (65,000) | (65,000) | (65,000) | - |
| CAPITAL EXPENSES | - | - | - | - | 65,000 | 65,000 | 65,000 | - |
| NET CAPITAL | - | - | - | - | - | - | - | - |
| SUMMARY | | | | | | | | |
| TOTAL REVENUES | (22,936,307) | (17,186,616) | - | (26,002,161) | (115,882) | (43,304,659) | (26,118,043) | 152.0% |
| TOTAL EXPENSES | 23,878,014 | 18,095,049 | - | 26,051,547 | 115,882 | 44,262,478 | 26,167,429 | 144.6% |
| TOTAL LEVY | 941,707 | 908,433 | - | 49,386 | - | 957,819 | 49,386 | 5.4% |
| % BUDGET INCREASE (DECREASE) | | | | 5.4% | | 5.4% | | |

* 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 | TOTAL EXPENSES | REVENUES | TAXATION | % |
|---------------------------------------|--------------------|--------------------|------------------|----------------|----------------|----------|---|
| SERVICE LEVEL | | | | | | | |
| CC-Integrated Program Coordinator FTE | FTE 2025-07 | 50,882 | - | 50,882 | 50,882 | - | |
| | | 50,882 | - | 50,882 | 50,882 | - | |
| MINOR CAPITAL | | | | | | | |
| CC-Meeting Room Technology | CAP 310500 | - | 65,000 | 65,000 | 65,000 | - | |
| | | - | 65,000 | 65,000 | 65,000 | - | |
| TOTAL | | 50,882 | 65,000 | 115,882 | 115,882 | - | |

Capital Budget

| PROJECT # AND NAME | DESCRIPTION | ASSET ACTIVITY | ASSET RATING | TOTAL | 2025 REQUEST** | 2026 | 2027-2034 |
|-----------------------------|------------------------------------|----------------|--------------|-----------------|-----------------|------------|------------|
| COMPUTER EQUIPMENT | | | | | | | |
| 310500 - Computer Equipment | Additional meeting room technology | Expansion | N/A | \$65,000 | 65,000 | - | - |
| | | | | \$65,000 | \$65,000 | \$0 | \$0 |

** The 2025 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 **5.1 FTE**

↑0.5
Base





| Service | Service Description | 2023 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. | 636 Shelter (Direct Delivered) | Community |
| Housing Service System Management | Oxford County is the designated Service System Manager responsible for administration and oversight of housing services in our communities. | \$2,921,287 Shelter (Subsidy) 1,300 RGI units | Community |
| Homelessness Service System Management | Oxford County is the designated Service System Manager responsible for administration and oversight of homelessness services in our communities. | \$2,922,000 Provincial and Federal funding 12 community partner agencies participating in Coordinated Access for By Name List | Community |


- 0.5 FTE Integrated Programs Coordinator Full-time** - The integrated program Coordinator was introduced as a temporary position in the 2024 budget to support the continued service delivery of programs within Human Services. Specifically, the position administers special programs including the My Second Unit Program, Homeownership Program, Repair Program and provides support to the Human Services Financial Analyst for childcare budgets, reporting, communications and contract administration. **FTE 2025-07**

Key Performance Indicators

| | 2021 Actual | 2022 Actual | 2023 Actual | 2024 Forecast | 2025 Budget | Target |
|---|-------------|-------------|-------------|---------------|-------------|--------|
| # of clients served through Homelessness Prevention Program for eviction prevention | N/A | 500 | 436 | 450 | 475 | ↑ |
| # of new clients housed (RGI, rent supplement programs) | 145 | 90 | 20 | 138 | 170 | ↑ |
| # of new Affordable Housing units created (rental, supportive/transitional, ownership, second unit) | 24 | 88 | 30 | 60 | 50 | ↑ |
| # Unique individuals in supportive housing funded by HPP | N/A | 247 | 185 | 200 | 220 | ↑ |
| # of clients housed from the By Name List | N/A | 24 | 10 | 42 | 50 | ↑ |
| # unique individuals accessing emergency overnight shelter | 219 | 186 | 246 | 300 | 320 | ↓ |

Goals and Objectives

| Description | 2025 | 2026 | 2027 | Strategic Plan | Other Plan Alignment |
|--|------|------|------|--|----------------------|
| <p>Support Affordable / Supportive Housing Projects / Programs</p> <p>Support the completion of the affordable housing projects located at 785 Southwood Way and 175 Springbank Avenue North, Woodstock. Expend up to \$3 million in County funding in support of affordable housing projects in partnership with the Town of Tillsonburg and Township of Zorra. Initiate the affordable housing project located at 385-387 Dundas Street, Woodstock, and the projects located at 102 Dereham Drive, Tillsonburg. 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. Advocate for additional funding and explore additional opportunities to provide more affordable housing units. Continue to implement the priority projects identified in the Master Housing Strategy. Support the completion of the three County funded supportive/transitional housing projects located in Ingersoll and Woodstock. Continue to implement the directives and goals of the County's new 10-Year Housing and Homelessness Plan (Housing for All).</p> | ● | ● | ● |  Goal 1.1: 100% Housed | Housing for All Plan |
| <p>Promote Community Housing Redevelopment and Negotiate New Operating Agreements</p> <p>Continue to review and negotiate operating agreements with community housing providers, with the goal of retaining deeply affordable rental units. Continue to review existing County properties to determine if redevelopment opportunities are available, taking into consideration the outcomes of the Master Housing Strategy.</p> | ● | ● | ● |  Goal 1.1: 100% Housed | Housing for All Plan |
| <p>Collaborate with Community Partners and Advocate for Housing Opportunities</p> <p>Continue to collaborate with existing community partners in an effort to develop solutions to the existing housing crisis. 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> | ● | ● | ● |  Goal 1.1: 100% Housed | Housing for All Plan |
| <p>Homelessness Response Strategy</p> <p>Complete the Homelessness Response Strategy and implement recommendations/directions as they relate to addressing the homelessness support system in the County to reduce chronic homelessness.</p> | | ● | ● |  Goal 1.1: 100% Housed | Housing for All Plan |

| Description | 2025 | 2026 | 2027 | Strategic Plan | Other Plan Alignment |
|--|------|------|------|--|----------------------|
| <p>Review of Service Delivery</p> <p>Human Services operates with an integrated approach to the delivery of programs and services and has since 2011. The intent of integration was to optimize intersections for a collaborative approach to case management supporting clients in achieving positive outcomes. Recent changes to program Guidelines, mandates and centralization for some provincial services have led Human Services to review the integrated approach for effectiveness in delivery of client services. Keeping in mind the values of integration to support clients with a one door wrap around services approach, Human Services aims to improve the service delivery structure for both employees and clients.</p> | ● | | |  <i>Goal 3.3: Attract, retain and engage staff</i> | |

Budget

| | 2024 | 2024 | LESS: 2024 | 2025 | 2025 | 2025 | \$ OVER | % OVER |
|------------------------------------|---------------------|---------------------|--------------------|--------------------|--------------------|---------------------|--------------------|-----------------|
| | FORECAST | BUDGET* | NON-RECURRING | BASE BUDGET | BUDGET IMPACTS | BUDGET | 2024 BUDGET | 2024 BUDGET |
| OPERATING | | | | | | | | |
| REVENUES | | | | | | | | |
| GENERAL REVENUES | | | | | | | | |
| PROVINCIAL GRANTS | (9,283,087) | (8,523,199) | 359,924 | 3,637,145 | (121,500) | (4,647,630) | 3,875,569 | (45.5%) |
| FEDERAL GRANTS | (734,557) | (734,557) | - | 408,688 | - | (325,869) | 408,688 | (55.6%) |
| USER FEES AND CHARGES | (297,444) | (292,444) | - | 32,341 | - | (260,103) | 32,341 | (11.1%) |
| OTHER REVENUE | (2,335,783) | (2,320,057) | - | (468,984) | (91,069) | (2,880,110) | (560,053) | 24.1% |
| TOTAL GENERAL REVENUES | (12,650,871) | (11,870,257) | 359,924 | 3,609,190 | (212,569) | (8,113,712) | 3,756,545 | (31.6%) |
| OTHER REVENUES | | | | | | | | |
| RESERVE TRANSFER | (6,746,931) | (6,746,931) | 3,365,000 | 3,181,931 | (2,240,000) | (2,440,000) | 4,306,931 | (63.8%) |
| TOTAL OTHER REVENUES | (6,746,931) | (6,746,931) | 3,365,000 | 3,181,931 | (2,240,000) | (2,440,000) | 4,306,931 | (63.8%) |
| TOTAL REVENUES | (19,397,802) | (18,617,188) | 3,724,924 | 6,791,121 | (2,452,569) | (10,553,712) | 8,063,476 | (43.3%) |
| EXPENSES | | | | | | | | |
| SALARIES AND BENEFITS | | | | | | | | |
| SALARIES | 293,940 | 384,138 | (49,540) | 106,923 | 37,464 | 478,985 | 94,847 | 24.7% |
| BENEFITS | 90,350 | 108,915 | (5,077) | 44,256 | 13,418 | 161,512 | 52,597 | 48.3% |
| GAPPING ALLOCATION | - | (30,000) | 30,000 | - | - | - | 30,000 | (100.0%) |
| TOTAL SALARIES AND BENEFITS | 384,290 | 463,053 | (24,617) | 151,179 | 50,882 | 640,497 | 177,444 | 38.3% |
| OPERATING EXPENSES | | | | | | | | |
| MATERIALS | 2,651,745 | 2,780,112 | - | 132,914 | 87,251 | 3,000,277 | 220,165 | 7.9% |
| CONTRACTED SERVICES | 3,059,417 | 2,930,450 | (50,000) | 299,460 | 109,730 | 3,289,640 | 359,190 | 12.3% |
| RENTS AND FINANCIAL EXPENSES | 3,000 | - | - | 3,675 | - | 3,675 | 3,675 | - |
| EXTERNAL TRANSFERS | 18,346,634 | 18,664,740 | (3,515,000) | (6,664,953) | 1,935,972 | 10,420,759 | (8,243,981) | (44.2%) |
| TOTAL OPERATING EXPENSES | 24,060,796 | 24,375,302 | (3,565,000) | (6,228,904) | 2,132,953 | 16,714,351 | (7,660,951) | (31.4%) |
| DEBT REPAYMENT | | | | | | | | |
| PRINCIPAL REPAYMENT | 158,860 | 158,860 | - | (158,860) | - | - | (158,860) | (100.0%) |
| INTEREST REPAYMENT | 35,272 | 35,272 | - | (35,272) | - | - | (35,272) | (100.0%) |
| TOTAL DEBT REPAYMENT | 194,132 | 194,132 | - | (194,132) | - | - | (194,132) | (100.0%) |
| RESERVE TRANSFERS | | | | | | | | |
| CONTRIBUTIONS TO RESERVES | 3,978,261 | 3,000,000 | - | - | - | 3,000,000 | - | - |
| CONTRIBUTIONS TO CAPITAL RESERVES | 1,045,000 | 1,045,000 | - | 51,000 | 259,000 | 1,355,000 | 310,000 | 29.7% |
| TOTAL RESERVE TRANSFERS | 5,023,261 | 4,045,000 | - | 51,000 | 259,000 | 4,355,000 | 310,000 | 7.7% |

| | 2024 | 2024 | LESS: 2024 | 2025 | 2025 | | \$ OVER | % OVER |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|-----------------|
| | 2024 | 2024 | NON- | BASE | BUDGET | 2025 | 2024 | 2024 |
| | FORECAST | BUDGET* | RECURRING | BUDGET | IMPACTS | BUDGET | BUDGET | BUDGET |
| INTERDEPARTMENTAL CHARGES | | | | | | | | |
| INTERDEPARTMENTAL CHARGES | 546,955 | 546,955 | - | 137,277 | - | 684,232 | 137,277 | 25.1% |
| DEPARTMENTAL CHARGES | - | - | - | - | - | - | - | - |
| TOTAL INTERDEPARTMENTAL CHARGES | 546,955 | 546,955 | - | 137,277 | - | 684,232 | 137,277 | 25.1% |
| TOTAL EXPENSES | 30,209,434 | 29,624,442 | (3,589,617) | (6,083,580) | 2,442,835 | 22,394,080 | (7,230,362) | (24.4%) |
| PROGRAM SURPLUS/DEFICIT | | | | | | | | |
| RESERVE CONTRIBUTION TO (FROM) | | | | | | | | |
| RESERVE CONTRIBUTION-SURPLUS | 195,622 | - | - | - | - | - | - | - |
| TOTAL RESERVE CONTRIBUTION TO (FROM) | 195,622 | - | - | - | - | - | - | - |
| TOTAL PROGRAM SURPLUS/DEFICIT | 195,622 | - | - | - | - | - | - | - |
| NET OPERATING | 11,007,254 | 11,007,254 | 135,307 | 707,541 | (9,734) | 11,840,368 | 833,114 | 7.6% |
| CAPITAL | | | | | | | | |
| CAPITAL REVENUES | | | | | | | | |
| FEDERAL GRANTS | - | - | - | - | - | - | - | - |
| CAPITAL PROVINCIAL GRANTS | (1,436,020) | (1,213,570) | 2,100,000 | (1,361,870) | (403,500) | (878,940) | 334,630 | (27.6%) |
| CAPITAL RESERVE TRANSFER | (4,901,112) | (5,298,624) | 508,000 | 2,894,564 | (1,570,000) | (3,466,060) | 1,832,564 | (34.6%) |
| TOTAL CAPITAL REVENUES | (6,337,132) | (6,512,194) | 2,608,000 | 1,532,694 | (1,973,500) | (4,345,000) | 2,167,194 | (33.3%) |
| CAPITAL EXPENSES | 6,339,132 | 6,514,194 | (2,610,000) | (1,532,694) | 1,973,500 | 4,345,000 | (2,169,194) | (33.3%) |
| NET CAPITAL | 2,000 | 2,000 | (2,000) | - | - | - | (2,000) | (100.0%) |
| SUMMARY | | | | | | | | |
| TOTAL REVENUES | (25,734,934) | (25,129,382) | 6,332,924 | 8,323,815 | (4,426,069) | (14,898,712) | 10,230,670 | (40.7%) |
| TOTAL EXPENSES | 36,548,566 | 36,138,636 | (6,199,617) | (7,616,274) | 4,416,335 | 26,739,080 | (9,399,556) | (26.0%) |
| TOTAL PROGRAM SURPLUS/DEFICIT | 195,622 | - | - | - | - | - | - | - |
| TOTAL LEVY | 11,009,254 | 11,009,254 | 133,307 | 707,541 | (9,734) | 11,840,368 | 831,114 | 7.5% |
| % BUDGET INCREASE (DECREASE) | | | 1.2% | 6.4% | (0.1%) | 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 | TOTAL EXPENSES | REVENUES | TAXATION | % |
|--|--------------------|--------------------|------------------|------------------|------------------|------------------|---------------|
| ONE-TIME ITEMS | | | | | | | |
| HSG-Affordable housing projects | | - | 70,000 | 70,000 | 70,000 | - | |
| HSG-CMHC Grant Funding (Housing Turnover) 3-year | | - | - | - | 121,500 | (121,500) | (1.1%) |
| HSG-Secondary Affordable Unit Program | | 300,000 | - | 300,000 | 300,000 | - | |
| HSG-Housing Repair Program | | 200,000 | - | 200,000 | 200,000 | - | |
| HSG-Affordable Housing Project RFP (2025) | | 1,500,000 | - | 1,500,000 | 1,500,000 | - | |
| | | 2,000,000 | 70,000 | 2,070,000 | 2,191,500 | (121,500) | (1.1%) |
| SERVICE LEVEL | | | | | | | |
| HSG-Integrated Program Co-ordinator FTE | FTE 2025-07 | 50,882 | - | 50,882 | - | 50,882 | 0.5% |
| | | 50,882 | - | 50,882 | - | 50,882 | 0.5% |
| CAPITAL CONTRIBUTION | | | | | | | |
| HSG-Social Housing Capital Increase (AMP) | | 50,000 | - | 50,000 | - | 50,000 | 0.5% |
| | | 50,000 | - | 50,000 | - | 50,000 | 0.5% |
| CARRYOVER/IN-YEAR APPROVAL | | | | | | | |
| HSG-Operating impact of additional municipal housing units | | 286,953 | - | 286,953 | 291,069 | (4,116) | (0.0%) |
| HSG-Dundas Street Woodstock AHP Project | | 25,000 | - | 25,000 | 20,000 | 5,000 | 0.0% |
| | | 311,953 | - | 311,953 | 311,069 | 884 | 0.0% |
| INFRASTRUCTURE CAPITAL | | | | | | | |
| HSG-Tillsonburg AHP Project | CAP 361060 | 30,000 | 1,500,000 | 1,530,000 | 1,520,000 | 10,000 | 0.1% |
| HSG-Capital impact of additional municipal housing units | CAP Housing | - | 403,500 | 403,500 | 403,500 | - | |
| | | 30,000 | 1,903,500 | 1,933,500 | 1,923,500 | 10,000 | 0.1% |
| TOTAL | | 2,442,835 | 1,973,500 | 4,416,335 | 4,426,069 | (9,734) | (0.1%) |

Capital Budget

| PROJECT # AND NAME | DESCRIPTION | ASSET ACTIVITY | ASSET RATING | TOTAL | 2025 REQUEST** | 2026 | 2027-2034 |
|--|--|----------------|--------------|-----------|----------------|------|-----------|
| BUILDING | | | | | | | |
| 360425 - Social Housing Building - 16 George St | Various projects as identified from the Building Condition Assessments | Replacement | Poor | \$94,900 | 94,900 | - | - |
| 360435 - Social Housing Building - 70 Maria | Various projects as identified from the Building Condition Assessments | Replacement | Poor | \$218,000 | 218,000 | - | - |
| 360440 - Social Housing Building - 111 Brock St | Various projects as identified from the Building Condition Assessments | Renewal | Poor | \$31,100 | 31,100 | - | - |
| 360451 - Social Housing Building - 235 Thames St | Various projects as identified from the Building Condition Assessments | Replacement | Poor | \$223,500 | 223,500 | - | - |
| 360452 - Social Housing Building - 221 Thames St | Various projects as identified from the Building Condition Assessments | Replacement | Poor | \$272,700 | 272,700 | - | - |
| 360453 - Social Housing Building - 272 Harris St | Various projects as identified from the Building Condition Assessments | Replacement | Poor | \$34,500 | 34,500 | - | - |
| 360454 - Social Housing Building - 178 Earl St | Various projects as identified from the Building Condition Assessments | Replacement | Poor | \$226,000 | 226,000 | - | - |
| 360455 - Social Housing Building - 135 Carroll | Various projects as identified from the Building Condition Assessments | Replacement | Poor | \$306,000 | 306,000 | - | - |
| 360456 - Social Housing Building - 329 Tunis | Various projects as identified from the Building Condition Assessments | Replacement | Poor | \$39,500 | 39,500 | - | - |
| 360461 - Social Housing Building - 57 Rolph | Various projects as identified from the Building Condition Assessments | Replacement | Poor | \$114,300 | 114,300 | - | - |
| 360462 - Social Housing Building - 174 Lisgar | Various projects as identified from the Building Condition Assessments | Replacement | Poor | \$184,400 | 184,400 | - | - |
| 360463 - Social Housing Building - 215 Lisgar | Various projects as identified from the Building Condition Assessments | Replacement | Poor | \$196,900 | 196,900 | - | - |
| 360464 - Social Housing Building - Earle St | Various projects as identified from the Building Condition Assessments | Renewal | Poor | \$35,200 | 35,200 | - | - |
| 360472 - Social Housing Building - 816 Alice St | Various projects as identified from the Building Condition Assessments | Replacement | Poor | \$104,000 | 104,000 | - | - |
| 360475 - Social Housing Building - 742 Pavey | Various projects as identified from the Building Condition Assessments | Renewal | Poor | \$169,000 | 169,000 | - | - |
| 360476 - Social Housing Building - 82 Finkle | Various projects as identified from the Building Condition Assessments | Renewal | Poor | \$9,000 | 9,000 | - | - |
| 360477 - Social Housing Building - 161 Fyfe Ave | Various projects as identified from the Building Condition Assessments | Renewal | Poor | \$44,000 | 44,000 | - | - |

| PROJECT # AND NAME | DESCRIPTION | ASSET ACTIVITY | ASSET RATING | TOTAL | 2025 REQUEST** | 2026 | 2027-2034 |
|---|--|----------------|--------------|--------------------|--------------------|------------|------------|
| 360478 - Social Housing Building - 738 Parkinson Rd | Various projects as identified from the Building Condition Assessments | Replacement | Poor | \$17,000 | 17,000 | - | - |
| Additional Municipal Housing Units | Various projects as identified from the Building Condition Assessments | Expansion | Poor | \$403,500 | 403,500 | - | - |
| 361000 AHP | Affordable housing project implementation costs | Expansion | N/A | \$70,000 | 70,000 | - | - |
| 361060 - AHP - Tillsonburg | Tillsonburg AHP Project (HS (CS) 2023-08) | Expansion | N/A | \$1,500,000 | 1,500,000 | - | - |
| EQUIPMENT | | | | | | | |
| 360476 - 82 Finkle Equipment | Kitchen Range Hoods | Replacement | Poor | \$16,500 | 16,500 | - | - |
| FURNISHINGS | | | | | | | |
| 360000 - Furnishings | All housing sites appliance replacements | Replacement | Poor | \$35,000 | 35,000 | - | - |
| | | | | \$4,345,000 | \$4,345,000 | \$0 | \$0 |

** The 2025 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 – Integrated Programs Coordinator

FTE 2025-07

| SUMMARY | |
|----------------------------|--|
| Type of FTE request | Maintain Service Level |
| Classification | Full-time - Permanent |
| Job Title | Integrated Programs Coordinator |
| FTE | 1.0 |
| Description | This position is currently a temporary position that was implemented in 2024 to support the continued service delivery of programs within Human Services. Specifically, the position administers special programs including the My Second Unit Program, Homeownership Program, Repair Program and provides support to special projects across the department such as software implementation, program change management and contract administration. |

| STRATEGIC PLAN |
|---|
|  |
| <p><i>Goal 3.1: Continuous improvement and results-driven solutions</i></p> |

REQUEST DETAILS

Background

The temporary Integrated Programs Coordinator role was implemented in 2024 to provide greater support to the Human Services Team, with a focus on a several special projects, as well as continued administration of a number of housing programs. At that time, this support was anticipated to be short-term (temporary), until the completion of several change initiatives in the department. While that is the case, over the duration of the temporary position it became apparent that the role is vital to maintaining service delivery and continued support across all programs within the department.

By way of background, a temporary Housing Program Coordinator role was created in 2022 to support the delivery of various housing funding programs, including the development and administration of the My Second Unit Program and Repair Program as part of NI 2023-07. This temporary position was in place until December 2023, at which time the ongoing tasks were transferred to the temporary Integrated Programs Coordinator when that position was fully implemented in 2024.

To support the continued delivery of various housing funding programs, as well as support to various programs across the department, the Integrated Programs Coordinator will be responsible for the following areas.

REQUEST DETAILS

Housing (0.5 FTE)

Ongoing administration and support of the following housing programs:

- My Second Unit Program
- Homeownership Program
- Repair Program
- Affordable Housing Program
- Community Housing Preservation

The position also provides direct support to the Manager of Housing Development, including updating project information in the provincial reporting database (TPON), processing applications, preparing agreements, responding to program inquiries, assisting with annual audits of various housing programs, and coordinating funding scenarios for new service agreements with community housing providers as part of End of Mortgage/Agreement negotiations, etc.

Children's Services (0.5 FTE)

Ongoing support for the administration and oversight for the following child care and early learning programs:

- Annual Child Care funding budgets and reporting requirements
- Ongoing support for the administration of the Canada Wide Early Learning and Child Care Agreement (CWELCC)
- Ongoing support for the Human Services Financial Analyst for program administration

In 2022, the province implemented the Canada Wide Early Learning and Child Care program (CWELCC), that will reduce child care fees to an average of \$10/day by 2026. Following this, the province embarked on a funding formula review in 2023, as part of the system wide transformation for child care delivery. The revised cost-based funding formula was released in late August 2024, with implementation effective January 1, 2025. The revised legislation and guidelines will transform the way child care is funded and administered, including reporting requirements across the system. The implementation will continue to significantly increase staff workload, particularly as it relates to greater oversight and administration of child care and early learning programs across the County.

In addition to County staff impacts, the proposed changes will significantly impact the operations of current licensed child care operators. County staff find themselves needing to provide a significant amount of support to licensed operators, who otherwise do not have the capacity or expertise to complete the newly required reporting/tasks under the new framework. Furthermore, the timelines under which reports, implementation and data are required by the Province, are not sufficient, which poses a significant burden to licensed operators.

REQUEST DETAILS

In an ongoing capacity, the Integrated Program Coordinator role will support the child care operators in understanding and completing reporting requirements under the transformed system. This direct support for Operators will assist the Human Services Financial Analyst to complete tasks and reporting accordingly. Despite the commitment by the province to reduce the administrative burden associated with the new framework, this has not been the reality. As Human Services assists to expand the number of child care spaces throughout the County, greater staff capacity is necessary to support licensed operators under the new funding framework.

In Summary

The requested position is being proposed as permanent full-time. Ongoing permanent support is still needed to ensure the continued delivery of various housing funding programs, and the overall obligations to our community partners as required by the *Housing Services Act, 2011*. Furthermore, gaps in service system management have been identified as a result of the transformation of the child care and early learning system translating into increased support from County staff, specifically Human Services Financial Analyst. The addition of the permanent role in Human Services will allow the Managers and Director to focus on strategic initiatives in alignment with the County’s Strategic Plan and other related strategy’s/plans that guide the work of the department and the decision of County Council.

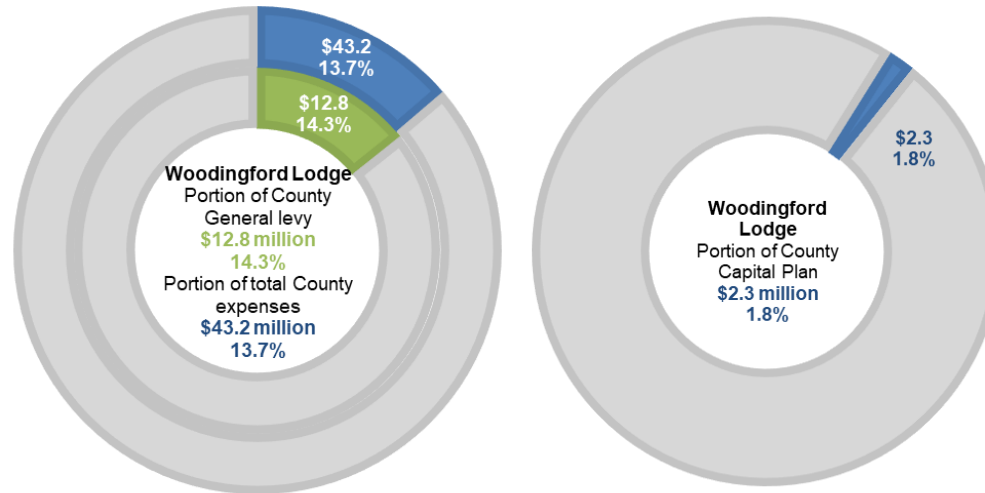
BUDGET REQUIREMENTS

| | One-time | Base | Total Budget |
|------------------------------------|----------|-----------------|-----------------|
| Revenues | | | |
| Provincial Funding: Child Care | \$- | \$50,882 | \$50,882 |
| Total revenues | - | 50,882 | 50,882 |
| Salaries and benefits | | | |
| Total salaries and benefits | - | 101,764 | 101,764 |
| County Levy | \$- | \$50,882 | \$50,882 |

2025 Budget

Woodingford
Lodge





| | Division | Division Description | Services | 2025 FTE Base | 2025 FTE Temp |
|---|--------------------------|--|--|---------------|---------------|
| Woodingford Lodge Director of Woodingford Lodge | Woodingford Lodge | 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. | <ul style="list-style-type: none"> Long Term Care | 238.4 | 0.8 |
| Total | | | | 238.4 | 0.8 |

5 Year Projected Budget

| | 2025 | 2026 | 2027 | 2028 | 2029 |
|---------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| | BUDGET | PROJECTED BUDGET | PROJECTED BUDGET | PROJECTED BUDGET | PROJECTED BUDGET |
| OPERATING | | | | | |
| REVENUES | | | | | |
| GENERAL REVENUES | (28,109,315) | (28,457,110) | (28,956,882) | (28,869,948) | (29,384,934) |
| TOTAL REVENUES | (28,109,315) | (28,457,110) | (28,956,882) | (28,869,948) | (29,384,934) |
| EXPENSES | | | | | |
| SALARIES AND BENEFITS | 29,871,303 | 30,453,043 | 31,181,465 | 31,935,103 | 32,709,635 |
| OPERATING EXPENSES | 6,243,060 | 6,338,788 | 6,489,686 | 6,658,495 | 6,794,183 |
| DEBT REPAYMENT | 740,857 | 706,018 | 671,177 | - | - |
| RESERVE TRANSFERS | 1,754,000 | 1,860,000 | 1,869,000 | 1,909,000 | 1,950,000 |
| INTERDEPARTMENTAL CHARGES | 2,286,158 | 2,361,445 | 2,434,745 | 2,500,650 | 2,566,165 |
| TOTAL EXPENSES | 40,895,378 | 41,719,294 | 42,646,073 | 43,003,248 | 44,019,983 |
| NET OPERATING | 12,786,063 | 13,262,184 | 13,689,191 | 14,133,300 | 14,635,049 |
| CAPITAL | | | | | |
| CAPITAL REVENUES | (2,254,810) | (1,866,520) | (1,353,230) | (743,450) | (784,735) |
| CAPITAL EXPENSES | 2,303,410 | 1,905,520 | 1,353,230 | 743,450 | 784,735 |
| NET CAPITAL | 48,600 | 39,000 | - | - | - |
| SUMMARY | | | | | |
| TOTAL REVENUES | (30,364,125) | (30,323,630) | (30,310,112) | (29,613,398) | (30,169,669) |
| TOTAL EXPENSES | 43,198,788 | 43,624,814 | 43,999,303 | 43,746,698 | 44,804,718 |
| TOTAL LEVY | 12,834,663 | 13,301,184 | 13,689,191 | 14,133,300 | 14,635,049 |

Services Overview

Full-Time Equivalents 238.4 FTE ↑2.4
Base +0.8
Temporary

| Service | Service Description | 2023 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 |






- 0.8 FTE Family Transition Program Staffing Part-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**

- 1.0 FTE Recreation Aide Full-time - and 1.0 FTE Recreation Aide Part-time and (1.0) FTE Dietician - To enhance the recreational service provided to the residents at Woodingford Lodge to ensure the Allied Health target of hours provided daily meets the Ministry requirements. **FTE 2025-09**
- 1.4 FTE Personal Support Worker Part-time - To improve staffing levels to care for our residents at Woodingford Lodge Woodstock to ensure the Direct Care target of hours provided daily meets the Ministry requirements. **FTE 2025-08**

Key Performance Indicators

| | 2021 Actual | 2022 Actual | 2023 Actual | 2024 Forecast | 2025 Budget | Target |
|--|-------------|-------------|-------------|---------------|-------------|--------|
| % Residents who indicate complete global satisfaction (Excellent rating) | 38% | 37% | 43% | 47% | 50% | ↑ |
| % Residents who rate Woodingford Lodge as an exceptional place to live | 59% | 64% | 60% | 62% | 65% | ↑ |
| FLTCA and Regulation Compliance rate (Orders received for areas of non-compliance) | 5 | 0 | 0 | 0 | 0 | 0 |
| Avoidable emergency department transfers (100x # visits / # residents - Ontario average 19.4%)* | 21.5% | 16.8% | 16.0% | 17.7% | 15.0% | ↓ |
| % Occupancy of the Family Transition Day Program (8 participants/day) * Funded through Local Priorities Funding from Ontario Health | N/A | N/A | 100% | 100% | 100% | 100% |
| % of outbreaks greater than 30 days in length vs amount of outbreaks | 20% | 0% | 0% | 0% | 0% | 0% |

Goals and Objectives

| Description | 2025 | 2026 | 2027 | Strategic Plan | Other Plan Alignment |
|---|------|------|------|--|---------------------------|
| <p>Continual Assessment of Long Term Care Needs Engage in community partnerships such as our Community Paramedicine program, to ensure adequate services are offered to our community members.</p> | ● | ● | ● |  Goal 3.2: Collaborate with our partners and communities | Woodingford Master Plan |
| <p>Promote Quality Excellence through Accreditation Woodingford Lodge will receive and maintain full accreditation through Accreditation Canada. Areas of review include governance and leadership, delivery of care, emergency preparedness, infection prevention and control, medication management and resident experience.</p> | ● | ● | ● |  Goal 3.1: 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> | ● | ● | ● |  Goal 1.3: Community health, safety and well-being | Emergency Management Plan |
| <p>Development of Continuous Quality Improvement Initiatives The Woodingford Lodge Continuous Quality Improvement program will effectively provide continual improvement of operations, outcomes, system processes, improved work environment and regulatory compliance.</p> | ● | ● | ● |  Goal 3.1: Continuous improvement and results-driven solutions | Woodingford Master Plan |
| <p>Evaluate Long Term Care Needs and Services Woodingford Lodge will continue to evaluate the needs for Long Term Care beds and services in Oxford County and review the efficiencies of the current operations homes.</p> | ● | ● | ● |  Goal 1.3: Community health, safety and well-being | Woodingford Master Plan |

Budget

| | 2024 | 2024 | LESS: 2024 | 2025 | 2025 | 2025 | \$ OVER | % OVER |
|--|---------------------|---------------------|------------------|--------------------|--------------------|---------------------|--------------------|---------------|
| | FORECAST | BUDGET* | NON-RECURRING | BASE BUDGET | BUDGET IMPACTS | BUDGET | 2024 BUDGET | 2024 BUDGET |
| OPERATING | | | | | | | | |
| REVENUES | | | | | | | | |
| GENERAL REVENUES | | | | | | | | |
| PROVINCIAL GRANTS | (21,452,959) | (19,458,918) | 141,745 | (1,028,447) | (1,094,142) | (21,439,762) | (1,980,844) | 10.2% |
| USER FEES AND CHARGES | (6,223,883) | (6,311,200) | - | (355,953) | - | (6,667,153) | (355,953) | 5.6% |
| OTHER REVENUE | (2,400) | (2,400) | - | - | - | (2,400) | - | - |
| TOTAL GENERAL REVENUES | (27,679,242) | (25,772,518) | 141,745 | (1,384,400) | (1,094,142) | (28,109,315) | (2,336,797) | 9.1% |
| TOTAL REVENUES | (27,679,242) | (25,772,518) | 141,745 | (1,384,400) | (1,094,142) | (28,109,315) | (2,336,797) | 9.1% |
| EXPENSES | | | | | | | | |
| SALARIES AND BENEFITS | | | | | | | | |
| SALARIES | 22,011,831 | 21,773,098 | (90,556) | 409,483 | 764,003 | 22,856,028 | 1,082,930 | 5.0% |
| BENEFITS | 6,129,239 | 6,212,571 | (23,787) | 593,181 | 233,310 | 7,015,275 | 802,704 | 12.9% |
| TOTAL SALARIES AND BENEFITS | 28,141,070 | 27,985,669 | (114,343) | 1,002,664 | 997,313 | 29,871,303 | 1,885,634 | 6.7% |
| OPERATING EXPENSES | | | | | | | | |
| MATERIALS | 4,177,156 | 4,144,107 | (35,170) | (370,218) | 18,973 | 3,757,692 | (386,415) | (9.3%) |
| CONTRACTED SERVICES | 1,937,588 | 1,965,349 | - | 384,274 | 83,132 | 2,432,755 | 467,406 | 23.8% |
| RENTS AND FINANCIAL EXPENSES | 53,376 | 15,811 | - | 36,802 | - | 52,613 | 36,802 | 232.8% |
| TOTAL OPERATING EXPENSES | 6,168,120 | 6,125,267 | (35,170) | 50,858 | 102,105 | 6,243,060 | 117,793 | 1.9% |
| DEBT REPAYMENT | | | | | | | | |
| PRINCIPAL REPAYMENT | 661,107 | 661,107 | - | - | - | 661,107 | - | - |
| INTEREST REPAYMENT | 114,926 | 114,926 | - | (35,176) | - | 79,750 | (35,176) | (30.6%) |
| TOTAL DEBT REPAYMENT | 776,033 | 776,033 | - | (35,176) | - | 740,857 | (35,176) | (4.5%) |
| RESERVE TRANSFERS | | | | | | | | |
| CONTRIBUTIONS TO CAPITAL RESERVES | 1,364,000 | 1,364,000 | - | 102,000 | 288,000 | 1,754,000 | 390,000 | 28.6% |
| TOTAL RESERVE TRANSFERS | 1,364,000 | 1,364,000 | - | 102,000 | 288,000 | 1,754,000 | 390,000 | 28.6% |
| INTERDEPARTMENTAL CHARGES | | | | | | | | |
| INTERDEPARTMENTAL CHARGES | 2,037,597 | 2,037,597 | - | 248,561 | - | 2,286,158 | 248,561 | 12.2% |
| TOTAL INTERDEPARTMENTAL CHARGES | 2,037,597 | 2,037,597 | - | 248,561 | - | 2,286,158 | 248,561 | 12.2% |
| TOTAL EXPENSES | 38,486,820 | 38,288,566 | (149,513) | 1,368,907 | 1,387,418 | 40,895,378 | 2,606,812 | 6.8% |
| NET OPERATING | 10,807,578 | 12,516,048 | (7,768) | (15,493) | 293,276 | 12,786,063 | 270,015 | 2.2% |

| | 2024 | 2024 | LESS: 2024 | 2025 | 2025 | 2025 | \$ OVER | % OVER |
|-------------------------------------|--------------------|--------------------|------------------|------------------|-----------------|--------------------|------------------|----------------|
| | FORECAST | BUDGET* | NON- | BASE | BUDGET | 2025 | 2024 | 2024 |
| CAPITAL | | | RECURRING | BUDGET | IMPACTS | BUDGET | BUDGET | BUDGET |
| CAPITAL REVENUES | | | | | | | | |
| CAPITAL PROVINCIAL GRANTS | (1,113,780) | (1,156,654) | 77,000 | 1,079,654 | - | - | 1,156,654 | (100.0%) |
| CAPITAL RESERVE TRANSFER | (1,547,310) | (1,696,032) | - | (548,778) | - | (2,244,810) | (548,778) | 32.4% |
| CAPITAL CONTRIBUTIONS | (8,500) | - | - | - | - | - | - | - |
| CAPITAL DONATIONS | - | - | - | - | (10,000) | (10,000) | (10,000) | - |
| TOTAL CAPITAL REVENUES | (2,669,590) | (2,852,686) | 77,000 | 530,876 | (10,000) | (2,254,810) | 597,876 | (21.0%) |
| CAPITAL EXPENSES | 2,711,403 | 2,891,892 | (116,206) | (530,876) | 58,600 | 2,303,410 | (588,482) | (20.3%) |
| NET CAPITAL | 41,813 | 39,206 | (39,206) | - | 48,600 | 48,600 | 9,394 | 24.0% |
| SUMMARY | | | | | | | | |
| TOTAL REVENUES | (30,348,832) | (28,625,204) | 218,745 | (853,524) | (1,104,142) | (30,364,125) | (1,738,921) | 6.1% |
| TOTAL EXPENSES | 41,198,223 | 41,180,458 | (265,719) | 838,031 | 1,446,018 | 43,198,788 | 2,018,330 | 4.9% |
| TOTAL PROGRAM SURPLUS/DEFICIT | - | - | - | - | - | - | - | - |
| TOTAL LEVY | 10,849,391 | 12,555,254 | (46,974) | (15,493) | 341,876 | 12,834,663 | 279,409 | 2.2% |
| % BUDGET INCREASE (DECREASE) | | | (0.4%) | (0.1%) | 2.7% | 2.2% | | |

* 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 | TOTAL EXPENSES | REVENUES | TAXATION | % |
|---|-------------|--------------------|------------------|------------------|------------------|----------------|-------------|
| SERVICE LEVEL | | | | | | | |
| WFL-Personal Support Worker FTE | FTE 2025-08 | 138,173 | - | 138,173 | 138,173 | 0 | 0.0% |
| WFL-Recreation Aide FTE | FTE 2025-09 | 163,700 | - | 163,700 | 163,700 | 0 | 0.0% |
| WFL-Rogers Cable per Home Area | | 4,935 | - | 4,935 | - | 4,935 | 0.0% |
| WFL-Canadian Society of Nutrition Management - Training | | 1,800 | - | 1,800 | - | 1,800 | 0.0% |
| WFL-Admissions and Tour Packages | | 1,140 | - | 1,140 | - | 1,140 | 0.0% |
| | | 309,748 | - | 309,748 | 301,873 | 7,875 | 0.1% |
| CAPITAL CONTRIBUTION | | | | | | | |
| WFL-Woodingford Lodge Capital Increase (AMP) | | 288,000 | - | 288,000 | - | 288,000 | 2.3% |
| | | 288,000 | - | 288,000 | - | 288,000 | 2.3% |
| CARRYOVER/IN-YEAR APPROVAL | | | | | | | |
| WFL-Master Plan FTE | | 501,213 | 2,600 | 503,813 | 503,813 | 0 | 0.0% |
| WFL-RPN Change to Wound Care RN FTE | | (42,725) | - | (42,725) | (42,725) | 0 | 0.0% |
| WFL-Funded PSW In Year Increase FTE | | 244,940 | - | 244,940 | 244,940 | 0 | 0.0% |
| WFL-Family Transition - Local Priorities Fund 2024-25 | | 86,241 | - | 86,241 | 86,241 | - | |
| | | 789,669 | 2,600 | 792,269 | 792,269 | 0 | 0.0% |
| MINOR CAPITAL | | | | | | | |
| WFL-Commercial BBQ | CAP 391000 | - | 5,000 | 5,000 | 5,000 | - | |
| WFL-Technology Enhancements | CAP 391000 | - | 13,500 | 13,500 | 5,000 | 8,500 | 0.1% |
| WFL-Security Cameras | CAP 391000 | - | 37,500 | 37,500 | - | 37,500 | 0.3% |
| | | - | 56,000 | 56,000 | 10,000 | 46,000 | 0.4% |
| TOTAL | | 1,387,418 | 58,600 | 1,446,018 | 1,104,142 | 341,876 | 2.7% |

Capital Budget

| PROJECT # AND NAME | DESCRIPTION | ASSET ACTIVITY | ASSET RATING | TOTAL | 2025 REQUEST** | 2026 | 2027-2034 |
|---|---|----------------|--------------|-----------|----------------|--------|-----------|
| BUILDING | | | | | | | |
| 391000 - Woodingford Lodge Woodstock Buildings | Various projects as identified from the Building Condition Assessments | Replacement | Poor | \$872,800 | 872,800 | - | - |
| 393000 - Woodingford Lodge Tillsonburg Buildings | Various projects as identified from the Building Condition Assessments | Replacement | Poor | \$970,000 | 970,000 | - | - |
| COMPUTER EQUIPMENT | | | | | | | |
| 391000 - Woodingford Lodge Woodstock Computer Equipment | Printer for computer lab | Replacement | Poor | \$400 | 400 | - | - |
| 391000 - Woodingford Lodge Woodstock Computer Equipment | Laptop with double monitor | Expansion | N/A | \$2,600 | 2,600 | - | - |
| 391000 - Woodingford Lodge Woodstock Computer Equipment | Technology Enhancements - Speaker, pull down screen and ben Q projector for meetings, resident movie night, wiring for board room chambers table. | Expansion | N/A | \$13,500 | 13,500 | - | - |
| EQUIPMENT | | | | | | | |
| 391000 - Equipment | Commercial barbecue (propane) | Expansion | N/A | \$5,000 | 5,000 | - | - |
| 391000 - Equipment | Hot well insert, dishwasher, toaster, freezers | Replacement | Poor | \$25,500 | 25,500 | - | - |
| 391000 - Equipment | Lift replacement | Replacement | Poor | \$17,000 | 17,000 | - | - |
| 391000 - Equipment | Large floor scrubber, housekeeping carts and vacuum | Replacement | Poor | \$16,000 | 16,000 | - | - |
| 391000 - Equipment | Install security cameras | Expansion | N/A | \$75,000 | 37,500 | 37,500 | - |
| 391000 - Equipment | Dryer and laundry bins | Replacement | Poor | \$36,500 | 36,500 | - | - |
| 392000 - Equipment | Housekeeping carts, floor scrubber, dishes, laundry equipment | Replacement | Poor | \$18,500 | 18,500 | - | - |
| 392000 - Equipment | Lift replacement | Replacement | Poor | \$42,300 | 42,300 | - | - |
| 393000 - Equipment | Small floor scrubber | Replacement | Poor | \$5,000 | 5,000 | - | - |
| 393000 - Equipment | Laundry equipment | Replacement | Poor | \$6,000 | 6,000 | - | - |
| 393000 - Equipment | Plate warmer | Expansion | N/A | \$2,500 | 2,500 | - | - |
| 393000 - Equipment | Lift replacement | Replacement | Poor | \$15,000 | 15,000 | - | - |
| 393000 - Equipment | Blanket warmer -Rosewood | Replacement | Poor | \$6,000 | 6,000 | - | - |
| FURNISHINGS | | | | | | | |
| 391000 - Furnishings | Shelving in Kitchen | Replacement | Poor | \$6,700 | 6,700 | - | - |
| 391000 - Furnishings | Privacy Curtains | Replacement | Poor | \$3,000 | 3,000 | - | - |
| 391000 - Furnishings | Lakewood Activity Room Decor Upgrade | Replacement | Poor | \$10,000 | 10,000 | - | - |
| 391000 - Furnishings | Various furnishings including shade extensions, appliances, desk, bed replacement, décor, tables, lounge furniture. | Replacement | Poor | \$99,110 | 99,110 | - | - |
| 392000 - Furnishings | Dining tables and chairs | Replacement | Poor | \$30,000 | 30,000 | - | - |

| PROJECT # AND NAME | DESCRIPTION | ASSET ACTIVITY | ASSET RATING | TOTAL | 2025 REQUEST** | 2026 | 2027-2034 |
|----------------------|---|----------------|--------------|--------------------|--------------------|-----------------|------------|
| 392000 - Furnishings | Various furnishings bed replacements, bedside tables, office furniture and appliances | Replacement | Poor | \$13,700 | 13,700 | - | - |
| 393000 - Furnishings | Dining tables and chairs | Replacement | Poor | \$30,000 | 30,000 | - | - |
| 393000 - Furnishings | Various furnishings including bed replacements, activity stations, bedside tables, office furniture, and appliances | Replacement | Poor | \$18,800 | 18,800 | - | - |
| | | | | \$2,340,910 | \$2,303,410 | \$37,500 | \$0 |

** The 2025 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


| | 2024 | 2024 | 2025 | PER DIEM | PER DIEM | PER DIEM |
|---|------------------|------------------|------------------|--------------|--------------|--------------|
| | FORECAST | BUDGET* | BUDGET | 2024 | 2024 | 2025 |
| | | | | FORECAST | BUDGET | BUDGET |
| NURSING AND PERSONAL CARE | | | | | | |
| MINISTRY FUNDING | (14,951,205) | (14,039,906) | (15,419,609) | (179.17) | (168.25) | (185.29) |
| RESERVE FUNDING | (8,500) | - | - | (0.10) | - | - |
| OTHER REVENUES | (91,983) | (29,000) | (86,983) | (1.10) | (0.35) | (1.05) |
| SALARIES AND BENEFITS | 18,644,820 | 18,593,748 | 20,012,526 | 223.43 | 222.82 | 240.48 |
| OPERATING COSTS | 659,754 | 562,142 | 645,436 | 7.91 | 6.74 | 7.76 |
| TOTAL NURSING AND PERSONAL CARE | 4,252,886 | 5,086,984 | 5,151,370 | 50.96 | 60.96 | 61.90 |
| PROGRAM AND SUPPORT SERVICES | | | | | | |
| MINISTRY FUNDING | (1,525,172) | (1,516,634) | (1,699,011) | (18.28) | (18.17) | (20.42) |
| OTHER REVENUES | (805) | - | (500) | (0.01) | - | (0.01) |
| SALARIES AND BENEFITS | 1,272,119 | 1,285,186 | 1,492,664 | 15.24 | 15.40 | 17.94 |
| OPERATING COSTS | 411,899 | 373,069 | 446,919 | 4.94 | 4.47 | 5.37 |
| TOTAL PROGRAM AND SUPPORT SERVICES | 158,041 | 141,621 | 240,072 | 1.89 | 1.70 | 2.88 |
| RAW FOOD | | | | | | |
| MINISTRY FUNDING | (1,069,633) | (1,019,540) | (1,103,988) | (12.82) | (12.22) | (13.27) |
| OTHER REVENUES | (30,973) | (20,000) | (30,000) | (0.37) | (0.24) | (0.36) |
| OPERATING COSTS | 1,190,003 | 1,136,122 | 1,232,914 | 14.26 | 13.61 | 14.82 |
| TOTAL RAW FOOD | 89,397 | 96,582 | 98,926 | 1.07 | 1.16 | 1.19 |
| OTHER ACCOMODATIONS | | | | | | |
| MINISTRY FUNDING | (612,982) | (142,141) | (501,337) | (7.35) | (1.70) | (6.02) |
| RESIDENT REVENUE | (6,070,814) | (6,171,995) | (6,540,870) | (72.75) | (73.96) | (78.60) |
| RESERVE FUNDING | (1,547,310) | (1,696,032) | (2,244,810) | (18.54) | (20.32) | (26.97) |
| OTHER REVENUES | (17,547) | (12,200) | (13,800) | (0.21) | (0.15) | (0.17) |
| SALARIES AND BENEFITS | 5,875,738 | 6,224,192 | 6,395,890 | 70.41 | 74.59 | 76.86 |
| OPERATING COSTS | 7,103,499 | 7,299,965 | 8,146,599 | 85.12 | 87.48 | 97.89 |
| RESERVE CONTRIBUTION | 1,364,000 | 1,364,000 | 1,754,000 | 16.35 | 16.35 | 21.08 |
| TOTAL OTHER ACCOMODATIONS | 6,094,584 | 6,865,789 | 6,995,672 | 73.03 | 82.28 | 84.06 |
| DEBT REPAYMENT | | | | | | |
| MINISTRY FUNDING | (629,147) | (604,428) | (604,428) | (7.54) | (7.24) | (7.26) |
| DEBENTURE | 776,033 | 776,033 | 740,857 | 9.30 | 9.30 | 8.90 |
| TOTAL DEBT REPAYMENT | 146,886 | 171,605 | 136,429 | 1.76 | 2.06 | 1.64 |
| OTHER LTCH FUNDING | | | | | | |
| MINISTRY FUNDING | (3,279,814) | (3,203,420) | (1,980,640) | (39.30) | (38.39) | (23.80) |
| OTHER REVENUES | (40,598) | - | - | (0.49) | - | - |
| SALARIES AND BENEFITS | 2,044,756 | 1,882,543 | 1,941,227 | 24.50 | 22.56 | 23.33 |
| OPERATING COSTS | 1,416,849 | 1,480,537 | 227,371 | 16.98 | 17.74 | 2.73 |
| TOTAL OTHER LTCH FUNDING | 141,193 | 159,660 | 187,958 | 1.69 | 1.91 | 2.26 |

| | 2024 | 2024 | 2025 | PER DIEM | PER DIEM | PER DIEM |
|---|-------------------|-------------------|-------------------|---------------|---------------|---------------|
| | FORECAST | BUDGET* | BUDGET | 2024 | 2024 | 2025 |
| | FORECAST | BUDGET* | BUDGET | FORECAST | BUDGET | BUDGET |
| ONE TIME FUNDING AND OTHER INITIATIVES | | | | | | |
| MINISTRY FUNDING | (97,422) | (89,501) | (99,945) | (1.17) | (1.07) | (1.20) |
| OPERATING COSTS | 119,495 | 120,900 | 122,561 | 1.43 | 1.45 | 1.47 |
| TOTAL ONE TIME FUNDING AND OTHER INITIATIVES | 22,073 | 31,399 | 22,616 | 0.26 | 0.38 | 0.27 |
| OTHER FUNDING - OUTSIDE OF LTCH | | | | | | |
| MINISTRY FUNDING | (358,563) | - | - | (4.30) | - | - |
| OTHER REVENUES | (13,797) | (80,405) | (2,400) | (0.17) | (0.96) | (0.03) |
| SALARIES AND BENEFITS | 303,637 | - | - | 3.64 | - | - |
| OPERATING COSTS | 12,053 | 78,005 | 2,260 | 0.14 | 0.93 | 0.03 |
| TOTAL OTHER FUNDING - OUTSIDE OF LTCH | (56,670) | (2,400) | (140) | (0.68) | (0.03) | (0.00) |
| ACCREDITATION | | | | | | |
| MINISTRY FUNDING | (2,567) | - | (30,804) | (0.03) | - | (0.37) |
| SALARIES AND BENEFITS | - | - | 28,996 | - | - | 0.35 |
| OPERATING COSTS | 3,568 | 4,016 | 3,568 | 0.04 | 0.05 | 0.04 |
| TOTAL ACCREDITATION | 1,001 | 4,016 | 1,760 | 0.01 | 0.05 | 0.02 |
| FUNDRAISING/DONATIONS | | | | | | |
| OTHER REVENUES | - | - | (5,000) | - | - | (0.06) |
| OPERATING COSTS | - | - | 5,000 | - | - | 0.06 |
| TOTAL FUNDRAISING/DONATIONS | - | - | - | - | - | - |
| TOTAL WOODINGFORD LODGE | 10,849,391 | 12,555,256 | 12,834,663 | 130.01 | 150.46 | 154.23 |

FTE – Personal Support Worker

FTE 2025-08

| SUMMARY | |
|----------------------------|---|
| Type of FTE request | Expand Service Level |
| Classification | Part-time - Permanent |
| Job Title | Personal Support Worker - Woodstock |
| FTE | 1.4 (8 hours, 7 days a week) |
| Description | To improve staffing levels to care for our residents at Woodingford Lodge Woodstock to ensure the Direct Care target of hours provided daily meets the Ministry requirements. |

| STRATEGIC PLAN |
|---|
|  |
| <p><i>Goal 3.3: Attract, retain and engage staff</i></p> |

| REQUEST DETAILS |
|--|
| <p>Background</p> <p>The government released “A better place to live, a better place to work: Ontario’s long-term care staffing plan” in December 2020 with commitments to improve Ontario’s long-term care sector by increasing staffing levels. Homes continue to receive an increased monthly amount allocated to support the continuation of staffing initiatives and the provincial system-level average direct hours of care targets established in the Fixing Long-Term Care Act, 2021. Direct care hours provided by RN’s, RPN’s and PSW’s target is 4 hours by March 31st 2025.</p> <p>With the addition of these PSW hours of 8 hours a day, Woodingford Lodge Woodstock would successfully meet requirements of the Fixing Long Term Care Act 2021.</p> |


BUDGET REQUIREMENTS

| | One-time | Base | Total Budget |
|---|------------|----------------|----------------|
| Revenues | | | |
| Provincial Funding: RN, RPN, PSW Supplement Funding | \$- | \$138,173 | \$138,173 |
| Total revenues | - | 138,173 | 138,173 |
| Salaries and benefits | | | |
| Total salaries and benefits | - | 138,173 | 138,173 |
| County Levy | \$- | \$- | \$- |

FTE – Recreation Aide

FTE 2025-09

| SUMMARY | |
|---------------------|--|
| Type of FTE request | Expand Service Level |
| Classification | 1.0 Part-time - Permanent |
| Job Title | Recreation Aide |
| FTE | Net 1.0 |
| Description | To enhance the recreational service provided to the residents at Woodingford Lodge to ensure the Allied Health target of hours provided daily meets the Ministry requirements. |

| STRATEGIC PLAN |
|---|
|  |
| <p>Goal 3.3: Attract, retain and engage staff</p> |

REQUEST DETAILS

Under the Fixing Long Term Care Act, 2021, Ontario Regulations 246/22 section (71-73) speaks to the requirements of homes to ensure residents are being offered and receive programs of a schedule, inclusive of days, evenings and weekends. Under the Fixing Long Term Care Act 2021 the following is mandated.

14 (1) Every licensee of a long-term care home shall ensure that there is an organized program of recreational and social activities for the home to meet the interests of the residents.

Previously Woodingford Lodge employed a 1.0 FTE to complete the dietician scope of work. This position became open, and the Home has determined for operational effectiveness to move the service to a contracted provider.

The organization has entered into a contract with a Dietician Service to provide the hours of required support as per the regulations to our residents. Using this service allows for financial savings as only required hours will be used and back up coverage to ensure compliance for vacation coverage.

Recreation therapy plays a crucial role in Long Term Care for the following reasons:

Enhanced Quality of Life: It helps residents engage in meaningful activities that improve their overall well-being and happiness.

Social Interaction: Group activities foster social connections, reduce feelings of isolation, and promote a sense of community among residents.

REQUEST DETAILS

Physical Health: Many recreational activities encourage physical movement, which can help maintain mobility, strength, and overall health.

Cognitive Stimulation: Engaging in games, arts, and other cognitive activities can help keep the mind sharp and may delay cognitive decline.

Emotional Support: Recreation therapy provides an outlet for expression and coping, helping residents manage stress, anxiety, and depression.

Personalized Care: Therapists can tailor activities to individual interests and abilities, ensuring that all residents can participate and benefit.

Routine and Structure: Regular activities help create a sense of normalcy and routine, which can be comforting in a long-term care setting.

Allied Health funding has been provided to Long Term Care homes to ensure these standards of care are optimized to meet the residents individual needs and requirements.

As per the Master Plan for Woodingford Lodge 2024, Section 4 (Organization review of resident and family experience) it indicates resources are needed to focus on resident emotional/social support in the organizational structure and to shift from focus from task to person centered and emotional centered care.

BUDGET REQUIREMENTS

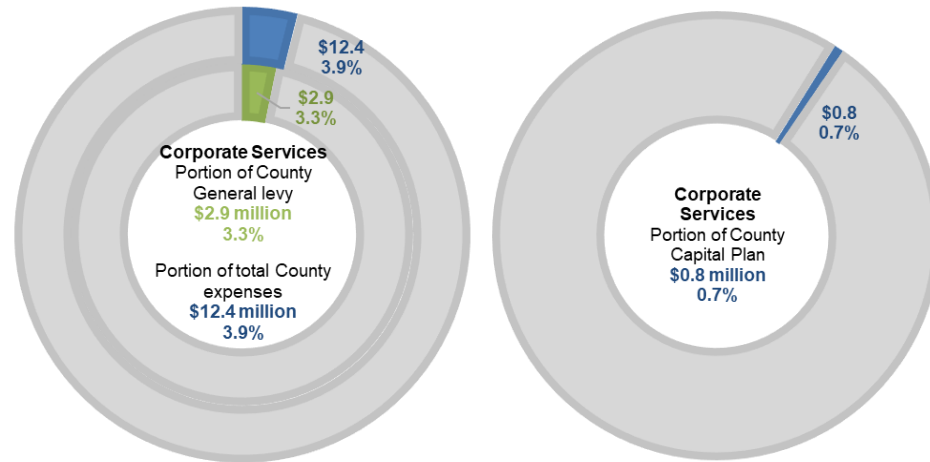
| | One-time | Base | Total Budget |
|--|------------|----------------|----------------|
| Revenues | | | |
| Provincial Funding: Allied Health (increase in funding) | \$- | \$163,700 | \$163,700 |
| Total revenues | - | 163,700 | 163,700 |
| Salaries and benefits | | | |
| Recreation Aide Woodstock | - | 203,346 | 203,346 |
| Dietician | | (116,406) | (116,406) |
| Total salaries and benefits | - | 86,940 | 86,940 |
| Operating Expenses | | | |
| Contracted Dietician to meet minimum ministry requirements – 1,368 hours | - | 76,760 | 76,760 |
| Total operating expenses | - | 76,760 | 76,760 |
| County Levy | \$- | \$- | \$- |

2025 Budget

Corporate Services



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



| | Division | Division Description | Services | 2025 FTE Base | 2025 FTE Temp |
|--|-------------------------------|---|--|---------------|---------------|
| Corporate Services Director of Corporate Services | 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 and public information | 4.2 | - |
| | 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 | - |
| | Information Services | Oversees and manages the legislative process and related activities of Council, providing administrative support including the preparation of Agendas, Minutes, Reports, By-laws. It also includes corporate records management and 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. Additionally, it provides professional support services such as Geographic Information System (GIS), and application development and programming support. | <ul style="list-style-type: none"> Archives and records management and support Council support Business Applications Risk Management | 18.3 | - |

| Division | Division Description | Services | 2025 FTE Base | 2025 FTE Temp |
|---|--|--|---------------|---------------|
| 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 | - |
| 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 | 20.0 | - |
| Assessment Management | Involves proactive and reactive initiatives to ensure the County's property assessment base remains current, relevant and equitable, resulting in accurate and fair property tax allocation. | <ul style="list-style-type: none"> ▪ Assessment Base Management | - | - |
| Total | | | 59.5 | 0.0 |

5 Year Projected Budget

| | 2025 | 2026 | 2027 | 2028 | 2029 |
|------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| | BUDGET | PROJECTED BUDGET | PROJECTED BUDGET | PROJECTED BUDGET | PROJECTED BUDGET |
| OPERATING | | | | | |
| REVENUES | | | | | |
| GENERAL REVENUES | (1,216,200) | (1,218,970) | (1,221,810) | (1,269,700) | (1,257,640) |
| OTHER REVENUES | (500,000) | (18,400) | - | (140,000) | (30,000) |
| INTERDEPARTMENTAL RECOVERIES | (6,887,621) | (7,054,741) | (7,288,026) | (7,482,635) | (7,687,837) |
| TOTAL REVENUES | (8,603,821) | (8,292,111) | (8,509,836) | (8,892,335) | (8,975,477) |
| EXPENSES | | | | | |
| SALARIES AND BENEFITS | 7,277,527 | 7,466,943 | 7,752,571 | 7,975,805 | 8,219,890 |
| OPERATING EXPENSES | 3,236,085 | 2,779,866 | 2,817,839 | 3,046,009 | 2,979,103 |
| RESERVE TRANSFERS | 319,333 | 327,333 | 335,333 | 341,333 | 347,333 |
| INTERDEPARTMENTAL CHARGES | 685,976 | 716,134 | 735,541 | 754,033 | 773,017 |
| TOTAL EXPENSES | 11,518,921 | 11,290,276 | 11,641,284 | 12,117,180 | 12,319,343 |
| NET OPERATING | 2,915,100 | 2,998,165 | 3,131,448 | 3,224,845 | 3,343,866 |
| CAPITAL | | | | | |
| CAPITAL REVENUES | (838,577) | (206,350) | (402,450) | (295,250) | (466,100) |
| CAPITAL EXPENSES | 844,577 | 206,350 | 402,450 | 295,250 | 466,100 |
| NET CAPITAL | 6,000 | - | - | - | - |
| SUMMARY | | | | | |
| TOTAL REVENUES | (9,442,398) | (8,498,461) | (8,912,286) | (9,187,585) | (9,441,577) |
| TOTAL EXPENSES | 12,363,498 | 11,496,626 | 12,043,734 | 12,412,430 | 12,785,443 |
| TOTAL LEVY | 2,921,100 | 2,998,165 | 3,131,448 | 3,224,845 | 3,343,866 |

Services Overview

| Service | Service Description | 2023 Service Level | Service Type |
|----------------------------|--|---|--------------|
| Assessment Base Management | Involves proactive and reactive initiatives to ensure the County's property assessment base remains current, relevant and equitable, resulting in accurate and fair property tax allocation. | \$170,000 New and retained assessment annualized tax dollars (County and Area Municipal) | Support |

Budget

| | 2024 | 2024 | LESS: 2024 | 2025 | 2025 | 2025 | \$ OVER | % OVER |
|---------------------------------|----------|---------|------------|--------|---------|---------|---------|--------|
| | FORECAST | BUDGET* | NON- | BASE | BUDGET | 2025 | 2024 | 2024 |
| | | | RECURRING | BUDGET | IMPACTS | BUDGET | BUDGET | BUDGET |
| OPERATING EXPENSES | | | | | | | | |
| 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 | - | - |
| SUMMARY | | | | | | | | |
| TOTAL EXPENSES | 100,000 | 100,000 | - | - | - | 100,000 | - | - |
| TOTAL LEVY | 100,000 | 100,000 | - | - | - | 100,000 | - | - |
| % BUDGET INCREASE (DECREASE) | | | - | - | - | - | | |

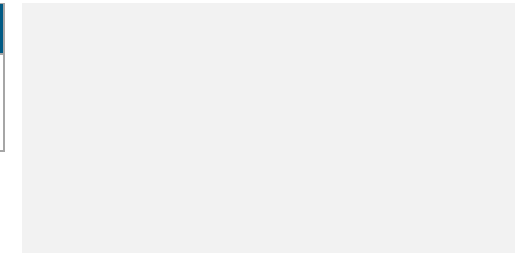
* May include in-year approved transfer and/or account reclassifications in accordance with Purchasing Policy No. 6.07

Services Overview

Full-Time Equivalents 4.2 FTE

→ 0.0
Base


| Service | Service Description | 2023 Service Level | Service Type |
|------------------------|---|------------------------|--------------|
| Administrative Support | An internal service which provides administrative support to all County departments and services. | 2,654 service requests | Support |



Key Performance Indicators

| | 2021 Actual | 2022 Actual | 2023 Actual | 2024 Forecast | 2025 Budget | Target |
|---|-------------|-------------|-------------|---------------|-------------|--------|
| Service Requests initiated at Customer Service (Cartegraph and WorxHub) | 2,053 | 2,111 | 2,654 | 3,362 | 3,300 | N/A |

Goals and Objectives

| Description | 2025 | 2026 | 2027 | Strategic Plan | Other Plan Alignment |
|--|------|------|------|--|----------------------|
| Customer Relationship Manager Software Develop a customer centric culture by enhancing the Customer Service experience with Customer Relationship Manager software to allow for customer tracking, consistent messaging, knowledge management, and staff training. | ● | ● | |  Goal 3.1: Continuous improvement and results-driven solutions | |

Budget

| | 2024 | 2024 | LESS: 2024 | 2025 | 2025 | 2025 | \$ OVER | % OVER |
|---|------------------|------------------|-----------------|-----------------|----------------|------------------|-----------------|-----------------|
| | FORECAST | BUDGET* | NON-RECURRING | BASE BUDGET | BUDGET IMPACTS | BUDGET | 2024 BUDGET | 2024 BUDGET |
| OPERATING REVENUES | | | | | | | | |
| GENERAL REVENUES | | | | | | | | |
| PROVINCIAL GRANTS | (34,091) | (34,091) | 34,091 | - | - | - | 34,091 | (100.0%) |
| USER FEES AND CHARGES | (1,500) | (500) | - | (400) | - | (900) | (400) | 80.0% |
| TOTAL GENERAL REVENUES | (35,591) | (34,591) | 34,091 | (400) | - | (900) | 33,691 | (97.4%) |
| INTERDEPARTMENTAL RECOVERIES | | | | | | | | |
| INTERDEPARTMENTAL RECOVERIES | (759,313) | (759,313) | 11,509 | 32,338 | - | (715,466) | 43,847 | (5.8%) |
| TOTAL INTERDEPARTMENTAL RECOVERIES | (759,313) | (759,313) | 11,509 | 32,338 | - | (715,466) | 43,847 | (5.8%) |
| TOTAL REVENUES | (794,904) | (793,904) | 45,600 | 31,938 | - | (716,366) | 77,538 | (9.8%) |
| EXPENSES | | | | | | | | |
| SALARIES AND BENEFITS | | | | | | | | |
| SALARIES | 458,410 | 463,291 | - | (24,600) | - | 438,691 | (24,600) | (5.3%) |
| BENEFITS | 136,450 | 137,673 | - | (9,450) | - | 128,223 | (9,450) | (6.9%) |
| TOTAL SALARIES AND BENEFITS | 594,860 | 600,964 | - | (34,050) | - | 566,914 | (34,050) | (5.7%) |
| OPERATING EXPENSES | | | | | | | | |
| MATERIALS | 104,482 | 104,070 | (43,600) | 5,601 | - | 66,071 | (37,999) | (36.5%) |
| CONTRACTED SERVICES | 9,825 | 9,570 | - | 480 | - | 10,050 | 480 | 5.0% |
| RENTS AND FINANCIAL EXPENSES | 49,000 | 45,000 | - | 5,000 | - | 50,000 | 5,000 | 11.1% |
| TOTAL OPERATING EXPENSES | 163,307 | 158,640 | (43,600) | 11,081 | - | 126,121 | (32,519) | (20.5%) |
| INTERDEPARTMENTAL CHARGES | | | | | | | | |
| INTERDEPARTMENTAL CHARGES | 32,300 | 32,300 | - | 1,300 | - | 33,600 | 1,300 | 4.0% |
| DEPARTMENTAL CHARGES | - | - | - | (10,269) | - | (10,269) | (10,269) | - |
| TOTAL INTERDEPARTMENTAL CHARGES | 32,300 | 32,300 | - | (8,969) | - | 23,331 | (8,969) | (27.8%) |
| TOTAL EXPENSES | 790,467 | 791,904 | (43,600) | (31,938) | - | 716,366 | (75,538) | (9.5%) |
| NET OPERATING | (4,437) | (2,000) | 2,000 | - | - | - | 2,000 | (100.0%) |
| CAPITAL EXPENSES | 1,357 | 2,000 | (2,000) | - | - | - | (2,000) | (100.0%) |
| NET CAPITAL | 1,357 | 2,000 | (2,000) | - | - | - | (2,000) | (100.0%) |
| SUMMARY | | | | | | | | |
| TOTAL REVENUES | (794,904) | (793,904) | 45,600 | 31,938 | - | (716,366) | 77,538 | (9.8%) |
| TOTAL EXPENSES | 791,824 | 793,904 | (45,600) | (31,938) | - | 716,366 | (77,538) | (9.8%) |
| TOTAL LEVY | (3,080) | - | - | - | - | - | - | - |
| % 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 **18.3 FTE**

↑ 1.0
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 |
| Data and Policy Analysis | Provides support in assessing work processes, policy and, project management, using data analytics to inform evidence-based policy and service delivery decision-making. | Internal corporate support - achieving operational efficiencies and optimizing resource allocation in service delivery | Support |
| Archives Outreach and Programming | An external service that provides educational opportunities to interested persons about the archives of the County of Oxford. | 13 Programmed activities | Information |
| Archives Reference and Information | An external service that provides access to the inactive historical records of the County of Oxford. | 1,211 Information Requests | Information |
| Archives and Records Management | An internal service that acquires, conserves, and provides safekeeping for the historical records and official records (both paper and electronic) of the County of Oxford, its agencies, boards, and commissions. This service also facilitates compliance with applicable access and privacy laws. | 3,450 sq. ft of records managed 940,819 electronic records managed | Support |
| Council Support | An internal service that supports County Council's lawful decision making process for the County of Oxford. | 32 Council Meetings | 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. | 1 Claim resolved | Support |

1.0 FTE Business and Policy Analyst Full-time - Is essential to enhance our capacity for data-driven decision-making, streamline operations, and effectively address the increasing demands for improved public services and regulatory compliance. **FTE 2025-10**

Key Performance Indicators

| | 2021 Actual | 2022 Actual | 2023 Actual | 2024 Forecast | 2025 Budget | Target |
|---|-------------|-------------|-------------|---------------|-------------|--------|
| Total website visits (County) | 342,135 | 342,404 | 405,377 | 470,848 | 538,817 | ↑ |
| Mobile website (County) | 47.5% | 47.5% | 49.7% | 50.1% | 50.5% | ↑ |
| Total fonds in ARCHEION | 76 | 89 | 66 | 25 | 30 | ↑ |
| Special projects: conservation and preservation of paper documents, photographs, and other media; transcriptions/digitization; preparation of special displays/online content | 32 | 40 | 30 | 10 | 15 | ↑ |
| Research inquiries: internal, telephone, mail/email, research, visitors, social media | 696 | 971 | 1,211 | 1,150 | 1,200 | ↑ |
| Oxford County Archives Instagram Followers | 989 | 1,097 | 1,215 | 1,275 | 1,300 | ↑ |
| Claims against the Municipality | 1 | 7 | 4 | 8 | 8 | ↓ |
| Claims Closed | 1 | 1 | 1 | 7 | 7 | ↑ |
| Total MFIPPA requests for reporting year | 28 | 22 | 27 | 25 | 30 | N/A |
| Total PHIPA requests for reporting year | 49 | 73 | 112 | 110 | 130 | N/A |
| Percentage of MFIPPA responses within statutory time frame | 100% | 100% | 100% | 98% | 100% | 100% |
| Records Managed (sq. ft) | 1,636 | 1,636 | 1,580 | 1,580 | 1,500 | ↓ |
| Records Managed (electronic) | 698,697 | 876,681 | 940,819 | 1,000,000 | 1,200,000 | ↑ |

Goals and Objectives

| Description | 2025 | 2026 | 2027 | Strategic Plan | Other Plan Alignment |
|---|------|------|------|--|-----------------------|
| <p>Support Implementation of Asset Management Systems Enhancement Project Mobile workforce - Increased visibility, compliance and streamlined workflow.</p> | ● | ● | |  Goal 3.1: Continuous improvement and results-driven solutions | Asset Management Plan |
| <p>Upgrade Water and Wastewater Utility Data Implement the Water and Wastewater Utility Network which leverages ArcGIS Enterprise to create a seamless Web Geographic Information System. 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, modern web Geographic Information System 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> | ● | ● | |  Goal 3.2: Collaborate with our partners and communities | |
| <p>Oxford Anniversaries Planning and coordinating 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 Oxford County.</p> | ● | | |  Goal 1.4: Connected people and places | |
| <p>Online Exhibits 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> | ● | ● | |  Goal 1.4: Connected people and places | |
| <p>Records Management Program Review Review of the County's current records management program including physical holdings, retention schedules, Electronic Document and Records Management System, 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> | ● | ● | |  Goal 3.1: Continuous improvement and results-driven solutions | |

Budget

| | 2024 | 2024 | LESS: 2024 | 2025 | 2025 | 2025 | \$ OVER | % OVER |
|---|------------------|------------------|-----------------|------------------|----------------|------------------|------------------|----------------|
| | FORECAST | BUDGET* | NON-RECURRING | BASE BUDGET | BUDGET IMPACTS | BUDGET | 2024 BUDGET | 2024 BUDGET |
| OPERATING | | | | | | | | |
| REVENUES | | | | | | | | |
| GENERAL REVENUES | | | | | | | | |
| PROVINCIAL GRANTS | (12,974) | - | - | - | - | - | - | - |
| USER FEES AND CHARGES | (5,031) | (5,000) | - | 1,000 | - | (4,000) | 1,000 | (20.0%) |
| TOTAL GENERAL REVENUES | (18,005) | (5,000) | - | 1,000 | - | (4,000) | 1,000 | (20.0%) |
| INTERDEPARTMENTAL RECOVERIES | | | | | | | | |
| DEPARTMENTAL RECOVERIES | (317,200) | (317,200) | - | (84,800) | - | (402,000) | (84,800) | 26.7% |
| TOTAL INTERDEPARTMENTAL RECOVERIES | (317,200) | (317,200) | - | (84,800) | - | (402,000) | (84,800) | 26.7% |
| TOTAL REVENUES | (335,205) | (322,200) | - | (83,800) | - | (406,000) | (83,800) | 26.0% |
| EXPENSES | | | | | | | | |
| SALARIES AND BENEFITS | | | | | | | | |
| SALARIES | 1,265,124 | 1,335,270 | - | 242,670 | 84,279 | 1,662,219 | 326,949 | 24.5% |
| BENEFITS | 400,630 | 401,422 | - | 94,489 | 29,119 | 525,030 | 123,608 | 30.8% |
| GAPPING ALLOCATION | - | - | - | - | (28,349) | (28,349) | (28,349) | - |
| TOTAL SALARIES AND BENEFITS | 1,665,754 | 1,736,692 | - | 337,159 | 85,049 | 2,158,900 | 422,208 | 24.3% |
| OPERATING EXPENSES | | | | | | | | |
| MATERIALS | 521,883 | 587,565 | (8,500) | (115,880) | 24,675 | 487,860 | (99,705) | (17.0%) |
| CONTRACTED SERVICES | 38,735 | 54,000 | - | (18,000) | - | 36,000 | (18,000) | (33.3%) |
| TOTAL OPERATING EXPENSES | 560,618 | 641,565 | (8,500) | (133,880) | 24,675 | 523,860 | (117,705) | (18.3%) |
| INTERDEPARTMENTAL CHARGES | | | | | | | | |
| INTERDEPARTMENTAL CHARGES | 275,326 | 275,326 | - | 47,820 | - | 323,146 | 47,820 | 17.4% |
| TOTAL INTERDEPARTMENTAL CHARGES | 275,326 | 275,326 | - | 47,820 | - | 323,146 | 47,820 | 17.4% |
| TOTAL EXPENSES | 2,501,698 | 2,653,583 | (8,500) | 251,099 | 109,724 | 3,005,906 | 352,323 | 13.3% |
| NET OPERATING | 2,166,493 | 2,331,383 | (8,500) | 167,299 | 109,724 | 2,599,906 | 268,523 | 11.5% |
| CAPITAL | | | | | | | | |
| CAPITAL EXPENSES | 5,500 | 5,500 | (5,500) | - | 2,000 | 2,000 | (3,500) | (63.6%) |
| NET CAPITAL | 5,500 | 5,500 | (5,500) | - | 2,000 | 2,000 | (3,500) | (63.6%) |
| SUMMARY | | | | | | | | |
| TOTAL REVENUES | (335,205) | (322,200) | - | (83,800) | - | (406,000) | (83,800) | 26.0% |
| TOTAL EXPENSES | 2,507,198 | 2,659,083 | (14,000) | 251,099 | 111,724 | 3,007,906 | 348,823 | 13.1% |
| TOTAL PROGRAM SURPLUS/DEFICIT | - | - | - | - | - | - | - | - |
| TOTAL LEVY | 2,171,993 | 2,336,883 | (14,000) | 167,299 | 111,724 | 2,601,906 | 265,023 | 11.3% |
| % BUDGET INCREASE (DECREASE) | | | (0.6%) | 7.2% | 4.8% | 11.3% | | |

* 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 | TOTAL EXPENSES | TAXATION | % |
|------------------------------------|--------------------|--------------------|------------------|-----------------|-----------------|---------------|
| ONE-TIME ITEMS | | | | | | |
| IS-Training | | 2,500 | - | 2,500 | 2,500 | 0.1% |
| IS-Drone Supplies | | 4,925 | - | 4,925 | 4,925 | 0.2% |
| IS-175th County Anniversary | | 12,000 | - | 12,000 | 12,000 | 0.5% |
| | | 19,425 | - | 19,425 | 19,425 | 0.8% |
| SERVICE LEVEL | | | | | | |
| IS-Business and Policy Analyst FTE | FTE 2025-10 | 118,648 | 2,000 | 120,648 | 120,648 | 5.2% |
| | | 118,648 | 2,000 | 120,648 | 120,648 | 5.2% |
| INITIATIVE GAPPING | | | | | | |
| IS-Business and Policy Analyst FTE | FTE 2025-10 | (28,349) | - | (28,349) | (28,349) | (1.2%) |
| | | (28,349) | - | (28,349) | (28,349) | (1.2%) |
| TOTAL | | 109,724 | 2,000 | 111,724 | 111,724 | 4.8% |

Capital Budget

| PROJECT # AND NAME | DESCRIPTION | ASSET ACTIVITY | ASSET RATING | TOTAL | 2025 REQUEST** | 2026 | 2027-2034 |
|-----------------------------|--|----------------|--------------|----------------|----------------|------------|------------|
| COMPUTER EQUIPMENT | | | | | | | |
| 124000 - Computer Equipment | Laptop for Business and Policy Analyst (FTE 2025-10) | Expansion | N/A | \$2,000 | 2,000 | - | - |
| | | | | \$2,000 | \$2,000 | \$0 | \$0 |

** The 2025 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 – Business and Policy Analyst

FTE 2025-10

| SUMMARY | |
|----------------------------|--|
| Type of FTE request | Expand Service Level |
| Classification | Full-time - Permanent |
| Job Title | Business and Policy Analyst |
| FTE | 1.0 |
| Description | The municipality is facing increasing demands for improved public services, regulatory compliance, and fiscal responsibility. With rapid growth, evolving legislation, and limited resources, it has become increasingly challenging for departments to make informed, data-driven decisions. Current staff often lack the time or expertise to perform in-depth analysis of policies, economic trends, and operational challenges which leads to inefficiencies in project execution, missed opportunities for cost savings and revenues, and delays in addressing emerging issues. |

STRATEGIC PLAN



Continuous improvement and results-driven solutions

REQUEST DETAILS

In 2024, Council approved one FTE – Business and Policy Analyst to support analyzing, developing, and implementing corporate business processes and policies that enhance the efficiency, transparency, and accountability of our services. To collaborate with various stakeholders, conduct research, provide valuable insights and support the continuous improvement of our business operations.

To date, this position has been actively reviewing various business administration processes and procedures finding staff resource efficiencies and improvements for end users and customers' experience. The Analyst has been concentrating on two major projects that were approved in the 2024 Business Plan and Budget which involve sourcing out a Customer Relationship Management (CRM) software solution, and payroll and scheduling software. As these are multi-year projects involving multi-discipline and departmental involvement, the Business and Policy Analyst has guided our staff through defining clear project requirements, identifying risks and risk mitigation measures, communications plans and responsibilities, following professional project management principles and guidelines.

In addition to the foregoing, departments within the organization have requested business and data analysis support beyond the capacity of one Business and Policy Analyst. Woodingford Lodge is one example, with a recommendation presented in the Woodingford Lodge Master Plan completed in 2024, identifying operation improvements that could be realized by leveraging County resources and business processes. More specifically, the consultant suggests that Corporate Services provide support in project management and service delivery planning activities, that would involve expertise from IT, Business Analyst, Finance and HR, as advisors to WFL senior Management.

REQUEST DETAILS

Paramedic Services have also expressed interest in hiring a data analyst to assist in gathering and interpreting data related to their services. Another example of the need for this support is in Finance. A staff resource is required to validate and maintain the County’s water and wastewater billing data as it has been identified that our water/wastewater service connections are not accurately reflected in our billing agents’ software, creating numerous billing errors that consume significant staff resources to research and correct; and loss of revenue. The Business Analyst will undertake a fulsome review and correct the data sets, ensuring the County and billing agents’ data is aligned, and create a system that regularly analyses the data to identify inconsistencies and follow up on corrections to ensure the County optimizes revenues. The current Business and Policy Analyst position has proven to be very effective, however with the persistent demands on staff as described above, an additional Business and Policy Analyst will provide significant more value by offering critical support in policy analysis, financial forecasting, operational improvements and project management. This position will ensure that the County can meet its growing demands while operating more efficiently, effectively, and in compliance with regulations. As proven by the existing Business and Policy Analyst, this addition will increase the return on investment, realized through improved decision-making, cost savings, and optimized resource allocation.

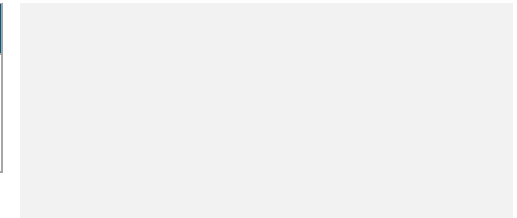
BUDGET REQUIREMENTS

| | One-time | Base | Total Budget |
|--|----------------|------------------|------------------|
| Salaries and benefits | | | |
| Total salaries and benefits | - | 113,398 | 113,398 |
| Operating expenses | | | |
| Membership | - | 1,000 | 1,000 |
| Advertising | 750 | - | 750 |
| Training | 2,500 | 1,000 | 3,500 |
| Total operating expenses | 3,250 | 2,000 | 5,250 |
| Capital | | | |
| Computer Equipment: Laptop | 2,000 | - | 2,000 |
| Total capital | 2,000 | - | 2,000 |
| County Levy | \$5,250 | \$115,398 | \$120,648 |
| <i>Initiative Gapping – position start April 2025</i> 2026 Budget Impact | - | (28,349) | (28,349) |
| 2025 Budget Impact | \$5,250 | \$87,049 | \$92,299 |

Services Overview

Full-Time Equivalents **12.0 FTE** → 0.0
Base


| Service | Service Description | 2023 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 |



Key Performance Indicators

| | 2021 Actual | 2022 Actual | 2023 Actual | 2024 Forecast | 2025 Budget | Target |
|--|-------------|-------------|-------------|---------------|-------------|--------|
| Managed Network connections – municipal shared network | 142 | 158 | 164 | 175 | 175 | N/A |
| Managed Network devices – municipal shared network | 470 | 550 | 600 | 650 | 650 | N/A |
| Email accounts maintained | 1,225 | 1,150 | 1,150 | 1,150 | 1,150 | N/A |
| Help desk support tickets | 4,190 | 4,518 | 5,482 | 5,500 | 5,756 | N/A |
| IT cost per multi-function copier/printer | \$4,894 | \$4,750 | \$5,082 | \$5,082 | \$7,061 | N/A |
| IT operating cost per computer device | \$2,205 | \$2,232 | \$2,453 | \$2,308 | \$2,700 | N/A |

Goals and Objectives

| Description | 2025 | 2026 | 2027 | Strategic Plan | Other Plan Alignment |
|--|------|------|------|--|----------------------|
| <p>Cybersecurity Policy Develop, implement and maintain a Cybersecurity Policy.</p> | ● | | |  Goal 1.4: Connected people and places | |

Budget

| | 2024 | 2024 | LESS: 2024 | 2025 | 2025 | 2025 | \$ OVER | % OVER |
|---|--------------------|--------------------|-----------------|------------------|------------------|--------------------|------------------|-----------------|
| | FORECAST | BUDGET* | NON-RECURRING | BASE BUDGET | BUDGET IMPACTS | BUDGET | 2024 BUDGET | 2024 BUDGET |
| OPERATING | | | | | | | | |
| REVENUES | | | | | | | | |
| GENERAL REVENUES | | | | | | | | |
| USER FEES AND CHARGES | (157,500) | (149,000) | - | (6,000) | 105,000 | (50,000) | 99,000 | (66.4%) |
| TOTAL GENERAL REVENUES | (157,500) | (149,000) | - | (6,000) | 105,000 | (50,000) | 99,000 | (66.4%) |
| OTHER REVENUES | | | | | | | | |
| RESERVE TRANSFER | - | - | - | - | (100,000) | (100,000) | (100,000) | - |
| TOTAL OTHER REVENUES | - | - | - | - | (100,000) | (100,000) | (100,000) | - |
| INTERDEPARTMENTAL RECOVERIES | | | | | | | | |
| INTERDEPARTMENTAL RECOVERIES | (2,426,450) | (2,426,450) | (24,588) | (264,094) | (155,000) | (2,870,132) | (443,682) | 18.3% |
| TOTAL INTERDEPARTMENTAL RECOVERIES | (2,426,450) | (2,426,450) | (24,588) | (264,094) | (155,000) | (2,870,132) | (443,682) | 18.3% |
| TOTAL REVENUES | (2,583,950) | (2,575,450) | (24,588) | (270,094) | (150,000) | (3,020,132) | (444,682) | 17.3% |
| EXPENSES | | | | | | | | |
| SALARIES AND BENEFITS | | | | | | | | |
| SALARIES | 1,038,231 | 1,071,717 | - | 79,884 | - | 1,151,601 | 79,884 | 7.5% |
| BENEFITS | 326,683 | 320,285 | - | 32,998 | - | 353,283 | 32,998 | 10.3% |
| GAPPING ALLOCATION | - | (27,088) | 27,088 | - | - | - | 27,088 | (100.0%) |
| TOTAL SALARIES AND BENEFITS | 1,364,914 | 1,364,914 | 27,088 | 112,882 | - | 1,504,884 | 139,970 | 10.3% |
| OPERATING EXPENSES | | | | | | | | |
| MATERIALS | 714,806 | 690,010 | (500) | 219,105 | - | 908,615 | 218,605 | 31.7% |
| CONTRACTED SERVICES | 188,381 | 194,800 | - | (81,000) | 100,000 | 213,800 | 19,000 | 9.8% |
| RENTS AND FINANCIAL EXPENSES | 17,145 | 16,308 | - | 8,692 | - | 25,000 | 8,692 | 53.3% |
| TOTAL OPERATING EXPENSES | 920,332 | 901,118 | (500) | 146,797 | 100,000 | 1,147,415 | 246,297 | 27.3% |
| RESERVE TRANSFERS | | | | | | | | |
| CONTRIBUTIONS TO RESERVES | 50,000 | 50,000 | - | - | - | 50,000 | - | - |
| CONTRIBUTIONS TO CAPITAL RESERVES | 210,618 | 210,618 | - | 8,715 | 50,000 | 269,333 | 58,715 | 27.9% |
| TOTAL RESERVE TRANSFERS | 260,618 | 260,618 | - | 8,715 | 50,000 | 319,333 | 58,715 | 22.5% |
| INTERDEPARTMENTAL CHARGES | | | | | | | | |
| INTERDEPARTMENTAL CHARGES | 46,800 | 46,800 | - | 1,700 | - | 48,500 | 1,700 | 3.6% |
| TOTAL INTERDEPARTMENTAL CHARGES | 46,800 | 46,800 | - | 1,700 | - | 48,500 | 1,700 | 3.6% |
| TOTAL EXPENSES | 2,592,664 | 2,573,450 | 26,588 | 270,094 | 150,000 | 3,020,132 | 446,682 | 17.4% |
| NET OPERATING | 8,714 | (2,000) | 2,000 | - | - | - | 2,000 | (100.0%) |

| | 2024 | 2024 | LESS: 2024 | 2025 | 2025 | 2025 | \$ OVER | % OVER |
|-------------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|-----------------|
| | FORECAST | BUDGET* | NON-RECURRING | BASE BUDGET | BUDGET IMPACTS | BUDGET | 2024 BUDGET | 2024 BUDGET |
| CAPITAL | | | | | | | | |
| CAPITAL REVENUES | | | | | | | | |
| CAPITAL PROVINCIAL GRANTS | - | - | - | - | - | - | - | - |
| CAPITAL RESERVE TRANSFER | (102,300) | (102,300) | - | (169,800) | (65,000) | (337,100) | (234,800) | 229.5% |
| TOTAL CAPITAL REVENUES | (102,300) | (102,300) | - | (169,800) | (65,000) | (337,100) | (234,800) | 229.5% |
| CAPITAL EXPENSES | 104,300 | 104,300 | (2,000) | 169,800 | 65,000 | 337,100 | 232,800 | 223.2% |
| NET CAPITAL | 2,000 | 2,000 | (2,000) | - | - | - | (2,000) | (100.0%) |
| SUMMARY | | | | | | | | |
| TOTAL REVENUES | (2,686,250) | (2,677,750) | (24,588) | (439,894) | (215,000) | (3,357,232) | (679,482) | 25.4% |
| TOTAL EXPENSES | 2,696,964 | 2,677,750 | 24,588 | 439,894 | 215,000 | 3,357,232 | 679,482 | 25.4% |
| TOTAL LEVY | 10,714 | - | - | - | - | - | - | - |
| % 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 | TOTAL EXPENSES | REVENUES | INTERDEPT RECOVERY | % |
|--|------------|--------------------|------------------|----------------|------------------|--------------------|-------------|
| ONE-TIME ITEMS | | | | | | | |
| IT-Testing | | 100,000 | - | 100,000 | 100,000 | - | |
| | | 100,000 | - | 100,000 | 100,000 | - | |
| SERVICE LEVEL | | | | | | | |
| IT-Decrease in Support Services Revenue | | - | - | - | (105,000) | 105,000 | 4.3% |
| | | - | - | - | (105,000) | 105,000 | 4.3% |
| NEW INITIATIVES | | | | | | | |
| IT-Council Chamber Technology Upgrades | NI 2025-06 | - | 65,000 | 65,000 | 65,000 | - | |
| | | - | 65,000 | 65,000 | 65,000 | - | |
| CAPITAL CONTRIBUTION | | | | | | | |
| IT-Information Technology Capital Increase (AMP) | | 50,000 | - | 50,000 | - | 50,000 | 2.1% |
| | | 50,000 | - | 50,000 | - | 50,000 | 2.1% |
| TOTAL | | 150,000 | 65,000 | 215,000 | 60,000 | 155,000 | 6.4% |

Capital Budget

| PROJECT # AND NAME | DESCRIPTION | ASSET ACTIVITY | ASSET RATING | TOTAL | 2025 REQUEST** | 2026 | 2027-2034 |
|-----------------------------|--|---------------------------|--------------|------------------|------------------|------------|------------|
| COMPUTER EQUIPMENT | | | | | | | |
| 123000 - Computer Equipment | Replacement of computer and storage area network equipment across the County | Replacement | Poor | \$272,100 | 272,100 | - | - |
| 123000 - Computer Equipment | Council chambers technology upgrades (NI 2025-06) | Expansion/ Replacement | Fair | \$65,000 | 65,000 | - | - |
| | | | | \$337,100 | \$337,100 | \$0 | \$0 |

** The 2025 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 – Council Chambers Technology Upgrades

NI 2025-06

SUMMARY

This initiative outlines a potential solution to enhance transparency and privacy in the Council Chamber, in response to concerns raised regarding the current static video camera setup.

STRATEGIC PLAN



Goal 3.1: Continuous improvement and results-driven solutions

REQUEST DETAILS

Background

This initiative is to enhance the audio-visual experience in the County of Oxford's Council Chamber arising from a resolution passed during the Council meeting held on Wednesday, September 25, 2024. The resolution addressed concerns regarding the placement of a single video camera, which posed transparency and privacy challenges for both Council members and the public. Recognizing the importance of fostering clear communication and connection with citizens, Council directed staff to explore cost-effective solutions to improve the camera setup, ultimately aiming to ensure that meetings are more accessible and transparent for all.

Proposed Solution

To address the identified issues, staff are recommending installing two to three new cameras that automatically focus on the Council member speaking when their microphone is activated. This enhancement will ensure that the public sees a clear front view of each Council member, effectively eliminating the concerns associated with the existing single camera that is static.

Implementing this solution will streamline operations as it would not require additional support staff to operate.

By clearly identifying which Council member is speaking, this setup will enhance transparency for remote viewers, providing a more engaging experience and foster a better connection between Council and the public.

Additionally, to address concerns about audio quality that have been raised primarily from the gallery at the rear of the Council Chamber, comprehensive audio tests will be conducted as part of this initiative. These tests will assess the current sound setup and identify specific areas for improvement, ensuring that all participants, both in the gallery and online, can hear Council discussions clearly.

REQUEST DETAILS

Incorporating the proposed cameras and improving audio quality will align with the County's commitment to transparency while addressing privacy concerns effectively.

BUDGET REQUIREMENTS

| | One-time | Base | Total Budget |
|--------------------------------------|------------|------------|--------------|
| Revenue | | | |
| Reserve Funding: Information Systems | \$65,000 | - | \$65,000 |
| Capital | | | |
| Cameras and installation | 65,000 | - | 65,000 |
| County Levy | \$- | \$- | \$- |

Services Overview

Full-Time Equivalents **5.0 FTE**

→ 0.0
Base





| Service | Service Description | 2024 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. | 7261 Charges received | Support |

Key Performance Indicators

| | 2021 Actual | 2022 Actual | 2023 Actual | 2024 Forecast | 2025 Budget | Target |
|---|-------------|-------------|-------------|---------------|-------------|--------|
| Number of charges filed – (Part I and Part III) | 7,550 | 6,200 | 7,261 | 8,000 | 8,200 | N/A |
| Courtroom operating hours* | 224 | 269 | 202 | 250 | 300 | 325 |
| Disclosure requests processed | 1,885 | 1,460 | 1,400 | 1,600 | 1,800 | N/A |
| Avg. days to disposition at trial – Part I | 350 | 270 | 200 | 190 | 185 | 185 |
| Early resolution events | 1,858 | 1,213 | 1,227 | 1,500 | 1,700 | N/A |

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

Goals and Objectives

| Description | 2025 | 2026 | 2027 | Strategic Plan | Other Plan Alignment |
|--|------|------|------|--|----------------------|
| <p>Prosecution Model</p> <p>Implement change to Provincial Offences Administration prosecution as detailed in provincial legislation, Bill 177 Stronger, Fairer Ontario Act, to include Part III prosecutions by the municipal prosecutor.</p> | ● | | |  Goal 3.1: Continuous improvement and results-driven solutions | |
| <p>Provincial Legislation Updates</p> <p>Implement changes to the Provincial Offences Administration Part I Early Resolution model as outlined by the Ministry of the Attorney General following consultations and input from the Provincial Offences Administration Municipal Partners.</p> | ● | | |  Goal 3.1: Continuous improvement and results-driven solutions | |
| <p>Automated Speed Enforcement – Administration Space</p> <p>Review of Provincial Offences Administration space to determine if modifications would be required to accommodate administration of an Administrative Penalties Program to support a potential Automated Speed Enforcement project.</p> | ● | | |  Goal 1.2: Sustainable infrastructure and development | |
| <p>Automated Speed Enforcement – Administrative Penalties Framework</p> <p>Consult with other municipalities and supporting agencies regarding resource, legislative and contractual requirements for the potential implementation of an Administrative Penalties Framework to support the potential implementation and administration of an Automated Speed Enforcement Program led by Public Works Transportation Services.</p> | ● | | |  Goal 3.1: Continuous improvement and results-driven solutions | |

Budget

| | 2024 | 2024 | LESS: 2024 | 2025 | 2025 | 2025 | \$ OVER | % OVER |
|--|--------------------|------------------|---------------|-----------------|----------------|------------------|-----------------|---------------|
| | FORECAST | BUDGET* | NON-RECURRING | BASE BUDGET | BUDGET IMPACTS | BUDGET | 2024 BUDGET | 2024 BUDGET |
| OPERATING | | | | | | | | |
| REVENUES | | | | | | | | |
| GENERAL REVENUES | | | | | | | | |
| PROVINCIAL GRANTS | (45,649) | - | - | - | - | - | - | - |
| USER FEES AND CHARGES | (995,000) | (995,000) | - | - | - | (995,000) | - | - |
| TOTAL GENERAL REVENUES | (1,040,649) | (995,000) | - | - | - | (995,000) | - | - |
| TOTAL REVENUES | (1,040,649) | (995,000) | - | - | - | (995,000) | - | - |
| EXPENSES | | | | | | | | |
| SALARIES AND BENEFITS | | | | | | | | |
| SALARIES | 375,270 | 367,378 | - | 26,154 | - | 393,532 | 26,154 | 7.1% |
| BENEFITS | 125,980 | 122,626 | - | 13,193 | - | 135,819 | 13,193 | 10.8% |
| TOTAL SALARIES AND BENEFITS | 501,250 | 490,004 | - | 39,347 | - | 529,351 | 39,347 | 8.0% |
| OPERATING EXPENSES | | | | | | | | |
| MATERIALS | 49,687 | 52,388 | - | (2,748) | - | 49,640 | (2,748) | (5.2%) |
| CONTRACTED SERVICES | 383,004 | 388,004 | - | 2,000 | - | 390,004 | 2,000 | 0.5% |
| RENTS AND FINANCIAL EXPENSES | 21,000 | 19,000 | - | 2,000 | - | 21,000 | 2,000 | 10.5% |
| TOTAL OPERATING EXPENSES | 453,691 | 459,392 | - | 1,252 | - | 460,644 | 1,252 | 0.3% |
| INTERDEPARTMENTAL CHARGES | | | | | | | | |
| INTERDEPARTMENTAL CHARGES | 236,885 | 236,885 | - | (12,686) | - | 224,199 | (12,686) | (5.4%) |
| TOTAL INTERDEPARTMENTAL CHARGES | 236,885 | 236,885 | - | (12,686) | - | 224,199 | (12,686) | (5.4%) |
| TOTAL EXPENSES | 1,191,826 | 1,186,281 | - | 27,913 | - | 1,214,194 | 27,913 | 2.4% |
| NET OPERATING | 151,177 | 191,281 | - | 27,913 | - | 219,194 | 27,913 | 14.6% |
| SUMMARY | | | | | | | | |
| TOTAL REVENUES | (1,040,649) | (995,000) | - | - | - | (995,000) | - | - |
| TOTAL EXPENSES | 1,191,826 | 1,186,281 | - | 27,913 | - | 1,214,194 | 27,913 | 2.4% |
| TOTAL LEVY | 151,177 | 191,281 | - | 27,913 | - | 219,194 | 27,913 | 14.6% |
| % BUDGET INCREASE (DECREASE) | | | - | 14.6% | - | 14.6% | | |

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

Services Overview

Full-Time Equivalents **20.0 FTE**

↑2.0
Base

| Service | Service Description | 2023 Service Level | Service Type |
|-------------------|--|--|--------------|
| Accounting | An internal service that provides accounts receivable and accounts payable for the County of Oxford. | 39,445 AR and AP invoices processed | Support |
| Payroll | An internal service that provides payroll services for the County of Oxford. | 21,839 Payroll deposits | Support |
| Fiscal Management | An internal service that provides financial reporting for the County of Oxford. | 200 Financial reports completion | Support |
| Treasury | An internal service that provides cash flow, investment, purchasing coordination and debt management for the County of Oxford. | \$272.0 M in cash and investments managed \$34.8 M in County debt | Support |
| Asset Management | An internal service that provides long-term asset planning for the County of Oxford. | \$3.7 B Asset replacement value (2024 AMP) | Support |




- **1.0 FTE Financial Analyst – Capital Full-time** - Is required to appropriately support the complexity and demands of a growing community while ensuring long-term financial sustainability. **FTE 2025-11**
- **1.0 FTE Supervisor of Payroll Full-time** - Is required to manage increased complexities and workload within the payroll function, supporting strategic initiatives like software maintenance, ensuring compliance, and payroll accuracy, being the largest operational cost in the County's budget. This role will provide the necessary leadership to optimize payroll operations and support the County's financial and operational objectives. **FTE 2025-12**

Key Performance Indicators

| | 2021 Actual | 2022 Actual | 2023 Actual | 2024 Forecast | 2025 Budget | Target |
|--|-------------|------------------|-------------|---------------|-------------|------------|
| Number of invoices paid (Accounts Payable) | 33,057 | 33,985 | 34,242 | 34,640 | 34,900 | N/A |
| Number of invoices issued (Accounts Receivable) | 5,119 | 5,267 | 5,203 | 5,562 | 5,600 | N/A |
| Number of payroll deposits | 19,267 | 20,513 | 21,839 | 22,400 | 23,100 | N/A |
| Bad debt write off as a percentage of billed revenue | 0.2% | 0.5% | 0.2% | 0.2% | 0.2% | 0.2% |
| Date budget approved | Dec | N/A ¹ | Dec | Dec | Dec | Dec |
| Number of external financial reports prepared | 139 | 157 | 200 | 210 | 200 | N/A |
| S&P credit rating | AA+/Stable | AAA/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 | 2025 | 2026 | 2027 | Strategic Plan | Other Plan Alignment |
|--|------|------|------|--|----------------------|
| <p>Review Water and Wastewater Billing Processes</p> <p>Review the water and wastewater billing processes by examining various steps and elements in the process to ensure accuracy, efficiency, and compliance with regulatory standards. The internal review will concentrate on the flow of information between the billing providers, operators (internal and external), finance, GIS and customers. The goal is to identify inefficiencies, mitigate risks of error, and streamline the water and wastewater billing process for better accuracy, customer satisfaction, and compliance. <i>Ability to accomplish goal is subject to internal resource approval.</i></p> | ● | ● | |  Goal 3.1: Continuous improvement and results-driven solutions | |
| <p>Implement Payroll and Scheduling System</p> <p>Support the continued roll-out of the new payroll and scheduling software as approved from NI2024-14 – Payroll and Scheduling Software.</p> | ● | ● | |  Goal 3.1: Continuous improvement and results-driven solutions | |
| <p>2025 Asset Management Plan – Proposed Levels of Service</p> <p>Complete the 2025 Asset Management Plan update by the July 1, 2025 deadline as per Ontario Regulation 588/17. For each asset category the proposed levels of service for the following 10 years will be defined. Additional information will be provided including an explanation of why the levels of service are appropriate, along with risks and the financial plan for achieving the proposed levels of service.</p> | ● | | |  Goal 1.2: Sustainable infrastructure and development | |

Budget

| | 2024 | 2024 | LESS: 2024 | 2025 | 2025 | 2025 | \$ OVER | % OVER |
|---|--------------------|--------------------|------------------|------------------|------------------|--------------------|------------------|----------------|
| | FORECAST | BUDGET* | NON-RECURRING | BASE BUDGET | BUDGET IMPACTS | BUDGET | 2024 BUDGET | 2024 BUDGET |
| OPERATING | | | | | | | | |
| REVENUES | | | | | | | | |
| GENERAL REVENUES | | | | | | | | |
| PROVINCIAL GRANTS | - | - | - | - | - | - | - | - |
| USER FEES AND CHARGES | (295,288) | (275,206) | - | 108,906 | - | (166,300) | 108,906 | (39.6%) |
| TOTAL GENERAL REVENUES | (295,288) | (275,206) | - | 108,906 | - | (166,300) | 108,906 | (39.6%) |
| OTHER REVENUES | | | | | | | | |
| RESERVE TRANSFER | - | (18,400) | - | 18,400 | (350,000) | (350,000) | (331,600) | 1,802.2% |
| DEVELOPMENT CHARGES | (39,950) | (26,279) | - | 26,279 | (50,000) | (50,000) | (23,721) | 90.3% |
| TOTAL OTHER REVENUES | (39,950) | (44,679) | - | 44,679 | (400,000) | (400,000) | (355,321) | 795.3% |
| INTERDEPARTMENTAL RECOVERIES | | | | | | | | |
| INTERDEPARTMENTAL RECOVERIES | (2,676,350) | (2,676,350) | 274,500 | (263,790) | (234,383) | (2,900,023) | (223,673) | 8.4% |
| TOTAL INTERDEPARTMENTAL RECOVERIES | (2,676,350) | (2,676,350) | 274,500 | (263,790) | (234,383) | (2,900,023) | (223,673) | 8.4% |
| TOTAL REVENUES | (3,011,588) | (2,996,235) | 274,500 | (110,205) | (634,383) | (3,466,323) | (470,088) | 15.7% |
| EXPENSES | | | | | | | | |
| SALARIES AND BENEFITS | | | | | | | | |
| SALARIES | 1,581,683 | 1,599,926 | - | 134,151 | 176,609 | 1,910,686 | 310,760 | 19.4% |
| BENEFITS | 465,865 | 494,058 | - | 60,960 | 60,049 | 615,067 | 121,009 | 24.5% |
| GAPPING ALLOCATION | - | - | - | - | (8,275) | (8,275) | (8,275) | - |
| TOTAL SALARIES AND BENEFITS | 2,047,548 | 2,093,984 | - | 195,111 | 228,383 | 2,517,478 | 423,494 | 20.2% |
| OPERATING EXPENSES | | | | | | | | |
| MATERIALS | 221,978 | 460,970 | (167,000) | 75,995 | 252,000 | 621,965 | 160,995 | 34.9% |
| CONTRACTED SERVICES | 295,153 | 366,881 | (107,500) | (153,301) | 150,000 | 256,080 | (110,801) | (30.2%) |
| EXTERNAL TRANSFERS | - | - | - | - | - | - | - | - |
| TOTAL OPERATING EXPENSES | 517,131 | 827,851 | (274,500) | (77,306) | 402,000 | 878,045 | 50,194 | 6.1% |
| RESERVE TRANSFERS | | | | | | | | |
| CONTRIBUTIONS TO RESERVES | 368,400 | - | - | - | - | - | - | - |
| TOTAL RESERVE TRANSFERS | 368,400 | - | - | - | - | - | - | - |
| INTERDEPARTMENTAL CHARGES | | | | | | | | |
| INTERDEPARTMENTAL CHARGES | 64,400 | 64,400 | - | 2,400 | - | 66,800 | 2,400 | 3.7% |
| TOTAL INTERDEPARTMENTAL CHARGES | 64,400 | 64,400 | - | 2,400 | - | 66,800 | 2,400 | 3.7% |
| TOTAL EXPENSES | 2,997,479 | 2,986,235 | (274,500) | 120,205 | 630,383 | 3,462,323 | 476,088 | 15.9% |
| NET OPERATING | (14,109) | (10,000) | - | 10,000 | (4,000) | (4,000) | 6,000 | (60.0%) |

| | 2024 | 2024 | LESS: 2024 | 2025 | 2025 | | \$ OVER | % OVER |
|-------------------------------|----------------|----------------|------------|------------------|--------------|----------------|------------------|----------------|
| | 2024 | 2024 | NON- | BASE | BUDGET | 2025 | 2024 | 2024 |
| | FORECAST | BUDGET* | RECURRING | BUDGET | IMPACTS | BUDGET | BUDGET | BUDGET |
| CAPITAL REVENUES | | | | | | | | |
| CAPITAL RESERVE TRANSFER | (150,000) | (651,477) | - | 150,000 | - | (501,477) | 150,000 | (23.0%) |
| TOTAL CAPITAL REVENUES | (150,000) | (651,477) | - | 150,000 | - | (501,477) | 150,000 | (23.0%) |
| CAPITAL EXPENSES | 150,000 | 651,477 | - | (150,000) | 4,000 | 505,477 | (146,000) | (22.4%) |
| NET CAPITAL | - | - | - | - | 4,000 | 4,000 | 4,000 | - |
| SUMMARY | | | | | | | | |
| TOTAL REVENUES | (3,161,588) | (3,647,712) | 274,500 | 39,795 | (634,383) | (3,967,800) | (320,088) | 8.8% |
| TOTAL EXPENSES | 3,147,479 | 3,637,712 | (274,500) | (29,795) | 634,383 | 3,967,800 | 330,088 | 9.1% |
| % 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

Budget Impact Details

| | REFERENCE | OPERATING EXPENSES | CAPITAL EXPENSES | TOTAL EXPENSES | REVENUES | INTERDEPT RECOVERY | % |
|-------------------------------------|-------------|--------------------|------------------|----------------|----------------|--------------------|---------------|
| ONE-TIME ITEMS | | | | | | | |
| FIN-DC Process and Template Review | | 50,000 | - | 50,000 | 50,000 | - | |
| | | 50,000 | - | 50,000 | 50,000 | - | |
| SERVICE LEVEL | | | | | | | |
| FIN-Financial Analyst - Capital FTE | FTE 2025-11 | 114,904 | 2,000 | 116,904 | - | 116,904 | 4.4% |
| FIN-Payroll Supervisor FTE | FTE 2025-12 | 123,754 | 2,000 | 125,754 | - | 125,754 | 4.7% |
| | | 238,658 | 4,000 | 242,658 | - | 242,658 | 9.1% |
| INITIATIVE GAPPING | | | | | | | |
| FIN-Financial Analyst - Capital FTE | FTE 2025-11 | (8,275) | - | (8,275) | - | (8,275) | (0.3%) |
| | | (8,275) | - | (8,275) | - | (8,275) | (0.3%) |
| CARRYOVER/IN-YEAR APPROVAL | | | | | | | |
| FIN-Payroll & Scheduling Software | | 350,000 | - | 350,000 | 350,000 | - | |
| | | 350,000 | - | 350,000 | 350,000 | - | |
| TOTAL | | 630,383 | 4,000 | 634,383 | 400,000 | 234,383 | 8.8% |

Capital Budget


| PROJECT # AND NAME | DESCRIPTION | ASSET ACTIVITY | ASSET RATING | TOTAL | 2025 REQUEST** | 2026 | 2027-2034 |
|-----------------------------|--|----------------|--------------|-----------|----------------|------|-----------|
| COMPUTER EQUIPMENT | | | | | | | |
| 120000 - Computer Equipment | Laptop for Payroll Supervisor (FTE 2025-12) | Expansion | N/A | \$2,000 | 2,000 | - | - |
| 121000 - Computer Equipment | Laptop for Financial Analyst - Capital (FTE 2025-11) | Expansion | N/A | \$2,000 | 2,000 | - | - |
| CARRY FORWARD BUDGET | Prior year's approved budget not spent. | | | \$501,477 | \$501,477 | - | - |
| | | | | \$505,477 | \$505,477 | \$0 | \$0 |

** The 2025 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 – Financial Analyst - Capital

FTE 2025-11

| SUMMARY | |
|----------------------------|--|
| Type of FTE request | Maintain Service Level |
| Classification | Full-time - Permanent |
| Job Title | Financial Analyst - Capital |
| FTE | 1.0 |
| Description | The addition of a Financial Analyst – Capital is essential to appropriately support the growing complexity and demands of a growing community, ensuring long-term financial sustainability, while maintaining operational efficiencies and ensuring departments are appropriately supported. |

| STRATEGIC PLAN |
|---|
|  |
| <p><i>Goal 3.3: Attract, retain and engage staff</i></p> |

| REQUEST DETAILS |
|--|
| <p>Background</p> <p>Oxford County is experiencing significant growth in annual capital spending, driven by aggressive development and the expanding need for municipal services. This need is further identified through the 2024 to 2033 capital needs shown in the 2024 Asset Management Plan. Time from staff at this level is required to appropriately support the financial requirements associated with delivery of capital projects, as well as completing the analysis required to plan for and ensure long-term financial sustainability.</p> <p>In addition, recent legislative changes, have added complexities and new reporting requirements that have resulted in significant increases in staff time to manage effectively and efficiently.</p> <p>Workload Management</p> <p>Higher workloads affect staff ability to maintain consistently high standards, complete tasks and provide support in a timely manner. The addition of this FTE will ensure the workload is balanced to prevent burnout and maintain high standards, while ensuring business continuity through cross-training so that time sensitive tasks are completed effectively during periods of absences. The additional FTE will also allow for day-to-day functions currently being completed at the manager level, due to capacity constraints, to be completed at the appropriate level,</p> |

REQUEST DETAILS

allowing the Manager to focus on the functions required of that position. The addition of the FTE will improve work/life balance within the division, leading to enhanced staff retention.

Efficiency and Accuracy

Significant funding is required to sustain the County's infrastructure over the long term. Decisions made based on the analysis completed at this level can have significant impacts to the County's residents and businesses along with the growth community, requiring the review and analysis to be completed efficiently and with extreme accuracy. The additional FTE will ensure that staff are able to put the appropriate time into the task to achieve this, while building in additional checks and balances for verification.

Growth / Expansion

The position will help achieve the increased staff time needed to manage complexities related to Development Charges as a result of legislative challenges. As the County grows, we continue to see more diversified development, including the need to manage Development Charge installment payments and ensure interest is appropriately applied to Development Charges in accordance with the legislation and the County's By-Law and Policies. We are also experiencing an increase in the volume and time required to respond to customer inquiries related to water and wastewater service extension projects. The additional FTE will position the Capital Planning Division in a way that allows us to maintain effective stakeholder management as the community continues to grow.

Conclusion

Adding this position will allow the division to continue to effectively and efficiently support our internal and external parties, without compromising on the quality of services delivered, while achieving the work/life balance needed to effectively grow and retain staff. Should this position not be approved, certain initiatives required to position the County for long-term success will not be completed in a timely manner and existing staff will continue to experience strain and potential burnout from existing and increasing workload demands.

BUDGET REQUIREMENTS

| | One-time | Base | Total Budget |
|---|----------------|------------------|------------------|
| Salaries and benefits | | | |
| Total salaries and benefits | \$- | \$113,404 | \$113,404 |
| Operating expenses | | | |
| Training | - | 1,000 | 1,000 |
| Advertising | 500 | - | 500 |
| Total operating expenses | 500 | 1,000 | 1,500 |
| Capital | | | |
| Computer: Laptop | 2,000 | - | 2,000 |
| Total capital | 2,000 | - | 2,000 |
| Net Interdepartmental Charge | \$2,500 | \$114,404 | \$116,904 |
| <i>Initiative Gapping – position start February 2025</i> 2026 Budget Impact | - | (8,275) | (8,275) |
| 2025 Budget Impact | \$2,500 | \$106,129 | \$108,629 |

FTE – Supervisor of Payroll

FTE 2025-12

| SUMMARY | |
|----------------------------|--|
| Type of FTE request | Expand Service Level |
| Classification | Full-time - Permanent |
| Job Title | Supervisor of Payroll |
| FTE | 1.0 |
| Description | The establishment of a Payroll Supervisor position is crucial to managing the increased complexities and workload within the payroll function, supporting strategic initiatives like software maintenance, ensuring compliance, and payroll accuracy, being the largest operational cost in the County’s budget. This role will provide the necessary leadership to optimize payroll operations and support the County’s financial and operational objectives. |

STRATEGIC PLAN



Goal 3.1: Continuous improvement and results-driven solutions

REQUEST DETAILS

Background

For over 10 years, the number of payroll administrators has been static at 2.0 FTE. Payroll administrators manage the day-to-day payroll and pension reporting for County employees in accordance with County policies, procedures, collective agreements and legislated requirements. This function is responsible for ensuring corporate compliance with Federal and Provincial Legislations, as well as Corporate policies and collective agreements as the relate to payroll. This role works closely with HR, Scheduling, managers and staff across the County, to ensure that the over 950 employees, across 23 business divisions and 7 different collective/non-union agreements are paid on a bi-weekly basis.

Currently, the responsibilities of this leadership role fall under the Manager of Finance, who directly supervises payroll in addition oversees Accounts Receivable, Accounts Payable, Budgeting, and Reporting. Accurate employee payroll is dependent on complex system information exchanges – from the employee HR record to the employee timecard to payroll calculations - with the payroll administrators ultimately responsible for ensuring timely and accurate employee pay. This information exchange is prone to errors and has become too difficult to effectively manage this risk and prevent, which in the end leads to time-consuming payroll corrections.

REQUEST DETAILS

The need for this role in the County has been outlined below:

Increased Workload and Complexity:

- **Static Staffing Levels:** The County’s payroll team has been operating with 2.0 Full-Time Equivalents (FTEs) for over a decade, despite significant growth in the number of employees, and increased complexities in payroll processing.
- **Payroll Volume:** The payroll administrators are responsible for managing payroll for over 950 employees across 7 different collective and non-union agreements. The complexities include handling new hires, terminations, job changes, employee transferring between departments, unique flexible working arrangements and employment status changes, all of which require precise and timely actions such as record of employment, WSIB payroll reporting, and OMERS reporting. Table 1 details the payroll volume changes over the last four years

Table 1: Four-year Trends of Payroll Volume

| Action | 2020 | 2023 | Change | % |
|---|--------|--------|--------|------|
| New Hires/Terminations | 238 | 422 | 184 | 77% |
| Part-time OMERS Enrollments | 22 | 154 | 132 | 600% |
| Job Changes/Transitions | 94 | 196 | 102 | 109% |
| Record of Employment Issued | 156 | 260 | 104 | 67% |
| Payroll Deposits | 19,521 | 21,839 | 2,318 | 12% |
| Number of Employees (T4s Issued) | 901 | 1,031 | 130 | 14% |
| WSIB Payroll Requests (Form 7 and supplementary earnings reports) | 23 | 87 | 64 | 278% |

- **Legislative Compliance:** The payroll process must adhere to evolving Federal and Provincial Legislations, County policies, and multiple collective agreements.

REQUEST DETAILS

Essential Role in Upcoming System Implementation and Maintenance

- **New Payroll and Scheduling Software:** The implementation of new payroll and scheduling software by the end of 2025 is a critical project that demands dedicated oversight. A Payroll Supervisor would play an essential role in ensuring the system's successful implementation, aligning with the County's commitment to continuous improvement and auditing compliance. This role will be the County's subject matter expert in scheduling and payroll systems to ensure it is configured and maintained to generate reliable, accurate and efficient payroll processes.

Business Continuity and Risk Management

- **Specialized Knowledge:** Payroll is a specialized function that requires in-depth knowledge of policies, collective agreements, and legislation. With only 2 payroll administrators currently operating at capacity, the County faces a significant vulnerability in its ability to process payroll effectively and timely.
- **Ensuring Continuity:** The Payroll Supervisor would ensure that efficient processes, effective system controls and detailed documentation are in place to mitigate risk of operational disruption and ensure business continuity and accurate payroll.

Enhanced Communication and Employee Support

- **Employee Communication:** The Payroll Supervisor would play a vital role in improving communication with employees regarding ongoing payroll matters and ensuring clarity and responsiveness in addressing payroll-related inquiries.
- **New Hire:** This role would also support the new hire orientation process, ensuring that new employees are well-informed about payroll procedures and other related matters, fostering a smoother onboarding experience.

Strategic Importance of Payroll

- **Significant Budget Impact:** Salaries and benefits constitute 40% of the County's operating expenses. The Payroll Supervisor would be instrumental in identifying efficiencies and making data-driven recommendations to control cost escalation.
- **Reporting and Analysis:** The Payroll Supervisor would lead the automation of real-time analysis and variance reporting, supporting departments, particularly Woodingford Lodge, to efficiently meet and comply with complex Ministry reporting requirements.

Conclusion

The establishment of a Payroll Supervisor position is crucial to employee satisfaction and retention, compliance with legal and tax requirements, financial management and planning, business continuity and risk management, the County's reputation, and support of modernization. This role will provide the necessary oversight to optimize payroll operations and support the County's financial and operational objectives.

BUDGET REQUIREMENTS

| | One-time | Base | Total Budget |
|-------------------------------------|----------------|------------------|------------------|
| Salaries and benefits | | | |
| Total salaries and benefits | - | 123,254 | 123,254 |
| Operating Expenses | | | |
| Training | - | 500 | 500 |
| Total operating expenses | - | 500 | 500 |
| Capital | | | |
| Computer: Laptop | 2,000 | - | 2,000 |
| Total capital | 2,000 | - | 2,000 |
| Net Interdepartmental Charge | \$2,000 | \$123,754 | \$125,754 |

20²⁵ Budget

General

8



Budget

| | 2024 | 2024 | LESS: 2024 | 2025 | 2025 | 2025 | \$ OVER | % OVER |
|------------------------------------|---------------------|---------------------|---------------|--------------------|------------------|---------------------|--------------------|-----------------|
| | FORECAST | BUDGET* | NON-RECURRING | BASE BUDGET | BUDGET IMPACTS | BUDGET | 2024 BUDGET | 2024 BUDGET |
| OPERATING | | | | | | | | |
| REVENUES | | | | | | | | |
| PROPERTY TAXATION | | | | | | | | |
| IN LIEU AND SUPPS | (2,367,900) | (2,409,000) | - | 21,100 | - | (2,387,900) | 21,100 | (0.9%) |
| TOTAL PROPERTY TAXATION | (2,367,900) | (2,409,000) | - | 21,100 | - | (2,387,900) | 21,100 | (0.9%) |
| GENERAL REVENUES | | | | | | | | |
| USER FEES AND CHARGES | (6,582,893) | (6,750,247) | - | 500,958 | - | (6,249,289) | 500,958 | (7.4%) |
| NET INVESTMENT INCOME | (4,767,153) | (1,611,837) | - | 26,574 | - | (1,585,263) | 26,574 | (1.6%) |
| OTHER REVENUE | (247,500) | (207,500) | - | (40,000) | - | (247,500) | (40,000) | 19.3% |
| TOTAL GENERAL REVENUES | (11,597,546) | (8,569,584) | - | 487,532 | - | (8,082,052) | 487,532 | (5.7%) |
| OTHER REVENUES | | | | | | | | |
| RESERVE TRANSFER | (2,753,845) | (2,548,845) | - | 2,263,845 | - | (285,000) | 2,263,845 | (88.8%) |
| TOTAL OTHER REVENUES | (2,753,845) | (2,548,845) | - | 2,263,845 | - | (285,000) | 2,263,845 | (88.8%) |
| TOTAL REVENUES | (16,719,291) | (13,527,429) | - | 2,772,477 | - | (10,754,952) | 2,772,477 | (20.5%) |
| EXPENSES | | | | | | | | |
| SALARIES AND BENEFITS | | | | | | | | |
| GAPPING ALLOCATION | - | (550,000) | - | - | - | (550,000) | - | - |
| TOTAL SALARIES AND BENEFITS | - | (550,000) | - | - | - | (550,000) | - | - |
| OPERATING EXPENSES | | | | | | | | |
| MATERIALS | 3,868,900 | 3,624,200 | - | (2,460,300) | - | 1,163,900 | (2,460,300) | (67.9%) |
| CONTRACTED SERVICES | 1,844,927 | 1,837,245 | - | 12,155 | - | 1,849,400 | 12,155 | 0.7% |
| EXTERNAL TRANSFERS | 247,500 | 247,500 | - | 2,500 | - | 250,000 | 2,500 | 1.0% |
| TOTAL OPERATING EXPENSES | 5,961,327 | 5,708,945 | - | (2,445,645) | - | 3,263,300 | (2,445,645) | (42.8%) |
| DEBT REPAYMENT | | | | | | | | |
| PRINCIPAL REPAYMENT | 5,077,590 | 5,296,531 | - | (372,300) | - | 4,924,231 | (372,300) | (7.0%) |
| INTEREST REPAYMENT | 1,505,303 | 1,453,716 | - | (128,658) | - | 1,325,058 | (128,658) | (8.9%) |
| TOTAL DEBT REPAYMENT | 6,582,893 | 6,750,247 | - | (500,958) | - | 6,249,289 | (500,958) | (7.4%) |
| RESERVE TRANSFERS | | | | | | | | |
| CONTRIBUTIONS TO RESERVES | 140,000 | 140,000 | - | - | - | 140,000 | - | - |
| DEVELOPMENT CHARGES EXEMPTIONS | 3,890,882 | 578,000 | - | - | 1,464,882 | 2,042,882 | 1,464,882 | 253.4% |
| TOTAL RESERVE TRANSFERS | 4,030,882 | 718,000 | - | - | 1,464,882 | 2,182,882 | 1,464,882 | 204.0% |
| TOTAL EXPENSES | 16,575,102 | 12,627,192 | - | (2,946,603) | 1,464,882 | 11,145,471 | (1,481,721) | (11.7%) |
| NET OPERATING | (144,189) | (900,237) | - | (174,126) | 1,464,882 | 390,519 | 1,290,756 | (143.4%) |

| | 2024 | 2024 | LESS: 2024 | 2025 | 2025 | | \$ OVER | % OVER |
|------------------------------|--------------|--------------|------------|-------------|-----------|--------------|-------------|---------|
| | FORECAST | BUDGET* | NON- | BASE | BUDGET | 2025 | 2024 | 2024 |
| CAPITAL SUMMARY | | | RECURRING | BUDGET | IMPACTS | BUDGET | BUDGET | BUDGET |
| TOTAL REVENUES | (16,719,291) | (13,527,429) | - | 2,772,477 | - | (10,754,952) | 2,772,477 | (20.5%) |
| TOTAL EXPENSES | 16,575,102 | 12,627,192 | - | (2,946,603) | 1,464,882 | 11,145,471 | (1,481,721) | (11.7%) |
| % BUDGET INCREASE (DECREASE) | | | - | 19.3% | (162.7%) | (143.4%) | | |

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

Budget Impact Details

| | REFERENCE | OPERATING EXPENSES | REVENUES | TAXATION | % |
|--|-----------|--------------------|----------|------------------|-----------------|
| DEVELOPMENT CHARGE EXEMPTIONS | | | | | |
| GEN-Non-Statutory development charge exemptions | | 96,820 | - | 96,820 | (10.8%) |
| GEN-Statutory development charge exemptions | | (55,180) | - | (55,180) | 6.1% |
| GEN-Water and Wastewater statutory development charge exemptions | | 1,162,179 | - | 1,162,179 | (129.1%) |
| GEN-Water and Wastewater non-statutory development charge exemptions | | 216,883 | - | 216,883 | (24.1%) |
| GEN-Growth development charge reserve contribution | | 44,180 | - | 44,180 | (4.9%) |
| | | 1,464,882 | - | 1,464,882 | (162.7%) |
| TOTAL | | 1,464,882 | - | 1,464,882 | (162.7%) |

Grant Details

| | 2025 BUDGET |
|--------------------------------|------------------------|
| GENERAL | |
| GRANTS | |
| Small Business Centre | 50,000 |
| Creative Connection | 50,000 |
| Domestic Abuse Services Oxford | 31,500 |
| Unallocated budget | 118,500 |
| TOTAL GRANTS | 250,000 |

Budget

| | 2024 | 2024 | 2025 | \$ OVER | % OVER |
|---------------------------------------|------------------|------------------|------------------|----------------|--------------|
| | FORECAST | BUDGET | BUDGET | 2024 | 2024 |
| | | | | BUDGET | BUDGET |
| OPERATING EXPENSES | | | | | |
| UPPER THAMES | 1,447,577 | 1,339,493 | 1,551,448 | 211,955 | 15.8% |
| GRAND RIVER | 105,841 | 105,841 | 107,510 | 1,669 | 1.6% |
| LONG POINT | 510,690 | 510,690 | 532,593 | 21,903 | 4.3% |
| CATFISH CREEK | 15,282 | 15,282 | 16,596 | 1,314 | 8.6% |
| TOTAL OPERATING EXPENSES | 2,079,390 | 1,971,306 | 2,208,147 | 236,841 | 12.0% |
| TOTAL CONSERVATION AUTHORITIES | 2,079,390 | 1,971,306 | 2,208,147 | 236,841 | 12.0% |

Budget

| | 2024 | 2024 | LESS: 2024 | 2025 | 2025 | 2025 | \$ OVER | % OVER |
|---------------------------------|-----------|-----------|---------------|-------------|----------------|-----------|-------------|-------------|
| | FORECAST | BUDGET* | NON-RECURRING | BASE BUDGET | BUDGET IMPACTS | BUDGET | 2024 BUDGET | 2024 BUDGET |
| OPERATING EXPENSES | | | | | | | | |
| OPERATING EXPENSES | | | | | | | | |
| EXTERNAL TRANSFERS | 4,346,038 | 4,346,038 | - | 240,021 | - | 4,586,059 | 240,021 | 5.5% |
| TOTAL OPERATING EXPENSES | 4,346,038 | 4,346,038 | - | 240,021 | - | 4,586,059 | 240,021 | 5.5% |
| TOTAL EXPENSES | 4,346,038 | 4,346,038 | - | 240,021 | - | 4,586,059 | 240,021 | 5.5% |
| SUMMARY | | | | | | | | |
| TOTAL EXPENSES | 4,346,038 | 4,346,038 | - | 240,021 | - | 4,586,059 | 240,021 | 5.5% |
| TOTAL LEVY | 4,346,038 | 4,346,038 | - | 240,021 | - | 4,586,059 | 240,021 | 5.5% |
| % BUDGET INCREASE (DECREASE) | | | - | 5.5% | - | 5.5% | | |

2025 Budget

Council



Budget

| | 2024 | 2024 | LESS: 2024 | 2025 | 2025 | 2025 | \$ OVER | % OVER |
|--|--------------------|------------------|------------------|---------------|----------------|----------------|------------------|-----------------|
| | FORECAST | BUDGET* | NON-RECURRING | BASE BUDGET | BUDGET IMPACTS | BUDGET | 2024 BUDGET | 2024 BUDGET |
| OPERATING | | | | | | | | |
| REVENUES | | | | | | | | |
| GENERAL REVENUES | | | | | | | | |
| PROVINCIAL GRANTS | - | (247,935) | 247,935 | - | - | - | 247,935 | (100.0%) |
| TOTAL GENERAL REVENUES | - | (247,935) | 247,935 | - | - | - | 247,935 | (100.0%) |
| OTHER REVENUES | | | | | | | | |
| RESERVE TRANSFER | (1,096,994) | - | - | - | - | - | - | - |
| TOTAL OTHER REVENUES | (1,096,994) | - | - | - | - | - | - | - |
| TOTAL REVENUES | (1,096,994) | (247,935) | 247,935 | - | - | - | 247,935 | (100.0%) |
| EXPENSES | | | | | | | | |
| SALARIES AND BENEFITS | | | | | | | | |
| SALARIES | 431,600 | 426,200 | - | 12,786 | - | 438,986 | 12,786 | 3.0% |
| BENEFITS | 28,060 | 29,609 | - | 1,145 | - | 30,754 | 1,145 | 3.9% |
| TOTAL SALARIES AND BENEFITS | 459,660 | 455,809 | - | 13,931 | - | 469,740 | 13,931 | 3.1% |
| OPERATING EXPENSES | | | | | | | | |
| MATERIALS | 73,177 | 69,870 | - | 6,330 | - | 76,200 | 6,330 | 9.1% |
| CONTRACTED SERVICES | 45,500 | 5,500 | - | - | - | 5,500 | - | - |
| EXTERNAL TRANSFERS | 1,056,994 | 247,935 | (247,935) | - | - | - | (247,935) | (100.0%) |
| TOTAL OPERATING EXPENSES | 1,175,671 | 323,305 | (247,935) | 6,330 | - | 81,700 | (241,605) | (74.7%) |
| INTERDEPARTMENTAL CHARGES | | | | | | | | |
| INTERDEPARTMENTAL CHARGES | 125,753 | 125,753 | - | 3,873 | - | 129,626 | 3,873 | 3.1% |
| TOTAL INTERDEPARTMENTAL CHARGES | 125,753 | 125,753 | - | 3,873 | - | 129,626 | 3,873 | 3.1% |
| TOTAL EXPENSES | 1,761,084 | 904,867 | (247,935) | 24,134 | - | 681,066 | (223,801) | (24.7%) |
| NET OPERATING | 664,090 | 656,932 | - | 24,134 | - | 681,066 | 24,134 | 3.7% |
| SUMMARY | | | | | | | | |
| TOTAL REVENUES | (1,096,994) | (247,935) | 247,935 | - | - | - | 247,935 | (100.0%) |
| TOTAL EXPENSES | 1,761,084 | 904,867 | (247,935) | 24,134 | - | 681,066 | (223,801) | (24.7%) |
| TOTAL LEVY | 664,090 | 656,932 | - | 24,134 | - | 681,066 | 24,134 | 3.7% |
| % BUDGET INCREASE (DECREASE) | | | - | 3.7% | - | 3.7% | | |

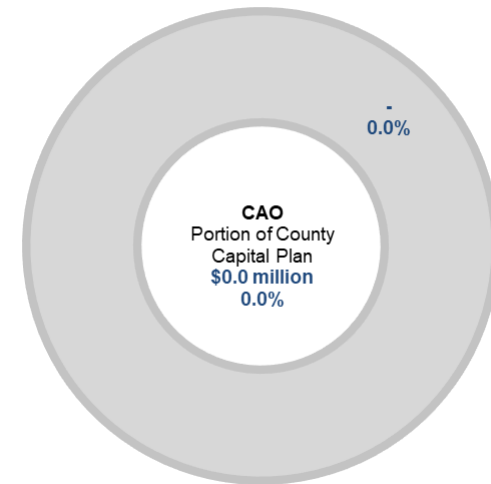
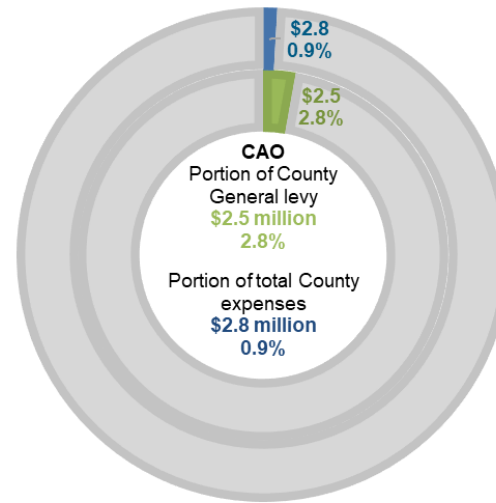
* May include in-year approved transfer and/or account reclassifications in accordance with Purchasing Policy No. 6.071

2025 Budget

1
CAO's Office



The CAO is comprised of the CAO Office, Strategic Initiatives, Tourism, Strategic Communication and Engagement.



| | Division | Division Description | Services | 2025 FTE Base | 2025 FTE Temp |
|-------------------------------------|------------------------------|---|--|---------------|---------------|
| 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. | <ul style="list-style-type: none"> Corporate Leadership | 2.0 | - |
| | Strategic Initiatives | Support the development and delivery of strategic initiatives, including; diversity, equity and inclusion, community-based environmental sustainability, Community Safe and Well Plan as well as other County strategic goals and commitments. Support and facilitate advocacy initiatives on matters pertaining to the provincial government, municipal partners and other governments and agencies. | <ul style="list-style-type: none"> Strategic Initiatives and Commitments Intergovernmental Relations | 3.0 | - |
| | 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 | 3.4 | - |

| Division | Division Description | Services | 2025 FTE Base | 2025 FTE Temp |
|---|---|--|---------------|---------------|
| 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 | 6.0 | - |
| Total | | | 14.4 | 0.0 |

5 Year Projected Budget

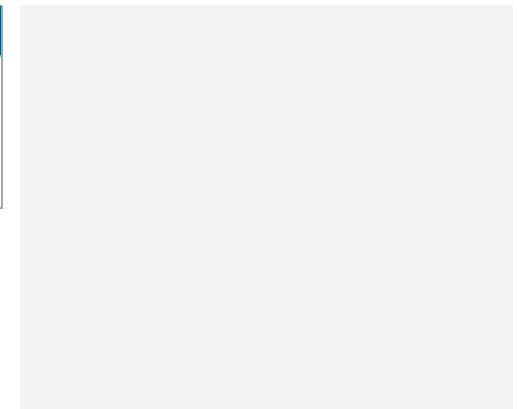
| | 2025 BUDGET | 2026 PROJECTED BUDGET | 2027 PROJECTED BUDGET | 2028 PROJECTED BUDGET | 2029 PROJECTED BUDGET |
|------------------------------|------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| OPERATING | | | | | |
| REVENUES | | | | | |
| GENERAL REVENUES | (150,400) | (31,426) | (20,400) | (31,426) | (20,400) |
| OTHER REVENUES | - | - | - | - | (100,000) |
| INTERDEPARTMENTAL RECOVERIES | (100,420) | (107,500) | (110,700) | (114,000) | (117,400) |
| TOTAL REVENUES | (250,820) | (138,926) | (131,100) | (145,426) | (237,800) |
| EXPENSES | | | | | |
| SALARIES AND BENEFITS | 1,939,667 | 2,118,930 | 2,231,032 | 2,311,316 | 2,311,751 |
| OPERATING EXPENSES | 628,650 | 505,447 | 451,985 | 465,022 | 561,125 |
| RESERVE TRANSFERS | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 |
| INTERDEPARTMENTAL CHARGES | 198,589 | 204,385 | 210,011 | 215,095 | 220,184 |
| TOTAL EXPENSES | 2,786,906 | 2,848,762 | 2,913,028 | 3,011,433 | 3,113,060 |
| NET OPERATING | 2,536,086 | 2,709,836 | 2,781,928 | 2,866,007 | 2,875,260 |
| CAPITAL | | | | | |
| CAPITAL EXPENSES | 2,000 | 2,400 | - | - | - |
| NET CAPITAL | 2,000 | 2,400 | - | - | - |
| SUMMARY | | | | | |
| TOTAL REVENUES | (250,820) | (138,926) | (131,100) | (145,426) | (237,800) |
| TOTAL EXPENSES | 2,788,906 | 2,851,162 | 2,913,028 | 3,011,433 | 3,113,060 |
| TOTAL LEVY | 2,538,086 | 2,712,236 | 2,781,928 | 2,866,007 | 2,875,260 |

Services Overview

Full-Time Equivalents **2.0 FTE**

→ 0.0
Base

| Service | Service Description | 2023 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 |







Key Performance Indicators

| | 2021 Actual | 2022 Actual | 2023 Actual | 2024 Forecast | 2025 Budget | Target |
|---|-------------|-------------|-------------|---------------|-------------|--------|
| Gross operating budget variance (% operating budget spent) | 90.4% | 95.0% | 97.6% | 110.0% | 98.5% | 98.5% |
| Capital budget (delivery) variance (% capital budget spent) | 66.0% | 70.0% | 65.0% | 80.7% | ↑ | ↑ |
| Community satisfaction with county programs* | N/A | 74.7% | 68% | 62% | ↑ | ↑ |
| Employee job engagement** | N/A | 75.5% | N/A | N/A | N/A | ↑ |
| Employee organizational engagement** | N/A | 68.4% | N/A | N/A | N/A | ↑ |

* Oxford County annual budget survey, overall rating achieved. No budget survey completed 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 2026.

Goals and Objectives

| Description | 2025 | 2026 | 2027 | Strategic Plan | Other Plan Alignment |
|--|------|------|------|--|---|
| <p>Workforce Culture Provide leadership in creating a culture that attracts, retains and engages staff to meet or exceed service delivery expectations.</p> | ● | ● | ● |  Goal 3.3: Attract, retain and engage staff | |
| <p>Strategic Commitments Review and assess the broader commitments including 100% Renewable Energy, Zero Waste, Zero Poverty and 100% Housed to identify gaps and opportunities to realign priorities and offer additional support to achieve these initiatives. Continue working with community partners, stakeholders, businesses, and provincial and federal governments to advance these formal commitments.</p> | ● | ● | ● |  Goal 3.2: Collaborate with our partners and communities | 100% Renewable Energy Plan Zero Waste Plan Zero Poverty |
| <p>Continuous Improvement 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 customer experience.</p> | ● | ● | ● |  Goal 3.1: Continuous improvement and results-driven solutions | |
| <p>Relationship Building Enhance client relations with residents, County Council and area municipal staff to promote partnership and collaboration. Increase opportunity for user feedback to measure user experience and service delivery satisfaction.</p> | ● | ● | ● |  Goal 3.2: Collaborate with our partners and communities | |

Budget

| | 2024 | 2024 | LESS: 2024 | 2025 | 2025 | 2025 | \$ OVER | % OVER |
|--|------------------|----------------|------------------|------------------|----------------|----------------|----------------|-----------------|
| | FORECAST | BUDGET* | NON-RECURRING | BASE BUDGET | BUDGET IMPACTS | BUDGET | 2024 BUDGET | 2024 BUDGET |
| OPERATING | | | | | | | | |
| REVENUES | | | | | | | | |
| GENERAL REVENUES | | | | | | | | |
| PROVINCIAL GRANTS | (8,650) | - | - | - | - | - | - | - |
| USER FEES AND CHARGES | (1,216) | - | - | - | - | - | - | - |
| TOTAL GENERAL REVENUES | (9,866) | - | - | - | - | - | - | - |
| OTHER REVENUES | | | | | | | | |
| RESERVE TRANSFER | (325,000) | - | 100,000 | (100,000) | - | - | - | - |
| TOTAL OTHER REVENUES | (325,000) | - | 100,000 | (100,000) | - | - | - | - |
| TOTAL REVENUES | (334,866) | - | 100,000 | (100,000) | - | - | - | - |
| EXPENSES | | | | | | | | |
| SALARIES AND BENEFITS | | | | | | | | |
| SALARIES | 334,718 | 334,718 | - | 27,883 | - | 362,601 | 27,883 | 8.3% |
| BENEFITS | 83,644 | 83,644 | - | 8,001 | - | 91,645 | 8,001 | 9.6% |
| GAPPING ALLOCATION | - | - | 58,930 | (58,930) | - | - | - | - |
| TOTAL SALARIES AND BENEFITS | 418,362 | 418,362 | 58,930 | (23,046) | - | 454,246 | 35,884 | 8.6% |
| OPERATING EXPENSES | | | | | | | | |
| MATERIALS | 32,936 | 23,750 | (20,300) | 21,695 | - | 25,145 | 1,395 | 5.9% |
| CONTRACTED SERVICES | 400,582 | 65,000 | (80,000) | 80,000 | - | 65,000 | - | - |
| TOTAL OPERATING EXPENSES | 433,518 | 88,750 | (100,300) | 101,695 | - | 90,145 | 1,395 | 1.6% |
| INTERDEPARTMENTAL CHARGES | | | | | | | | |
| INTERDEPARTMENTAL CHARGES | 33,547 | 33,547 | - | 9,254 | - | 42,801 | 9,254 | 27.6% |
| TOTAL INTERDEPARTMENTAL CHARGES | 33,547 | 33,547 | - | 9,254 | - | 42,801 | 9,254 | 27.6% |
| TOTAL EXPENSES | 885,427 | 540,659 | (41,370) | 87,903 | - | 587,192 | 46,533 | 8.6% |
| NET OPERATING | 550,561 | 540,659 | 58,630 | (12,097) | - | 587,192 | 46,533 | 8.6% |
| CAPITAL | | | | | | | | |
| CAPITAL EXPENSES | 2,000 | 2,000 | (2,000) | - | - | - | (2,000) | (100.0%) |
| NET CAPITAL | 2,000 | 2,000 | (2,000) | - | - | - | (2,000) | (100.0%) |
| SUMMARY | | | | | | | | |
| TOTAL REVENUES | (334,866) | - | 100,000 | (100,000) | - | - | - | - |
| TOTAL EXPENSES | 887,427 | 542,659 | (43,370) | 87,903 | - | 587,192 | 44,533 | 8.2% |
| TOTAL LEVY | 552,561 | 542,659 | 56,630 | (12,097) | - | 587,192 | 44,533 | 8.2% |
| % BUDGET INCREASE (DECREASE) | | | 10.4% | (2.2%) | - | 8.2% | | |

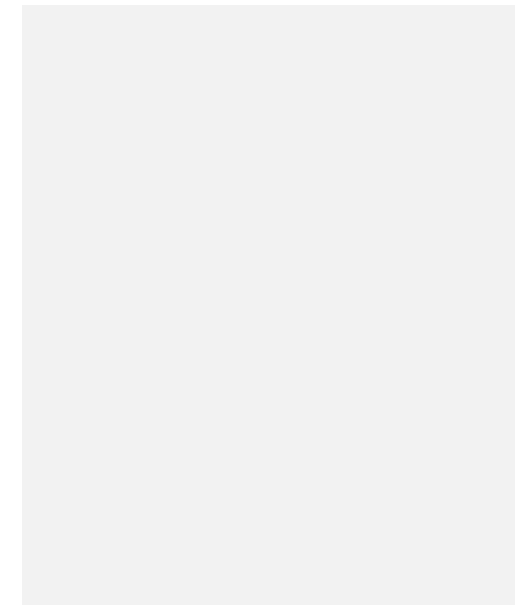
* May include in-year approved transfer and/or account reclassifications in accordance with Purchasing Policy No. 6.07

Services Overview

Full-Time Equivalents **3.0 FTE**

→ 0.0
Base





| Service | Service Description | 2023 Service Level | Service Type |
|---------------------------------------|--|--------------------|--------------|
| Strategic Initiatives and Commitments | <p>Building and maintaining partnerships with internal and external stakeholders to support the County's broader environmental sustainability commitments.</p> <p>Provide support and guidance to the organization through the internal DEI committee and externally to the broader community through the Safe and Well Oxford DEI Action Coalition. Lead accessibility related initiatives.</p> <p>Lead the implementation of initiatives and activities related to the Safe and Well Oxford Steering Committee, on behalf of Area Municipalities.</p> <p>Monitor and report on the County's progress towards the goals and objectives as identified in the current Strategic Plan.</p> | N/A | Support |
| Intergovernmental Relations | Strengthen existing and building new relationships through implementation of the County's Advocacy Framework. | N/A | Support |






Key Performance Indicators

| | 2021 Actual | 2022 Actual | 2023 Actual | 2024 Forecast | 2025 Budget | Target |
|---|-------------|-------------|-------------|---------------|-------------|--------|
| Engagement with Smart Energy Oxford | 8 | 7 | 7 | 6 | 10 | 10 |
| Engagement with Zero Waste Oxford | 10 | 11 | 6 | 10 | 10 | 10 |
| DEI Action Coalition Meetings | N/A | N/A | N/A | 9 | 9 | 9 |
| Safe and Well Steering Committee Meetings | N/A | N/A | 8 | 11 | 11 | 11 |
| Advocacy Events and Meetings | N/A | N/A | N/A | 36 | 40 | ↑ |
| % of Initiatives Accomplished within Internal DEI Action Plan | N/A | N/A | N/A | 45 | 70 | ↑ |

Goals and Objectives

| Description | 2025 | 2026 | 2027 | Strategic Plan | Other Plan Alignment |
|---|------|------|------|---|--|
| <p>Climate Action Plan</p> <p>To be approved in 2025 with implementation in future years, focusing on community climate mitigation and adaptation as well as building resiliency into existing services and infrastructure. Will be monitored and reviewed on a five-year basis.</p> | ● | ● | ● |  Goal 2.1: Climate change mitigation and adaption | 100% Renewable Energy Plan Asset Management Plan Official Plan |
| <p>Community Environmental Sustainability</p> <p>Continue to engage and work with Zero Waste Oxford and Smart Energy Oxford to support the County in achieving their various environmental sustainability goals.</p> | ● | ● | ● |  Goal 2.2: Preserve and enhance our natural environment | 100% Renewable Energy Plan |
| <p>Internal Diversity Equity and Inclusion</p> <p>Continue to collaborate with internal stakeholders and implement the initiatives as outlined in the Internal Diversity Equity and Inclusion Action Plan. Explore Oxford’s role in the “Calls to Action” contained within the <i>Truth and Reconciliation Report</i>. Develop and implement an Indigenous Consultation Plan.</p> | ● | ● | ● |  Goal 3.3: Attract, retain and engage staff | |
| <p>Community Diversity Equity and Inclusion</p> <p>Collaborate with Oxford County's community partners, especially organizations affiliated with people from under represented groups to support and enhance the multicultural dynamic and create a visible safe space in Oxford County events for marginalized communities. Enhance the Diversity Equity and Inclusion related resources available through the Safe and Well Oxford webpage, making it digitally accessible with a variety of Diversity Equity and Inclusion related resources, training, and Action Coalition specific updates (minutes & agendas). Implement the Diversity Equity and Inclusion Charter including improvement to the customer service experience, ensuring the County's service delivery is more inclusive and accessible. Review and update the multi-year accessibility plan.</p> | ● | ● | ● |  Goal 1.3: Community health, safety and well-being | |

| Description | 2025 | 2026 | 2027 | Strategic Plan | Other Plan Alignment |
|--|------|------|------|---|----------------------|
| <p>Safe and 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. Facilitate and lead the development and implementation of an updated plan.</p> | ● | ● | ● |  <i>Goal 1.3: Community health, safety and well-being</i> | |
| <p>Advocacy</p> <p>Continue to implement the County's Advocacy Framework. Strengthen key relationships and establish new ones to further advance the County's Strategic Plan.</p> | ● | ● | ● |  <i>Goal 1.3: Community health, safety and well-being</i> | |
| <p>Strategic Plan</p> <p>Formalize annual strategic plan reporting and monitoring, including the establishment of Key Performance Indicators.</p> | ● | ● | ● |  <i>Goal 3.1: Continuous improvement and results-driven solutions</i> | |

Budget

| | 2024 | 2024 | LESS: 2024 | 2025 | 2025 | 2025 | \$ OVER | % OVER |
|--|------------------|------------------|---------------|-----------------|------------------|------------------|------------------|-----------------|
| | FORECAST | BUDGET* | NON-RECURRING | BASE BUDGET | BUDGET IMPACTS | BUDGET | 2024 BUDGET | 2024 BUDGET |
| OPERATING | | | | | | | | |
| REVENUES | | | | | | | | |
| GENERAL REVENUES | | | | | | | | |
| PROVINCIAL GRANTS | (10,000) | - | - | - | (130,000) | (130,000) | (130,000) | - |
| USER FEES AND CHARGES | (335,000) | - | - | - | - | - | - | - |
| TOTAL GENERAL REVENUES | (345,000) | - | - | - | (130,000) | (130,000) | (130,000) | - |
| OTHER REVENUES | | | | | | | | |
| RESERVE TRANSFER | (100,000) | (100,000) | - | 100,000 | - | - | 100,000 | (100.0%) |
| TOTAL OTHER REVENUES | (100,000) | (100,000) | - | 100,000 | - | - | 100,000 | (100.0%) |
| TOTAL REVENUES | (445,000) | (100,000) | - | 100,000 | (130,000) | (130,000) | (30,000) | 30.0% |
| EXPENSES | | | | | | | | |
| SALARIES AND BENEFITS | | | | | | | | |
| SALARIES | 261,732 | 308,134 | - | 28,993 | - | 337,127 | 28,993 | 9.4% |
| BENEFITS | 80,176 | 88,685 | - | 9,094 | - | 97,779 | 9,094 | 10.3% |
| GAPPING ALLOCATION | - | (58,930) | - | 58,930 | - | - | 58,930 | (100.0%) |
| TOTAL SALARIES AND BENEFITS | 341,908 | 337,889 | - | 97,017 | - | 434,906 | 97,017 | 28.7% |
| OPERATING EXPENSES | | | | | | | | |
| MATERIALS | 70,264 | 82,820 | - | (18,580) | 3,000 | 67,240 | (15,580) | (18.8%) |
| CONTRACTED SERVICES | 105,186 | 100,000 | - | (82,000) | 145,000 | 163,000 | 63,000 | 63.0% |
| EXTERNAL TRANSFERS | 47,000 | 47,000 | - | 1,000 | - | 48,000 | 1,000 | 2.1% |
| TOTAL OPERATING EXPENSES | 222,450 | 229,820 | - | (99,580) | 148,000 | 278,240 | 48,420 | 21.1% |
| RESERVE TRANSFERS | | | | | | | | |
| CONTRIBUTIONS TO RESERVES | 355,000 | 20,000 | - | - | - | 20,000 | - | - |
| TOTAL RESERVE TRANSFERS | 355,000 | 20,000 | - | - | - | 20,000 | - | - |
| INTERDEPARTMENTAL CHARGES | | | | | | | | |
| INTERDEPARTMENTAL CHARGES | 27,664 | 27,669 | - | 8,252 | - | 35,921 | 8,252 | 29.8% |
| TOTAL INTERDEPARTMENTAL CHARGES | 27,664 | 27,669 | - | 8,252 | - | 35,921 | 8,252 | 29.8% |
| TOTAL EXPENSES | 947,022 | 615,378 | - | 5,689 | 148,000 | 769,067 | 153,689 | 25.0% |
| NET OPERATING | 502,022 | 515,378 | - | 105,689 | 18,000 | 639,067 | 123,689 | 24.0% |
| SUMMARY | | | | | | | | |
| TOTAL REVENUES | (445,000) | (100,000) | - | 100,000 | (130,000) | (130,000) | (30,000) | 30.0% |
| TOTAL EXPENSES | 947,022 | 615,378 | - | 5,689 | 148,000 | 769,067 | 153,689 | 25.0% |
| TOTAL LEVY | 502,022 | 515,378 | - | 105,689 | 18,000 | 639,067 | 123,689 | 24.0% |
| % BUDGET INCREASE (DECREASE) | | | - | 20.5% | 3.5% | 24.0% | | |

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

Budget Impact Details

| | REFERENCE | OPERATING EXPENSES | REVENUES | TAXATION | % |
|--|-----------|--------------------|----------------|---------------|-------------|
| ONE-TIME ITEMS | | | | | |
| SI-Council DEI and Accessibility | | 15,000 | - | 15,000 | 2.9% |
| SI-Safe Well Oxford Plan Update | | 80,000 | 80,000 | - | |
| SI-Indigenous Consultation Plan | | 50,000 | 50,000 | - | |
| SI-Climate Action Plan Engagement | | 1,500 | - | 1,500 | 0.3% |
| SI-Ontario Non-Profit Housing Association for AAC Training | | 1,500 | - | 1,500 | 0.3% |
| | | 148,000 | 130,000 | 18,000 | 3.5% |
| TOTAL | | 148,000 | 130,000 | 18,000 | 3.5% |

Services Overview

Full-Time Equivalents **3.4 FTE**

↑0.1
Base






| Service | Service Description | 2023 Service Level | Service Type |
|--------------------------|---|-----------------------------------|--------------|
| Tourism Industry Support | An external service that supports businesses with product development, marketing and collaboration opportunities. | 364 partnership activities | Community |
| Tourism Visitor Support | An external service that manages and supports visitation. | 212,402 website sessions | Community |

- **0.4 FTE Tourism Clerk Part-time** - and **(0.3) FTE Student** - Year-round staffing is needed to meet business and consumer demand.

Key Performance Indicators

| | 2021 Actual | 2022 Actual | 2023 Actual | 2024 Forecast | 2025 Budget | Target |
|--|-------------|-------------|-------------|---------------|-------------|-----------|
| Sustainable tourism development & promotion activities | 6 | 8 | 2 | 2 | 3 | 3 |
| Number of travel media stories | 14 | 8 | 14 | 5 | 3 | 3 |
| Paid digital campaign impressions | 5,000,000 | 4,000,000 | 6,500,000 | 4,000,000 | 4,000,000 | 4,000,000 |
| Consumer engagement (social media followers, subscribers, website/video views, print, in person) | 287,916 | 365,966 | 292,892 | 294,000 | 300,000 | 300,000 |

Goals and Objectives

| Description | 2025 | 2026 | 2027 | Strategic Plan | Other Plan Alignment |
|---|------|------|------|--|----------------------|
| <p>Develop Surveys and Reports to Improve Measurement, Monitoring and Reporting of Tourism Related Data</p> <p>Implement annual surveys of businesses, residents and visitors. Reports will measure the economic, social and environmental impact of the tourism industry, including over-tourism. Report the results and use in tourism planning.</p> | ● | ● | |  Goal 3.1: Continuous improvement and results-driven solutions | |
| <p>Investigate New Partnerships with Canada's Outdoor Farm Show</p> <p>Partner with Canada's Outdoor Farm show to work on new initiatives to extend stays and increase visitation.</p> | ● | ● | ● |  Goal 3.2: Collaborate with our partners and communities | |
| <p>Complete Implementation of Your Next Stop</p> <p>Bring together local tourism attractions to develop new trip itineraries promoting visitation between compatible nearby attractions. Market these new itineraries through the Your Next Stop program increasing the number of businesses involved from 19 to 30. Your Next Stop is a component of Oxford County's FedDev Southern Ontario Tourism Growth Program grant.</p> | ● | | |  Goal 3.2: Collaborate with our partners and communities | |
| <p>Develop a New Visiting Friends and Family Ambassador Program</p> <p>Launch a marketing campaign to increase local resident awareness, visitation and civic pride in local tourism attractions. This program will target key times of the year including holidays and summer months when individuals may be looking for tourism opportunities. This program will work in partnership with local businesses.</p> | ● | ● | |  Goal 1.3: Community health, safety and well-being | |
| <p>Improve Communication with Businesses, Resident and Consumers on Sustainable Tourism</p> <p>Increase tourism businesses awareness of opportunities and demands for sustainable travel solutions sharing resources and training opportunities. Expand information on TourismOxford.ca to support consumers in planning sustainable travel to Oxford County including highlighting local attractions with certifications and sustainable practices.</p> | ● | ● | |  Goal 2.1: Climate change mitigation and adaption | |

Budget

| | 2024 | 2024 | LESS: 2024 | 2025 | 2025 | 2025 | \$ OVER | % OVER |
|--|------------------|-----------------|-----------------|-----------------|----------------|-----------------|-----------------|----------------|
| | FORECAST | BUDGET* | NON-RECURRING | BASE BUDGET | BUDGET IMPACTS | BUDGET | 2024 BUDGET | 2024 BUDGET |
| OPERATING | | | | | | | | |
| REVENUES | | | | | | | | |
| GENERAL REVENUES | | | | | | | | |
| PROVINCIAL GRANTS | (53,659) | (73,532) | 20,000 | 53,532 | - | - | 73,532 | (100.0%) |
| FEDERAL GRANTS | (56,333) | - | - | - | - | - | - | - |
| USER FEES AND CHARGES | (16,450) | (15,300) | - | (5,100) | - | (20,400) | (5,100) | 33.3% |
| TOTAL GENERAL REVENUES | (126,442) | (88,832) | 20,000 | 48,432 | - | (20,400) | 68,432 | (77.0%) |
| TOTAL REVENUES | (126,442) | (88,832) | 20,000 | 48,432 | - | (20,400) | 68,432 | (77.0%) |
| EXPENSES | | | | | | | | |
| SALARIES AND BENEFITS | | | | | | | | |
| SALARIES | 223,476 | 241,077 | - | 11,160 | 9,824 | 262,061 | 20,984 | 8.7% |
| BENEFITS | 69,824 | 72,320 | - | 6,172 | 5,026 | 83,518 | 11,198 | 15.5% |
| GAPPING ALLOCATION | - | - | - | - | (4,349) | (4,349) | (4,349) | - |
| TOTAL SALARIES AND BENEFITS | 293,300 | 313,397 | - | 17,332 | 10,501 | 341,230 | 27,833 | 8.9% |
| OPERATING EXPENSES | | | | | | | | |
| MATERIALS | 136,463 | 126,042 | (7,000) | 8,688 | - | 127,730 | 1,688 | 1.3% |
| CONTRACTED SERVICES | 205,532 | 159,793 | (40,000) | (47,743) | - | 72,050 | (87,743) | (54.9%) |
| TOTAL OPERATING EXPENSES | 341,995 | 285,835 | (47,000) | (39,055) | - | 199,780 | (86,055) | (30.1%) |
| INTERDEPARTMENTAL CHARGES | | | | | | | | |
| INTERDEPARTMENTAL CHARGES | 49,704 | 49,704 | - | 456 | - | 50,160 | 456 | 0.9% |
| DEPARTMENTAL CHARGES | - | - | - | - | - | - | - | - |
| TOTAL INTERDEPARTMENTAL CHARGES | 49,704 | 49,704 | - | 456 | - | 50,160 | 456 | 0.9% |
| TOTAL EXPENSES | 684,999 | 648,936 | (47,000) | (21,267) | 10,501 | 591,170 | (57,766) | (8.9%) |
| NET OPERATING | 558,557 | 560,104 | (27,000) | 27,165 | 10,501 | 570,770 | 10,666 | 1.9% |
| SUMMARY | | | | | | | | |
| TOTAL REVENUES | (126,442) | (88,832) | 20,000 | 48,432 | - | (20,400) | 68,432 | (77.0%) |
| TOTAL EXPENSES | 684,999 | 648,936 | (47,000) | (21,267) | 10,501 | 591,170 | (57,766) | (8.9%) |
| TOTAL LEVY | 558,557 | 560,104 | (27,000) | 27,165 | 10,501 | 570,770 | 10,666 | 1.9% |
| % BUDGET INCREASE (DECREASE) | | | (4.8%) | 4.8% | 1.9% | 1.9% | | |

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

Budget Impact Details

| | REFERENCE | OPERATING EXPENSES | TAXATION | % |
|--|-----------|--------------------|----------------|---------------|
| SERVICE LEVEL | | | | |
| TOUR-Convert Tourism Student to Part-time year-round | | 14,850 | 14,850 | 2.7% |
| | | 14,850 | 14,850 | 2.7% |
| INITIATIVE GAPPING | | | | |
| TOUR-Convert Tourism Student to Part-time year-round | | (4,349) | (4,349) | (0.8%) |
| | | (4,349) | (4,349) | (0.8%) |
| TOTAL | | 10,501 | 10,501 | 1.9% |

Services Overview

Full-Time Equivalents **6.0 FTE**

↑1.0

| Service | Service Description | 2023 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. | <p>60% Increase in news releases and newsroom updates</p> <p>20% Increase in media interviews facilitated</p> <p>30% Increase in public engagement activity on Speak Up, Oxford!</p> | Support |

- **1.0 Communications Officer Full-time** - To meet demand for communication support that has followed an increase in activity in other departments and services **FTE 2025-13**

Key Performance Indicators




| | 2021 Actual | 2022 Actual | 2023 Actual | 2024 Forecast | 2025 Budget | Target |
|--|-------------|-------------|-------------|---------------|-------------|------------|
| Media interviews facilitated | 103 | 136 | 163 | 167 | 170 | + 2%/yr |
| News releases & newsroom updates | 81 | 77 | 125 | 129 | 133 | + 3%/yr |
| Total annual sessions to website* | 342,135 | 342,404 | 405,377 | 470,848 | 500,000 | + 7-15%/yr |
| Social media followers** | 11,039 | 13,179 | 14,231 | 14,942 | 15,690 | + 5%/yr |
| Employee organizational communication ⁺ | N/A | 66% | N/A | N/A | N/A | 75% |
| Community engagement campaigns | 7 | 13 | 17 | 18 | 19 | + 3%/yr |

* The Web Team has adopted a new method for measuring website activity to address deficiencies in the Google Analytics model. Measures for previous years have been adjusted to align with the new model's figures for 2023 Actual and projected figures for 2024 and 2025.

** Includes Oxford County main corporate accounts only for Facebook, Instagram, YouTube and X (formerly Twitter). Does not include accounts for Tourism, Library, Paramedics, Archives, Wasteline (Public Works) or new account for Woodingford Lodge.

⁺ From 2022 Employee Engagement Survey. Employee Engagement Survey is carried out approximately every 3 years by Human Resources.

Goals and Objectives

| Description | 2025 | 2026 | 2027 | Strategic Plan | Other Plan Alignment |
|---|------|------|------|--|----------------------|
| <p>Update Communication and Engagement Strategy</p> <p>Update Oxford County's communication and engagement strategy ("Inform and Engage: A Guideline for Effective Communication & Public Participation at Oxford County," 2014) as outlined in 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> Included in 2024 Business Plan and Budget for 2024-2025.</p> | ● | | |  Goal 3.2: Collaborate with our partners and communities | |
| <p>Develop an Annual Communication and Engagement Update</p> <p>Develop annual overview of service, progress, highlights and local trends for Oxford County's communication and engagement activities for members of County Council and the public. This project is under recommendation of the Chief Administrative Officer.</p> | ● | | |  Goal 3.1: Continuous improvement and results-driven solutions | |
| <p>Enhance Construction and Capital Project-Related Communication to the Public</p> <p>Enhance communications for construction and capital-related projects to improve communication to the public. This will include working with Public Works and the Web Team to establish a "go to" information hub for quick construction status updates; exploring weekly roll-ups on social media and possibly print media (ads); and further developing and ensuring cohesion across templates for construction notices, study notices, and communication related to service expansions.</p> | ● | | |  Goal 3.1: Continuous improvement and results-driven solutions | |

Budget

| | 2024 | 2024 | LESS: 2024 | 2025 | 2025 | 2025 | \$ OVER | % OVER |
|---|----------|----------|---------------|-------------|----------------|-----------|-------------|-------------|
| | FORECAST | BUDGET* | NON-RECURRING | BASE BUDGET | BUDGET IMPACTS | BUDGET | 2024 BUDGET | 2024 BUDGET |
| OPERATING | | | | | | | | |
| REVENUES | | | | | | | | |
| INTERDEPARTMENTAL RECOVERIES | | | | | | | | |
| DEPARTMENTAL RECOVERIES | (87,220) | (87,220) | - | (13,200) | - | (100,420) | (13,200) | 15.1% |
| TOTAL INTERDEPARTMENTAL RECOVERIES | (87,220) | (87,220) | - | (13,200) | - | (100,420) | (13,200) | 15.1% |
| TOTAL REVENUES | (87,220) | (87,220) | - | (13,200) | - | (100,420) | (13,200) | 15.1% |
| EXPENSES | | | | | | | | |
| SALARIES AND BENEFITS | | | | | | | | |
| SALARIES | 432,470 | 453,380 | - | 31,414 | 71,685 | 556,479 | 103,099 | 22.7% |
| BENEFITS | 136,310 | 136,504 | - | 14,741 | 25,976 | 177,221 | 40,717 | 29.8% |
| GAPPING ALLOCATION | - | (14,144) | 14,144 | - | (24,415) | (24,415) | (10,271) | 72.6% |
| TOTAL SALARIES AND BENEFITS | 568,780 | 575,740 | 14,144 | 46,155 | 73,246 | 709,285 | 133,545 | 23.2% |
| OPERATING EXPENSES | | | | | | | | |
| MATERIALS | 54,215 | 52,315 | - | (2,505) | 2,675 | 52,485 | 170 | 0.3% |
| CONTRACTED SERVICES | 8,000 | 8,000 | - | - | - | 8,000 | - | - |
| TOTAL OPERATING EXPENSES | 62,215 | 60,315 | - | (2,505) | 2,675 | 60,485 | 170 | 0.3% |
| INTERDEPARTMENTAL CHARGES | | | | | | | | |
| INTERDEPARTMENTAL CHARGES | 65,648 | 65,648 | - | 4,059 | - | 69,707 | 4,059 | 6.2% |
| TOTAL INTERDEPARTMENTAL CHARGES | 65,648 | 65,648 | - | 4,059 | - | 69,707 | 4,059 | 6.2% |
| TOTAL EXPENSES | 696,643 | 701,703 | 14,144 | 47,709 | 75,921 | 839,477 | 137,774 | 19.6% |
| NET OPERATING | 609,423 | 614,483 | 14,144 | 34,509 | 75,921 | 739,057 | 124,574 | 20.3% |
| CAPITAL | | | | | | | | |
| CAPITAL EXPENSES | 2,200 | 2,200 | (2,200) | - | 2,000 | 2,000 | (200) | (9.1%) |
| NET CAPITAL | 2,200 | 2,200 | (2,200) | - | 2,000 | 2,000 | (200) | (9.1%) |
| SUMMARY | | | | | | | | |
| TOTAL REVENUES | (87,220) | (87,220) | - | (13,200) | - | (100,420) | (13,200) | 15.1% |
| TOTAL EXPENSES | 698,843 | 703,903 | 11,944 | 47,709 | 77,921 | 841,477 | 137,574 | 19.5% |
| TOTAL LEVY | 611,623 | 616,683 | 11,944 | 34,509 | 77,921 | 741,057 | 124,374 | 20.2% |
| % BUDGET INCREASE (DECREASE) | | | 1.9% | 5.6% | 12.6% | 20.2% | | |

* 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 | TOTAL EXPENSES | TAXATION | % |
|-------------------------------|--------------------|--------------------|------------------|-----------------|-----------------|---------------|
| ONE-TIME ITEMS | | | | | | |
| SCE-175th County Anniversary | | 1,000 | - | 1,000 | 1,000 | 0.2% |
| | | 1,000 | - | 1,000 | 1,000 | 0.2% |
| SERVICE LEVEL | | | | | | |
| SCE-Communication Officer FTE | FTE 2025-13 | 99,336 | 2,000 | 101,336 | 101,336 | 16.4% |
| | | 99,336 | 2,000 | 101,336 | 101,336 | 16.4% |
| INITIATIVE GAPPING | | | | | | |
| SCE-Communication Officer FTE | FTE 2025-13 | (24,415) | - | (24,415) | (24,415) | (4.0%) |
| | | (24,415) | - | (24,415) | (24,415) | (4.0%) |
| TOTAL | | 75,921 | 2,000 | 77,921 | 77,921 | 12.6% |

Capital Budget

| PROJECT # AND NAME | DESCRIPTION | ASSET ACTIVITY | ASSET RATING | TOTAL | 2025 REQUEST** | 2026 | 2027-2034 |
|---------------------------------------|--|----------------|--------------|----------------|----------------|------------|------------|
| COMPUTER EQUIPMENT | | | | | | | |
| 113000 STRATEGIC COMM. AND ENGAGEMENT | Laptop for Communication Officer (FTE 2025-13) | Expansion | N/A | \$2,000 | 2,000 | - | - |
| | | | | \$2,000 | \$2,000 | \$0 | \$0 |

** The 2025 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 – Communications Officer

FTE 2025-13

| SUMMARY | |
|----------------------------|--|
| Type of FTE request | Maintain Service Level |
| Classification | Full-time - Permanent |
| Job Titles | Communications Officer |
| FTE | 1.0 |
| Description | To meet demand for communication support that has followed an increase in activity in other departments and services |

| STRATEGIC PLAN |
|---|
|  |
| <p><i>Goal 3.2: Collaborate with our partners and communities</i></p> |

| REQUEST DETAILS |
|--|
| <p>Current situation</p> <p>Service enhancements and new legislative requirements have increased work volume for several programs and services at Oxford County. As a support service to other departments, the Strategic Communication and Engagement department experiences a direct workload impact as the organization grows.</p> <p>Oxford County’s growth in capital projects, in particular, has spurred a greater volume and frequency of communication. As of September 11, 2024, communication support required for construction-related projects surpassed by 55% the total number of projects supported in all of 2023.</p> <p>The public is responsive to construction-related communications. Construction updates have formed the majority of social media posts this year and garnered the most online engagement. It has still been challenging to keep pace with the volume of information to be communicated to residents.</p> <p>Key points</p> <ul style="list-style-type: none"> The number of construction projects and studies supported has increased, with 7 supported in 2022; 20 supported in 2023; and 32 so far this year up to September 11, 2024. |

REQUEST DETAILS

- In 2023, a total of 45 construction-related communication products were created. So far in 2024, up to September 11, a total of 88 construction-related products have been developed. A single “product” may include a resident notice/handout; a newspaper ad designed and created in multiple size formats; a social media planning document that includes text for one or more posts, social media graphic, scheduling and paid promotion if applicable; etc.
- The complexity, community impact and/or level of community interest has grown for some major projects, as seen with the OR 59 Bridge rehabilitation, Punkeydoodles Corners intersection improvements, and improvements to OR 15 (Parkinson Road) and Springbank Avenue intersection this year. This has required more communication support (ad design and media buying, social media posts and monitoring, notices, etc.).
- Growth in community newspapers (expanded news in Wilmot-Tavistock Gazette, new Woodstock-Ingersoll Echo, and the new Tillsonburg Post), along with the County’s expanded use of Google advertising (to strong results), are providing more opportunities to reach residents through advertisements. With no one method of advertising offering reach to all residents, the communication team is coordinating advertising through multiple channels for many activities and announcements.

To continue to improve construction-related communications, the Communication team has evolved the design of construction notices delivered directly to homes of affected residents to make these materials more understandable, engaging and memorable (samples below). This requires more coordination, writing/editing, and graphic design support.

Other drivers

Enhanced service in other areas has also increased the need for communication support.

- Woodingford Lodge has launched major projects and focused on enhancing internal communication, adding a monthly resident newsletter supported by the Communication team as well as launching a social media presence (Woodingford Lodge Instagram).
- The Strategic Initiatives and Intergovernmental Relations portfolio is new within the past two years, with support being provided to four significant areas of work within it: Diversity, Equity and Inclusion (DEI), Sustainability, Intergovernmental Advocacy, and Safe and Well Oxford.
- The addition of an Emergency Management Coordinator in Paramedic Services has enhanced public communication, including in 2024 a major campaign for awareness around legacy oil and gas wells to be executed in a short timeline to meet funding deadlines. There is a further requirement for additional public education to support Year 3 of the Ministry of Natural Resources and Forestry Legacy Well Project.
- Legislative changes have brought more comprehensive communication and engagement needs for projects such as development charges and asset management planning.

REQUEST DETAILS

- The success of new programs in the Housing Development portfolio, such as My Second Unit and affordable housing announcements, has required support.
- The addition of Human Resources expertise to meet the Strategic Plan goal to attract, retain and engage staff has led to new innovative internal programs that require support.
- The communication team has worked more closely with Oxford County Library in recent years, particularly in the area of branding initiatives, community engagement, and issues management. Moving forward, Library foresees a need for communication support for its community liaison work to advance its Strategic Plan *Goal 2 – Grow Engagement and Member Relationships*.
- Given the recent strong growth and development pressures in Oxford and recent Provincial legislative and policy changes, there are expected to be a broad range of Community Planning-related projects and initiatives that will require communications support moving forward.

Communication resourcing compared to peers

Strategic Communication and Engagement reached out to municipal/regional comparators identified by the Chief Administrative Officer. Of the five municipal communication departments approached, one response was outstanding at time of this submission. The responses received were 6, 9, 7 and 11, indicating that a staff of seven (7) would be in line with comparators for Oxford’s communication team, which is currently at five (5).

In conclusion, the communication team is committed to supporting Oxford County’s wide range of services, programs and projects. It is also understood that our internal clients would like to see prompter turn-around times than what is at times possible. The addition of a communication officer will help ensure that residents and partners are informed and engaged, and that opportunities to educate and explain are not missed.

BUDGET REQUIREMENTS

| | One-time | Base | Total Budget |
|------------------------------------|----------|--------|--------------|
| Salaries and benefits | | | |
| Total salaries and benefits | \$- | 97,661 | 97,661 |
| Operating expenses | | | |
| Advertising | 150 | - | 150 |

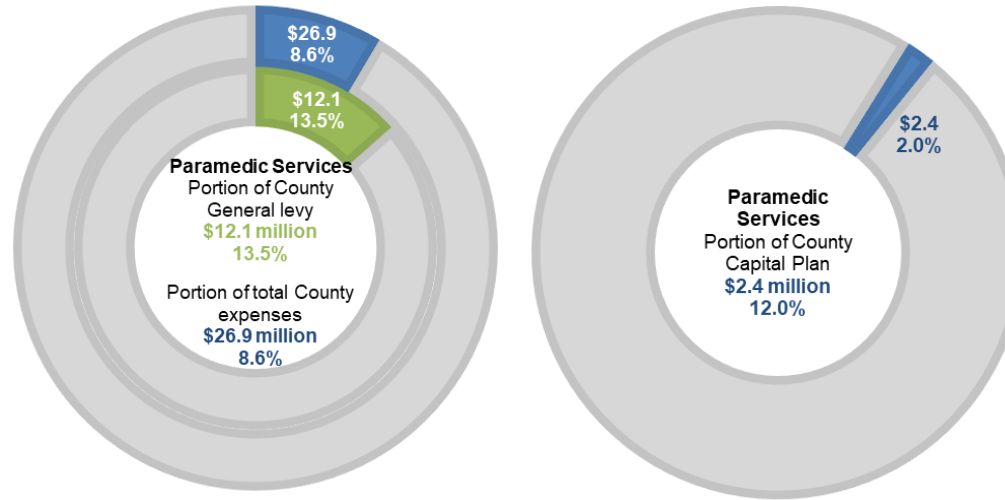
BUDGET REQUIREMENTS

| | | | |
|--|----------------|-----------------|------------------|
| Telecommunication: 2 Cell Phones / monthly plans | 350 | 300 | 650 |
| Membership | - | 375 | 375 |
| Training | - | 500 | 500 |
| Total operating expenses | 500 | 1,175 | 1,675 |
| Capital | | | |
| Computer Equipment: Laptop | 2,000 | - | 2,000 |
| Total capital | 2,000 | - | 2,000 |
| County Levy | \$2,500 | \$98,836 | \$101,336 |
| <i>Initiative Gapping – position start April 2025</i> 2026 Budget Impact | - | (24,415) | (24,415) |
| 2025 Budget Impact | \$2,500 | \$74,421 | \$76,921 |

2025 Budget

Paramedic Services





| | Division | Division Description | Services | 2025 FTE Base | 2025 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"> Land Ambulance Oxford County Emergency Management 911 Call Taking Contract Management | 90.6 | - |
| | Community Paramedicine | Paramedics provide in-home assessments, referrals, treatment, and support to patients to meet their goals of care to mitigate the impact on 911 calls and hospital admissions. | <ul style="list-style-type: none"> Community Paramedicine | 14.5 | - |
| Total | | | | 105.1 | 0.0 |

5 Year Projected Budget

| | 2025 | 2026 | 2027 | 2028 | 2029 |
|---------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| | BUDGET | PROJECTED BUDGET | PROJECTED BUDGET | PROJECTED BUDGET | PROJECTED BUDGET |
| OPERATING | | | | | |
| REVENUES | | | | | |
| GENERAL REVENUES | (12,171,273) | (11,450,444) | (11,159,681) | (11,421,499) | (11,594,251) |
| OTHER REVENUES | (280,464) | - | (67,500) | - | - |
| TOTAL REVENUES | (12,451,737) | (11,450,444) | (11,227,181) | (11,421,499) | (11,594,251) |
| EXPENSES | | | | | |
| SALARIES AND BENEFITS | 19,387,227 | 18,014,996 | 18,024,729 | 18,423,084 | 18,833,142 |
| OPERATING EXPENSES | 2,110,089 | 2,016,858 | 2,108,823 | 2,054,114 | 2,090,563 |
| RESERVE TRANSFERS | 1,258,000 | 1,393,000 | 1,529,000 | 1,654,000 | 1,688,000 |
| INTERDEPARTMENTAL CHARGES | 1,737,184 | 1,705,502 | 1,685,400 | 1,720,795 | 1,766,479 |
| TOTAL EXPENSES | 24,492,500 | 23,130,356 | 23,347,952 | 23,851,993 | 24,378,184 |
| NET OPERATING | 12,040,763 | 11,679,912 | 12,120,771 | 12,430,494 | 12,783,933 |
| CAPITAL | | | | | |
| CAPITAL REVENUES | (2,382,140) | (1,277,573) | (1,216,926) | (301,552) | (2,143,612) |
| CAPITAL EXPENSES | 2,447,140 | 4,169,482 | 1,873,480 | 958,106 | 2,800,166 |
| NET CAPITAL | 65,000 | 2,891,909 | 656,554 | 656,554 | 656,554 |
| SUMMARY | | | | | |
| TOTAL REVENUES | (14,833,877) | (12,728,017) | (12,444,107) | (11,723,051) | (13,737,863) |
| TOTAL EXPENSES | 26,939,640 | 27,299,838 | 25,221,432 | 24,810,099 | 27,178,350 |
| TOTAL LEVY | 12,105,763 | 14,571,821 | 12,777,325 | 13,087,048 | 13,440,487 |

Services Overview

Full-Time Equivalents **105.1 FTE**

4.0
Base

| Service | Service Description | 2023 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 caller's 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 to prevent 911 calls and hospital admissions. | 623 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 |

▪ **4.0 FTE Primary Care Paramedic (PCP) Full-time** - The request for an additional 4380 ambulance hours is driven by increasing call volume levels in Woodstock, which is impacting response times and ambulance utilization at the Drumbo Ambulance Station. **FTE 2025-14**

Key Performance Indicators

| | 2021 Actual | 2022 Actual | 2023 Actual | 2024 Forecast | 2025 Budget | Target |
|--|-------------|-------------|-------------|---------------|-------------|--------|
| Total 911 patient encounters | 17,250 | 19,266 | 21,265 | 23,392 | 25,731 | ↑ |
| Community Paramedic Unique Patients Rostered | 470 | 455 | 623 | 675 | 750 | 800 |
| CTAS 1 Response Time Performance | 73% | 74% | 71% | >70% | >70% | >70% |
| WSIB Lost Time (Events) | 9 | 16 | 13 | 22 | 15 | ↓ |

Goals and Objectives

| Description | 2025 | 2026 | 2027 | Strategic Plan | Other Plan Alignment |
|---|------|------|------|--|----------------------|
| <p>Paramedic Services 10-Year Master Plan</p> <p>Provide Oxford County Council and staff with a comprehensive, scenario-based growth strategy for 2025 to 2035. The Paramedic Services Master Plan will provide capital and operational forecasts based on up to date 911 call volume and population growth forecasts. The Master Plan will inform County Council and staff on the factors that influence 911 call volume, Ambulance response times, an environmental overview of Paramedic Services, and a review of Oxford County Paramedic Services programs.</p> | ● | ● | ● |  Goal 1.2: Sustainable infrastructure and development | |
| <p>Emergency Management Program Modernization</p> <p>Continuing the review of the Emergency Management Program review that was started in 2024. This phase will focus on inter-municipal collaboration and communication. The Legacy Oil & Gas Well Project work will continue throughout 2025 and 2026.</p> | ● | ● | |  Goal 1.3: Community health, safety and well-being | |
| <p>Local Community Healthcare Integration</p> <p>Advance opportunities to deliver more comprehensive healthcare through partnerships with other local healthcare and social services providers, utilizing novel models of care that integrate Land Ambulance, Community Paramedicine, and community healthcare partners through Treat & Release, Treat & Refer, and Alternate Destination directives.</p> | ● | ● | ● |  Goal 3.2: Collaborate with our partners and communities | |

911 Operation - Budget

| | 2024 | 2024 | LESS: 2024 | 2025 | 2025 | 2025 | \$ OVER | % OVER |
|--|--------------------|--------------------|------------------|--------------------|------------------|--------------------|--------------------|----------------|
| | FORECAST | BUDGET* | NON-RECURRING | BASE BUDGET | BUDGET IMPACTS | BUDGET | 2024 BUDGET | 2024 BUDGET |
| OPERATING | | | | | | | | |
| REVENUES | | | | | | | | |
| GENERAL REVENUES | | | | | | | | |
| PROVINCIAL GRANTS | (8,382,965) | (8,277,490) | 55,500 | (1,238,218) | - | (9,460,208) | (1,182,718) | 14.3% |
| USER FEES AND CHARGES | (195,665) | (180,300) | - | (15,365) | - | (195,665) | (15,365) | 8.5% |
| OTHER REVENUE | (122,000) | (122,000) | - | 83,500 | - | (38,500) | 83,500 | (68.4%) |
| TOTAL GENERAL REVENUES | (8,700,630) | (8,579,790) | 55,500 | (1,170,083) | - | (9,694,373) | (1,114,583) | 13.0% |
| OTHER REVENUES | | | | | | | | |
| RESERVE TRANSFER | - | (739,569) | 739,569 | - | (280,464) | (280,464) | 459,105 | (62.1%) |
| DEVELOPMENT CHARGES | - | - | - | - | - | - | - | - |
| TOTAL OTHER REVENUES | - | (739,569) | 739,569 | - | (280,464) | (280,464) | 459,105 | (62.1%) |
| TOTAL REVENUES | (8,700,630) | (9,319,359) | 795,069 | (1,170,083) | (280,464) | (9,974,837) | (655,478) | 7.0% |
| EXPENSES | | | | | | | | |
| SALARIES AND BENEFITS | | | | | | | | |
| SALARIES | 11,332,702 | 11,419,029 | - | 252,262 | 537,995 | 12,209,286 | 790,257 | 6.9% |
| BENEFITS | 4,707,776 | 3,968,561 | - | 930,033 | 135,119 | 5,033,713 | 1,065,152 | 26.8% |
| GAPPING ALLOCATION | - | (27,456) | 27,456 | - | - | - | 27,456 | (100.0%) |
| TOTAL SALARIES AND BENEFITS | 16,040,478 | 15,360,134 | 27,456 | 1,182,295 | 673,114 | 17,242,999 | 1,882,865 | 12.3% |
| OPERATING EXPENSES | | | | | | | | |
| MATERIALS | 1,692,212 | 1,685,775 | (70,600) | 52,035 | - | 1,667,210 | (18,565) | (1.1%) |
| CONTRACTED SERVICES | 360,500 | 259,900 | (55,500) | 76,900 | - | 281,300 | 21,400 | 8.2% |
| RENTS AND FINANCIAL EXPENSES | 16,002 | 8,650 | (8,650) | - | - | - | (8,650) | (100.0%) |
| TOTAL OPERATING EXPENSES | 2,068,714 | 1,954,325 | (134,750) | 128,935 | - | 1,948,510 | (5,815) | (0.3%) |
| RESERVE TRANSFERS | | | | | | | | |
| CONTRIBUTIONS TO CAPITAL RESERVES | 1,206,500 | 1,206,500 | - | (48,500) | 100,000 | 1,258,000 | 51,500 | 4.3% |
| TOTAL RESERVE TRANSFERS | 1,206,500 | 1,206,500 | - | (48,500) | 100,000 | 1,258,000 | 51,500 | 4.3% |
| INTERDEPARTMENTAL CHARGES | | | | | | | | |
| INTERDEPARTMENTAL CHARGES | 1,344,240 | 1,366,259 | - | 46,817 | 101,670 | 1,514,746 | 148,487 | 10.9% |
| DEPARTMENTAL CHARGES | - | - | - | 51,345 | - | 51,345 | 51,345 | - |
| TOTAL INTERDEPARTMENTAL CHARGES | 1,344,240 | 1,366,259 | - | 98,162 | 101,670 | 1,566,091 | 199,832 | 14.6% |
| TOTAL EXPENSES | 20,659,932 | 19,887,218 | (107,294) | 1,360,892 | 874,784 | 22,015,600 | 2,128,382 | 10.7% |
| NET OPERATING | 11,959,302 | 10,567,859 | 687,775 | 190,809 | 594,320 | 12,040,763 | 1,472,904 | 13.9% |

| | 2024 | 2024 | LESS: 2024 | 2025 | 2025 | | \$ OVER | % OVER |
|-------------------------------------|--------------------|--------------------|------------------|------------------|----------------|--------------------|------------------|----------------|
| | FORECAST | BUDGET* | NON- | BASE | BUDGET | 2025 | 2024 | 2024 |
| CAPITAL | | | RECURRING | BUDGET | IMPACTS | BUDGET | BUDGET | BUDGET |
| CAPITAL REVENUES | | | | | | | | |
| CAPITAL PROVINCIAL GRANTS | (37,000) | (37,000) | - | 37,000 | - | - | 37,000 | (100.0%) |
| CAPITAL RESERVE TRANSFER | (2,689,984) | (2,737,084) | - | 354,944 | - | (2,382,140) | 354,944 | (13.0%) |
| CAPITAL DEVELOPMENT CHARGES | (55,612) | (49,760) | 49,760 | - | - | - | 49,760 | (100.0%) |
| TOTAL CAPITAL REVENUES | (2,782,596) | (2,823,844) | 49,760 | 391,944 | - | (2,382,140) | 441,704 | (15.6%) |
| CAPITAL EXPENSES | 3,189,315 | 3,231,484 | (457,400) | (391,944) | 65,000 | 2,447,140 | (784,344) | (24.3%) |
| NET CAPITAL | 406,719 | 407,640 | (407,640) | - | 65,000 | 65,000 | (342,640) | (84.1%) |
| SUMMARY | | | | | | | | |
| TOTAL REVENUES | (11,483,226) | (12,143,203) | 844,829 | (778,139) | (280,464) | (12,356,977) | (213,774) | 1.8% |
| TOTAL EXPENSES | 23,849,247 | 23,118,702 | (564,694) | 968,948 | 939,784 | 24,462,740 | 1,344,038 | 5.8% |
| TOTAL LEVY | 12,366,021 | 10,975,499 | 280,135 | 190,809 | 659,320 | 12,105,763 | 1,130,264 | 10.3% |
| % BUDGET INCREASE (DECREASE) | | | 2.6% | 1.7% | 6.0% | 10.3% | | |

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

911 Operation - Budget Impact Details

| | REFERENCE | OPERATING EXPENSES | CAPITAL EXPENSES | TOTAL EXPENSES | REVENUES | TAXATION | % |
|--|-------------------------|--------------------|------------------|----------------|----------------|----------------|-------------|
| SERVICE LEVEL | | | | | | | |
| PS-Paramedics FTE | FTE 2025-14 | 673,114 | - | 673,114 | 280,464 | 392,650 | 3.6% |
| | | 673,114 | - | 673,114 | 280,464 | 392,650 | 3.6% |
| CAPITAL CONTRIBUTION | | | | | | | |
| PS-Paramedic Services Capital Increase (AMP) | | 100,000 | - | 100,000 | - | 100,000 | 0.9% |
| | | 100,000 | - | 100,000 | - | 100,000 | 0.9% |
| INTERDEPARTMENTAL INITIATIVES | | | | | | | |
| PS-Facility enhanced cleaning | | 34,000 | - | 34,000 | - | 34,000 | 0.3% |
| | | 34,000 | - | 34,000 | - | 34,000 | 0.3% |
| CARRYOVER/IN-YEAR APPROVAL | | | | | | | |
| PS-Griffin Way Expansion | PW2024-41 | 67,670 | 40,000 | 107,670 | - | 107,670 | 1.0% |
| | | 67,670 | 40,000 | 107,670 | - | 107,670 | 1.0% |
| MINOR CAPITAL | | | | | | | |
| PS-Controlled Access Drug Containment | VARIOUS PS SITES | - | 25,000 | 25,000 | - | 25,000 | 0.2% |
| | | - | 25,000 | 25,000 | - | 25,000 | 0.2% |
| TOTAL | | 874,784 | 65,000 | 939,784 | 280,464 | 659,320 | 6.0% |

Community Paramedicine - Budget

| | 2024 | 2024 | LESS: 2024 | 2025 | 2025 | 2025 | \$ OVER | % OVER |
|--|--------------------|--------------------|-----------------|------------------|----------------|--------------------|------------------|-----------------|
| | FORECAST | BUDGET* | NON-RECURRING | BASE BUDGET | BUDGET IMPACTS | BUDGET | 2024 BUDGET | 2024 BUDGET |
| OPERATING | | | | | | | | |
| REVENUES | | | | | | | | |
| GENERAL REVENUES | | | | | | | | |
| PROVINCIAL GRANTS | (1,997,264) | (1,990,000) | 600 | (90,600) | - | (2,080,000) | (90,000) | 4.5% |
| USER FEES AND CHARGES | (396,900) | (378,000) | - | (18,900) | - | (396,900) | (18,900) | 5.0% |
| TOTAL GENERAL REVENUES | (2,394,164) | (2,368,000) | 600 | (109,500) | - | (2,476,900) | (108,900) | 4.6% |
| TOTAL REVENUES | (2,394,164) | (2,368,000) | 600 | (109,500) | - | (2,476,900) | (108,900) | 4.6% |
| EXPENSES | | | | | | | | |
| SALARIES AND BENEFITS | | | | | | | | |
| SALARIES | 1,582,071 | 1,526,905 | - | 219,337 | - | 1,746,242 | 219,337 | 14.4% |
| BENEFITS | 431,482 | 438,267 | - | 59,719 | - | 497,986 | 59,719 | 13.6% |
| GAPPING ALLOCATION | - | - | - | (100,000) | - | (100,000) | (100,000) | - |
| TOTAL SALARIES AND BENEFITS | 2,013,553 | 1,965,172 | - | 179,056 | - | 2,144,228 | 179,056 | 9.1% |
| OPERATING EXPENSES | | | | | | | | |
| MATERIALS | 221,173 | 221,429 | (600) | (83,250) | - | 137,579 | (83,850) | (37.9%) |
| CONTRACTED SERVICES | - | 24,000 | - | - | - | 24,000 | - | - |
| TOTAL OPERATING EXPENSES | 221,173 | 245,429 | (600) | (83,250) | - | 161,579 | (83,850) | (34.2%) |
| INTERDEPARTMENTAL CHARGES | | | | | | | | |
| INTERDEPARTMENTAL CHARGES | 159,438 | 157,399 | - | 13,694 | - | 171,093 | 13,694 | 8.7% |
| TOTAL INTERDEPARTMENTAL CHARGES | 159,438 | 157,399 | - | 13,694 | - | 171,093 | 13,694 | 8.7% |
| TOTAL EXPENSES | 2,394,164 | 2,368,000 | (600) | 109,500 | - | 2,476,900 | 108,900 | 4.6% |
| NET OPERATING | - | - | - | - | - | - | - | - |
| CAPITAL | | | | | | | | |
| CAPITAL REVENUES | | | | | | | | |
| CAPITAL PROVINCIAL GRANTS | (2,736) | (10,000) | 10,000 | - | - | - | 10,000 | (100.0%) |
| TOTAL CAPITAL REVENUES | (2,736) | (10,000) | 10,000 | - | - | - | 10,000 | (100.0%) |
| CAPITAL EXPENSES | 2,736 | 10,000 | (10,000) | - | - | - | (10,000) | (100.0%) |
| NET CAPITAL | - | - | - | - | - | - | - | - |
| SUMMARY | | | | | | | | |
| TOTAL REVENUES | (2,396,900) | (2,378,000) | 10,600 | (109,500) | - | (2,476,900) | (98,900) | 4.2% |
| TOTAL EXPENSES | 2,396,900 | 2,378,000 | (10,600) | 109,500 | - | 2,476,900 | 98,900 | 4.2% |
| TOTAL LEVY | - | - | - | - | - | - | - | - |
| % BUDGET INCREASE (DECREASE) | | | | | | | | |

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

Capital Budget


| PROJECT # AND NAME | DESCRIPTION | ASSET ACTIVITY | ASSET RATING | TOTAL | 2025 REQUEST** | 2026 | 2027-2034 |
|---|---|----------------|--------------|-------------|----------------|-----------|-----------|
| BUILDING | | | | | | | |
| 915010 - EMS Mill St, Woodstock | Various projects as identified from the Building Condition Assessments | Renewal | Poor | \$4,000 | 4,000 | - | - |
| 915020 - EMS 208 Bysham St, Woodstock | Various projects as identified from the Building Condition Assessments | Replacement | Poor | \$69,600 | 69,600 | - | - |
| 915030 - EMS 162 Carnegie St, Ingersoll | Various projects as identified from the Building Condition Assessments | Replacement | Poor | \$79,600 | 79,600 | - | - |
| 915040 - EMS 81 King St, Tillsonburg | Various projects as identified from the Building Condition Assessments | Replacement | Poor | \$9,000 | 9,000 | - | - |
| 915050 - EMS Wilmot St, Drumbo | Various projects as identified from the Building Condition Assessments | Replacement | Poor | \$69,000 | 69,000 | - | - |
| 915060 - EMS CR8, Embro | Various projects as identified from the Building Condition Assessments | Replacement | Poor | \$69,000 | 69,000 | - | - |
| 915070 - EMS Tidey, Norwich | Various projects as identified from the Building Condition Assessments | Replacement | Poor | \$9,000 | 9,000 | - | - |
| Various - PS Sites | Controlled access drug containment | Expansion | N/A | \$25,000 | 25,000 | - | - |
| COMPUTER EQUIPMENT | | | | | | | |
| 510000 - Paramedic Services | IT Presentation Tech - Griffin Way | Expansion | N/A | \$40,000 | 40,000 | - | - |
| EQUIPMENT | | | | | | | |
| 510000 - Equipment | Regular annual equipment replacement including power cot and power load stretchers | Replacement | Poor | \$1,286,540 | 1,286,540 | - | - |
| VEHICLES | | | | | | | |
| 510000 - Vehicles | Ambulance Replacement - Unit 1001 | Replacement | Fair | \$248,800 | 248,800 | - | - |
| 510000 - Vehicles | Ambulance Replacement - Unit 1005 | Replacement | Fair | \$248,800 | 248,800 | - | - |
| 510000 - Vehicles | Ambulance Replacement - Unit 1008 | Replacement | Fair | \$248,800 | 248,800 | - | - |
| 510000 - Vehicles | 2025 Early Procurement for 2026 Delivery - delivery time greater than 12 months Ambulance Unit 1002 | Replacement | Fair | \$248,800 | - | 248,800 | - |
| 510000 - Vehicles | 2025 Early Procurement for 2026 Delivery - delivery time greater than 12 months Ambulance Unit 1004 | Replacement | Fair | \$248,800 | - | 248,800 | - |
| CARRY FORWARD PROJECTS | | | | | | | |
| | Prior year's approved budget not spent. | | | \$40,000 | \$40,000 | - | - |
| | | | | \$2,944,740 | \$2,447,140 | \$497,600 | \$0 |

** The 2025 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 – Primary Care Paramedic

FTE 2025-14

| SUMMARY | |
|----------------------------|--|
| Type of FTE request | Maintain Service Level |
| Classification | Full-time - Permanent |
| Job Title | Primary Care Paramedic |
| FTE | 4.0 |
| Description | The request for an additional 4,380 ambulance hours is driven by increasing call volume levels in Woodstock, which is impacting response times and ambulance utilization at the Drumbo Ambulance Station. Currently, 72% of the Drumbo Ambulance's call volume is in Woodstock, with only 14% within Blandford-Blenheim, the station's home municipality. Most of the calls in Woodstock occur between 8 PM and 8 AM. Adding these hours will help improve response times in Woodstock and Drumbo and meet the resource demand from projected call volume increases. |

| STRATEGIC PLAN |
|---|
|  |
| <p>Goal 1.3: Community health, safety and well-being</p> |

| REQUEST DETAILS |
|--|
| <p>The call volume at Woodstock has grown significantly, with 72% of the calls assigned to the Drumbo Ambulance coming from Woodstock. Only 14% of calls are within Blandford-Blenheim, the station's designated municipality. The majority (58%) of Woodstock calls occur between 8 PM and 8 AM, impacting response times in Blandford-Blenheim during these hours. This is also supported by data indicating that recent ambulance hours added to the system positively impacted utilization at the Norwich Ambulance, reducing its involvement in Woodstock to just 19%.</p> <p>Based on the projected 10% growth in call volumes, additional ambulance hours are required to maintain service levels and response time performance targets, as previously indicated in Council Report PS 2024-05.</p> <p>With increasing call volumes in Woodstock and the resulting strain on ambulance services at the Drumbo station, adding 4380 ambulance hours will help improve response time performance across Woodstock, Blandford-Blenheim, and Norwich. This measure is necessary to continue meeting service level expectations as call volumes rise.</p> |

BUDGET REQUIREMENTS

| | One-time | Base | Total Budget |
|---|--------------------|------------------|------------------|
| Revenues | | | |
| Provincial Funding ¹ | \$- | \$- | \$- |
| Corporate General Reserve Funding* | 280,464 | | |
| Total revenues | 280,464 | - | - |
| Salaries and benefits | | | |
| Total salaries and benefits | - | 673,114 | 673,114 |
| County Levy | (\$280,464) | \$673,114 | \$392,650 |
| *Initiative Gapping – The preference is to begin this service level enhancement as early as possible. Recruitment is normally completed by June 1 of each year. | | | |

¹ Costs will be cost-shared with the province at 50% starting in 2026

SUPPLEMENTARY INFORMATION

Analysis and Recommendations

- **Issue:** High demand for ambulance services in Woodstock requires increasing ambulance hours to improve service delivery and response time performance, particularly during the 8 PM - 8 AM period.
- **Recommendation:** Add 4380 hours of ambulance staffing to better distribute workload and ensure the Ambulance stationed in Drumbo is available for its home municipality, while supporting projected demand in Woodstock.

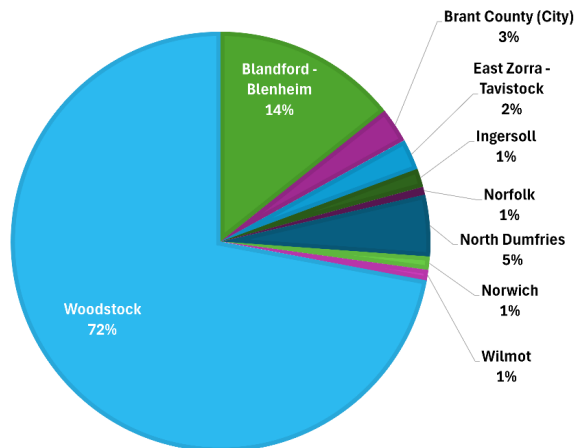
Expected Results

- Reduced reliance on Drumbo & Norwich Ambulances for Woodstock calls.
- Improved response time performance in Blandford-Blenheim.
- Continuation of the system’s ability to meet response time performance targets.

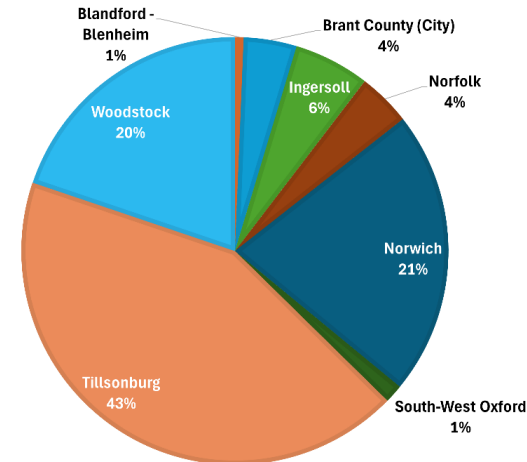
System Performance and Call Volume Growth

- Approximately 50% of Land Ambulance call volume in Oxford County is within the City of Woodstock. Ambulance staffing hours added in 2024 and 2025 (planned) are to help ensure Ambulance resources assigned to Woodstock are adequate to meet the service demand without relying on Ambulance resources from rural municipalities in Oxford County. These additional resources will not have a direct impact on response time performance in other Oxford County municipalities.
- Staff are working on a Paramedic Services 10-year Master Plan that will identify resources requirements (staff, vehicles, facilities) over the next 10 years to meet increasing demands for Paramedic Services in Oxford County.

CALL LOCATION DISTRIBUTION ASSIGNED TO DRUMBO AMBULANCE STATION



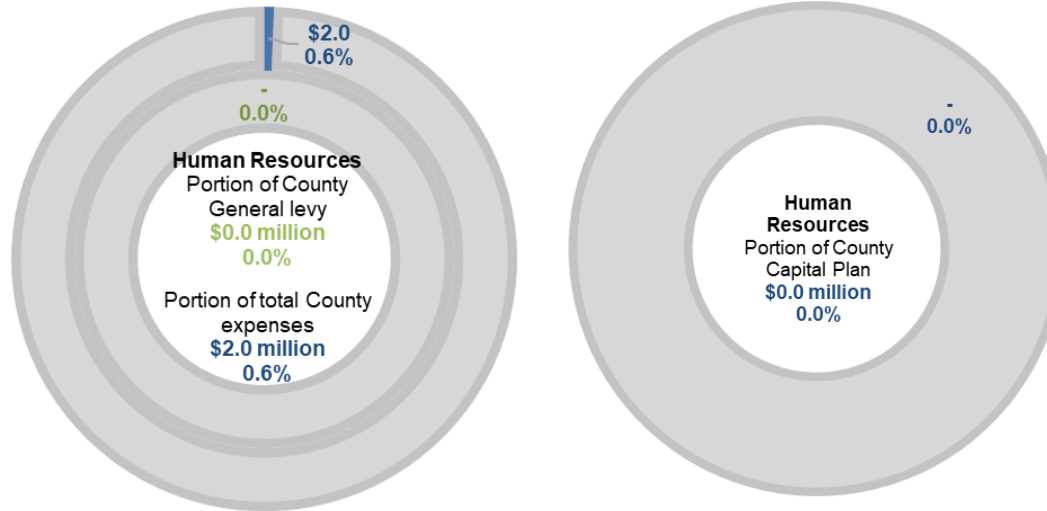
CALL LOCATION DISTRIBUTION ASSIGNED TO NORWICH AMBULANCE STATION



2025 Budget

Human Resources





| | Division | Division Description | Services | 2025 FTE |
|--|------------------------|--|---|-------------|
| Human Resources Director of Human Resource | Human Resources | Provide strategic advice and support to County departments to enable them to deliver the programs and services mandated by County Council in a timely and effective manner and to provide human resources advice and assistance to the area municipalities as requested. | <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

| | 2025 | 2026 | 2027 | 2028 | 2029 |
|------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| | BUDGET | PROJECTED BUDGET | PROJECTED BUDGET | PROJECTED BUDGET | PROJECTED BUDGET |
| OPERATING | | | | | |
| REVENUES | | | | | |
| OTHER REVENUES | (70,000) | (95,000) | (118,000) | (70,000) | (85,000) |
| INTERDEPARTMENTAL RECOVERIES | (1,911,887) | (1,951,657) | (2,011,843) | (2,071,776) | (2,125,321) |
| TOTAL REVENUES | (1,981,887) | (2,046,657) | (2,129,843) | (2,141,776) | (2,210,321) |
| EXPENSES | | | | | |
| SALARIES AND BENEFITS | 1,617,997 | 1,663,432 | 1,722,598 | 1,774,461 | 1,823,286 |
| OPERATING EXPENSES | 307,490 | 326,125 | 349,345 | 308,715 | 327,635 |
| RESERVE TRANSFERS | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 |
| INTERDEPARTMENTAL CHARGES | 36,400 | 37,100 | 37,900 | 38,600 | 39,400 |
| TOTAL EXPENSES | 1,981,887 | 2,046,657 | 2,129,843 | 2,141,776 | 2,210,321 |
| NET OPERATING | - | - | - | - | - |
| CAPITAL | | | | | |
| NET CAPITAL | - | - | - | - | - |
| SUMMARY | | | | | |
| TOTAL REVENUES | (1,981,887) | (2,046,657) | (2,129,843) | (2,141,776) | (2,210,321) |
| TOTAL EXPENSES | 1,981,887 | 2,046,657 | 2,129,843 | 2,141,776 | 2,210,321 |
| TOTAL LEVY | - | - | - | - | - |

Services Overview

Full-Time Equivalents 11.0 FTE






→ 0.0
Base

| Service | Service Description | 2023 Service Level | Service Type |
|------------------------------|---|---------------------------------|--------------|
| Employee Wellness and Safety | An internal service that provides safe workplaces for employees. | 140 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. | 900 Qualified employees | Support |
| Total Compensation | An internal service that provides total compensation to County of Oxford employees. | 650 Total compensation packages | Support |

Key Performance Indicators

| | 2021 Actual | 2022 Actual | 2023 Actual | 2024 Forecast | 2025 Budget | Target |
|---|-------------|-------------|-------------|---------------|-------------|--|
| Voluntary employee turnover rate (retirement/resignation) | 10.5% | 16.0% | 12.7% | 8.2% | 8.0% | ↓ |
| Job Vacancies Posted | 433 | 442 | 437 | 432 | N/A | Increase % of vacancies filled |
| Job Vacancies Filled | 344 | 368 | 408 | 399 | | |
| % of Job Vacancies Filled | 79.4% | 83.2% | 93.4% | 92.4% | | |
| Grievances filed | 24 | 27 | 10 | 12 | N/A | Increase % resolved prior to arbitration |
| Grievances resolved prior to arbitration | 21 | 11 | 10 | 11 | | |
| % of Grievances resolved prior to arbitration | 87.5% | 40.1% | 100% | 92% | | |
| Workplace Safety Insurance Board (WSIB) claims filed | 56 | 89 | 82 | 75 | 70 | ↓ |
| Training/development session arranged or facilitated | 80 | 77 | 77 | 62 | 100 | N/A |

Goals and Objectives

| Description | 2025 | 2026 | 2027 | Strategic Plan | Other Plan Alignment |
|--|------|------|------|---|----------------------|
| <p>Diversity, Equity, and Inclusion Work with the County's Diversity Equity and Inclusion Officer and Internal Diversity Equity and Inclusion Committee to continue implementation of the County's internal Diversity Equity and Inclusion action plan.</p> | ● | ● | |  Goal 3.3: Attract, retain and engage staff | |
| <p>Succession Planning and Leadership Development Implement new succession planning and leadership development programming.</p> | ● | ● | |  Goal 3.3: Attract, retain and engage staff | |
| <p>Employee Feedback/Listening Strategy Develop a comprehensive strategy and/or policy considering the most effective methods to gather employee feedback on a regular basis as a means of continuous organizational improvement and innovation and to aid in employee retention. Methods could include new employee feedback, employee engagement surveys, stay interviews, and exit interviews.</p> | ● | | |  Goal 3.3: Attract, retain and engage staff | |
| <p>Update Most Referenced Physical and Cognitive Demands Analyses Work with an external firm to update Physical Demands Analyses and Cognitive Demands Analyses to ensure they accurately reflect current physical and cognitive demands of positions to maintain our comprehensive employee disability management program.</p> | ● | | |  Goal 3.3: Attract, retain and engage staff | |
| <p>Human Resources Information System Select and implement a new Human Resources Information System in conjunction with new payroll and scheduling software that was approved through the 2024 budget.</p> | ● | | |  Goal 3.3: Attract, retain and engage staff | |

Budget

| | 2024 | 2024 | LESS: 2024 | 2025 | 2025 | 2025 | \$ OVER | % OVER |
|---|--------------------|--------------------|-----------------|-----------------|-----------------|--------------------|------------------|-----------------|
| | FORECAST | BUDGET* | NON-RECURRING | BASE BUDGET | BUDGET IMPACTS | BUDGET | 2024 BUDGET | 2024 BUDGET |
| OPERATING | | | | | | | | |
| REVENUES | | | | | | | | |
| OTHER REVENUES | | | | | | | | |
| RESERVE TRANSFER | (48,000) | (98,000) | 48,000 | - | (20,000) | (70,000) | 28,000 | (28.6%) |
| TOTAL OTHER REVENUES | (48,000) | (98,000) | 48,000 | - | (20,000) | (70,000) | 28,000 | (28.6%) |
| INTERDEPARTMENTAL RECOVERIES | | | | | | | | |
| INTERDEPARTMENTAL RECOVERIES | (1,769,029) | (1,769,029) | (25,185) | (86,673) | (31,000) | (1,911,887) | (142,858) | 8.1% |
| TOTAL INTERDEPARTMENTAL RECOVERIES | (1,769,029) | (1,769,029) | (25,185) | (86,673) | (31,000) | (1,911,887) | (142,858) | 8.1% |
| TOTAL REVENUES | (1,817,029) | (1,867,029) | 22,815 | (86,673) | (51,000) | (1,981,887) | (114,858) | 6.2% |
| EXPENSES | | | | | | | | |
| SALARIES AND BENEFITS | | | | | | | | |
| SALARIES | 1,099,975 | 1,148,565 | - | 88,473 | - | 1,237,038 | 88,473 | 7.7% |
| BENEFITS | 341,620 | 342,399 | - | 38,560 | - | 380,959 | 38,560 | 11.3% |
| GAPPING ALLOCATION | - | (42,185) | 42,185 | - | - | - | 42,185 | (100.0%) |
| TOTAL SALARIES AND BENEFITS | 1,441,595 | 1,448,779 | 42,185 | 127,033 | - | 1,617,997 | 169,218 | 11.7% |
| OPERATING EXPENSES | | | | | | | | |
| MATERIALS | 238,884 | 290,050 | (13,000) | (45,260) | 31,000 | 262,790 | (27,260) | (9.4%) |
| CONTRACTED SERVICES | 87,000 | 87,000 | (48,000) | 5,700 | - | 44,700 | (42,300) | (48.6%) |
| TOTAL OPERATING EXPENSES | 325,884 | 377,050 | (61,000) | (39,560) | 31,000 | 307,490 | (69,560) | (18.4%) |
| RESERVE TRANSFERS | | | | | | | | |
| CONTRIBUTIONS TO RESERVES | - | - | - | - | 20,000 | 20,000 | 20,000 | - |
| TOTAL RESERVE TRANSFERS | - | - | - | - | 20,000 | 20,000 | 20,000 | - |
| INTERDEPARTMENTAL CHARGES | | | | | | | | |
| INTERDEPARTMENTAL CHARGES | 37,200 | 37,200 | - | (800) | - | 36,400 | (800) | (2.2%) |
| TOTAL INTERDEPARTMENTAL CHARGES | 37,200 | 37,200 | - | (800) | - | 36,400 | (800) | (2.2%) |
| TOTAL EXPENSES | 1,804,679 | 1,863,029 | (18,815) | 86,673 | 51,000 | 1,981,887 | 118,858 | 6.4% |
| NET OPERATING | (12,350) | (4,000) | 4,000 | - | - | - | 4,000 | (100.0%) |
| CAPITAL | | | | | | | | |
| CAPITAL EXPENSES | 2,714 | 4,000 | (4,000) | - | - | - | (4,000) | (100.0%) |
| NET CAPITAL | 2,714 | 4,000 | (4,000) | - | - | - | (4,000) | (100.0%) |

| | 2024 | 2024 | LESS: 2024 | 2025 | 2025 | 2025 | \$ OVER | % OVER |
|-------------------------------------|----------------|-------------|---------------|-------------|----------------|-------------|-------------|-------------|
| | FORECAST | BUDGET* | NON-RECURRING | BASE BUDGET | BUDGET IMPACTS | BUDGET | 2024 BUDGET | 2024 BUDGET |
| OPERATING SUMMARY | | | | | | | | |
| TOTAL REVENUES | (1,817,029) | (1,867,029) | 22,815 | (86,673) | (51,000) | (1,981,887) | (114,858) | 6.2% |
| TOTAL EXPENSES | 1,807,393 | 1,867,029 | (22,815) | 86,673 | 51,000 | 1,981,887 | 114,858 | 6.2% |
| TOTAL LEVY | (9,636) | - | - | - | - | - | - | - |
| % 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 | REVENUES | INTERDEPT RECOVERY | % |
|---|------------|--------------------|---------------|--------------------|-------------|
| ONE-TIME ITEMS | | | | | |
| HR-Physical Demand Analysis Updates | | 8,000 | - | 8,000 | 0.5% |
| HR-Parklane Software Update | | 3,000 | - | 3,000 | 0.2% |
| | | 11,000 | - | 11,000 | 0.6% |
| NEW INITIATIVES | | | | | |
| HR-Leadership Development and Succession Planning Programming | NI 2025-07 | 40,000 | 20,000 | 20,000 | 1.1% |
| | | 40,000 | 20,000 | 20,000 | 1.1% |
| TOTAL | | 51,000 | 20,000 | 31,000 | 1.8% |

New Initiative – Leadership Development and Succession Planning Programming

NI 2025-07

SUMMARY

In its first year, this initiative will allow approximately 45 emerging and current leaders across the County to participate in a variety of interactive and applied learning experiences that will help them develop skills in alignment with the refreshed competency framework and ensure bench strength for future leadership roles. The programming is designed to encourage self-accountability, social learning and habit formation through integrated, efficient, inclusive and evidence-based learning methods, that are cost-effective and can scale to develop more leaders in the future.

STRATEGIC PLAN



Goal 3.3: Attract, retain and engage staff

REQUEST DETAILS

Background

Prior to 2024, the County embarked on several leadership development initiatives including engaging with an external consulting firm, developing a succession planning and leadership development toolkit and holding succession planning conversations, sending leaders to external training courses, offering sessions through Oxford Grows, hosting EMT and SMT Workshops, and launching a 360-degree feedback process. As the number of employees at the County has increased in recent years, and Human Resources demands have also increased, the team has struggled to maintain the capacity needed to continue to implement comprehensive leadership development programming and succession planning that would meet current and future needs.

With the addition of a Learning & Development Specialist position in 2024, a renewed and concentrated focus can now be placed on these initiatives and resources are required to launch programs to support the development of internal talent across the organization to help them enrich and develop their leadership skills and ultimately position themselves as optimal candidates for future leadership vacancies. Training providers were shortlisted based on criteria such as being research- or evidence-based, facilitators holding relevant credentials, recommended by trusted contacts, targeted towards a real need within the County, cost-effective, and preferably municipally-focused and/or Canadian-based.

Descriptions of Proposed Leadership Development Programming (see supplementary information)

Oxford Grows Leaders is a 2-year emerging leaders program, with participants selected based on interest, current performance, potential identified through data collected from leaders and subsequent talent conversations, as well as anticipated need for future leadership within their department. Proposed learning experiences and resources will include:

REQUEST DETAILS

- Harvard ManageMentor – Emerging leaders will complete 5 self-directed, self-paced interactive virtual learning modules that include real-world scenarios, reflective activities, a lesson kit/workbook to document action items and goals, as well as self-assessment to measure learning outcomes.
- Leadership Cafes – designed to complement each of the Harvard ManageMentor learning modules with materials such as a slide decks and discussion guides, the cohort of Emerging Leaders will attend a series of 5 peer-to-peer social learning sessions over the course of Year 1. Sessions will be facilitated by Robyn MacDougall, Learning & Development Specialist, with Emerging Leaders gradually building up the skills and experience to deliver a presentation to their peers on a leadership topic related to Oxford County’s leadership competencies. Through these sessions, Emerging Leaders will build facilitation skills, lead discussions and network with each other to deepen the learning experience.
- Clifton Strengths Assessment – designed to build self-awareness, each emerging leader will take the assessment, attend a workshop, and receive their own customized Top 5 Report, which includes guidance on how each theme uniquely contributes to their success and interacts with others’ strengths to create distinct dynamics, as well as reflection questions to promote further learning.

Oxford Leads is a leadership development program for current leaders to help promote continued leadership skill development and readiness for progression into future roles. Leaders will participate in 4 Harvard ManageMentor modules and Leadership Cafes over the course of the year, with topics chosen based on the County’s leadership competencies. Leaders will also complete the Clifton Strengths assessment and receive the Top 5 Report and participate in a workshop to debrief the results. Participation in the program can continue, as needed, to further support talent development and readiness in future years, with new cohorts of leaders gaining access to development resources as future annual budgets permit. Additional resources in 2025 will be prioritized for leadership succession candidates based on readiness for expected leadership vacancies and may include one of the following immersive programs:

- Ivey Leadership Program (ILP) – in-person, 5-day immersive, case-based learning experience for mid- to senior-level leaders covering themes related to leading individuals and team performance, elevating strategic thinking, defining a personal leadership approach and developing interpersonal leadership skills. Expert faculty lead learning experiences through peer learning teams, simulations and role play, 360 Degree Feedback, coaching conversations, and an embedded action learning project.
- Ivey Municipal Leadership Accelerator Program (MLAP) – offers learning based on similar themes as the ILP (above) delivered in a 3-day, in-person experience that features networking opportunities with other senior level municipal leaders. Content is developed in consultation with AMCTO to provide a municipal-focused learning context.

Additional resources and programs will be integrated, including an Individual Development Plan (IDP), stretch assignments, peer mentorship, coaching development conversations, a New Leader Orientation Program, and a refreshed Leadership Learning Day will be developed, and implemented using internal resources, with no additional budget required.

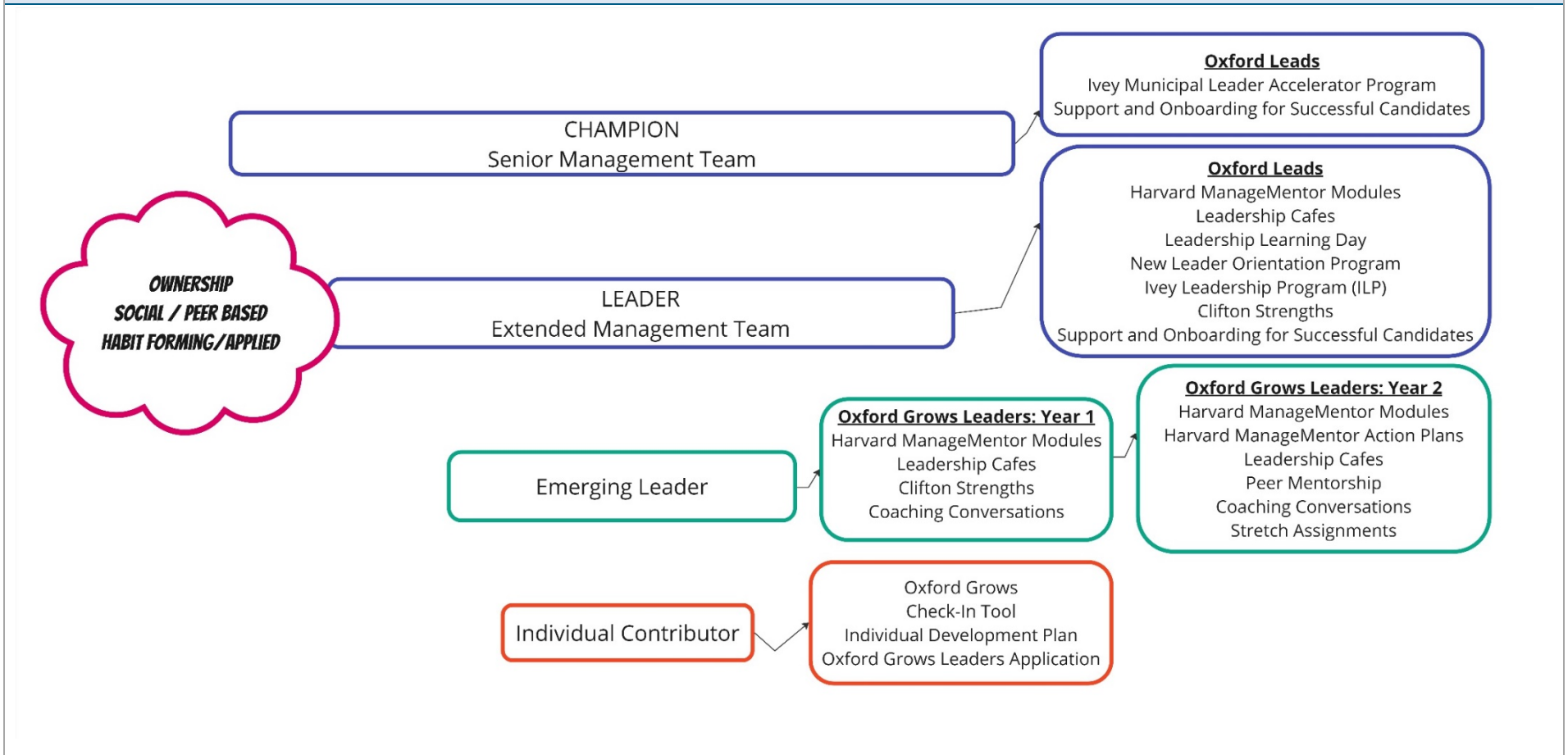
REQUEST DETAILS

Launching leadership development programs will help us work towards the strategic plan's Goal 3.3 to build innovative programming that promotes engagement of current staff and leaders, as well as internal capacity through a leadership pipeline, ultimately helping to attract and retain top talent.

BUDGET REQUIREMENTS

| | One-time | Base | Total Budget |
|--|------------|-----------------|-----------------|
| Revenues | | | |
| Reserve Funding: Training reserve increase from \$50,000 to \$70,000 | - | 20,000 | 20,000 |
| Total revenues | - | 20,000 | 20,000 |
| Operating expenses | | | |
| Training: Corporate Training budget increase from \$50,000 to \$70,000 | - | 20,000 | 70,000 |
| Reserve Transfer: Training reserve contribution | - | 20,000 | 20,000 |
| Total operating expenses | - | 40,000 | 40,000 |
| Net Interdepartmental Charge | \$- | \$20,000 | \$20,000 |

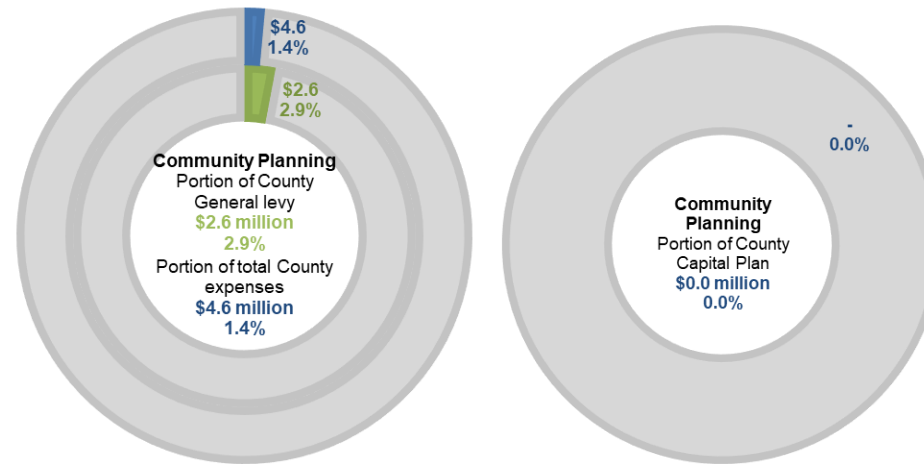
SUPPLEMENTARY INFORMATION



2025 Budget

Community Planning





| | Division | Division Description | Services | 2025 FTE |
|--|---------------------------|---|--|-------------|
| Community Planning Director of Community Planning | 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

| | 2025 | 2026 | 2027 | 2028 | 2029 |
|---------------------------|--------------------|--------------------|--------------------|--------------------|------------------|
| | BUDGET | PROJECTED BUDGET | PROJECTED BUDGET | PROJECTED BUDGET | PROJECTED BUDGET |
| OPERATING | | | | | |
| REVENUES | | | | | |
| GENERAL REVENUES | (864,966) | (879,270) | (893,830) | (908,690) | (923,870) |
| OTHER REVENUES | (1,050,000) | (665,000) | (305,000) | (355,000) | (5,000) |
| TOTAL REVENUES | (1,914,966) | (1,544,270) | (1,198,830) | (1,263,690) | (928,870) |
| EXPENSES | | | | | |
| SALARIES AND BENEFITS | 2,732,080 | 2,820,524 | 2,937,591 | 3,043,121 | 3,130,731 |
| OPERATING EXPENSES | 1,438,683 | 1,043,570 | 688,560 | 758,660 | 398,930 |
| RESERVE TRANSFERS | 100,000 | 142,000 | 127,000 | 115,000 | 115,000 |
| INTERDEPARTMENTAL CHARGES | 284,609 | 293,060 | 300,836 | 308,070 | 315,309 |
| TOTAL EXPENSES | 4,555,372 | 4,299,154 | 4,053,987 | 4,224,851 | 3,959,970 |
| NET OPERATING | 2,640,406 | 2,754,884 | 2,855,157 | 2,961,161 | 3,031,100 |
| SUMMARY | | | | | |
| TOTAL REVENUES | (1,914,966) | (1,544,270) | (1,198,830) | (1,263,690) | (928,870) |
| TOTAL EXPENSES | 4,555,372 | 4,299,154 | 4,053,987 | 4,224,851 | 3,959,970 |
| TOTAL LEVY | 2,640,406 | 2,754,884 | 2,855,157 | 2,961,161 | 3,031,100 |

Services Overview

Full-Time Equivalents 20.7 FTE




→ 0.0
Base




| Service | Service Description | 2023 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. | 397 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 |

Key Performance Indicators

| | 2021 Actual | 2022 Actual | 2023 Actual | 2024 Forecast | 2025 Budget | Target |
|---|-------------|-------------|-------------|---------------|-------------|--------|
| Total development applications processed | 533 | 478 | 397 | ↑ | ↑ | - |
| Total # of reports completed & presented to council(s)/committees | 422 | 444 | 410 | - | ↑ | - |
| Residential density – approved development – (units/ha) large urban centers | 34.1 | 46.0 | 35.3 | ↑ | ↑ | ↑ |
| Residential density – approved development – (units/ha) serviced villages | 26.5 | 20.1 | - | ↑ | ↑ | ↑ |
| Approved single detached and semi-detached units | 458 | 705 | 2119 | ↑ | - | - |
| Approved townhouses/ground oriented multi-unit | 618 | 250 | 1398 | ↑ | - | - |
| Approved apartment units | 542 | 960 | 883 | ↑ | - | - |
| Agricultural lands re-designated/rezoned for non-agricultural use (in hectares) | 16.6 | 719.7 | 87.9 | ↓ | - | ↓ |

Goals and Objectives

| Description | 2025 | 2026 | 2027 | Strategic Plan | Other Plan Alignment |
|---|------|------|------|---|----------------------|
| <p>Official Plan Review</p> <p>Review and update existing Official Plan policies as necessary to address Provincial legislative and policy changes (until such time as new Official Plan is developed) 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 – see below) • Initial policy updates to support increased density/height and unit mix • Updates to Official Plan implementation policies to reflect legislative changes • Updates to natural environment and environmental sustainability policies | ● | ● | |  Goal 2.2: Preserve and enhance our natural environment | |
| <p>Planning for Growth</p> <p>Complete updates to the County and Area Municipal growth forecasts and land needs analysis in early 2025 and continue to track growth and development and maintain/improve various planning related data sets to help inform growth and housing related initiatives moving forward.</p> <p>Work with the Area Municipalities to initiate and/or begin considering secondary planning and other studies and planning applications necessary to expand settlement areas, where required to accommodate forecasted growth identified through the updated County growth forecasts and land needs analysis, once approved.</p> | ● | ● | ● |  Goal 1.2: Sustainable infrastructure and development | |
| <p>Implementation of New Provincial Planning Statement</p> <p>Continue to monitor and assess the various changes to Provincial land use policy direction set out in the new 2024 Provincial Planning Statement and associated implementation guidelines/materials and work toward effective local implementation. This will include, but is not limited to:</p> <ul style="list-style-type: none"> • Monitoring the release of the many proposed new/updated Provincial Planning Statement implementation guidelines/materials and engaging with the Province (wherever possible) to ensure they will support effective and appropriate planning in the Oxford context; • Undertaking development of a new Official Plan to assess the County’s current overall land use policy framework to ensure consistency with the 2024 Provincial Planning Statement policies, implement current strategic objectives related to land use, and modernize the overall format and structure. This will include completion of the work plan, undertaking various background work and supporting studies, and extensive municipal, public and stakeholder consultation. | ● | ● | ● |  Goal 1.2: Sustainable infrastructure and development | |

| Description | 2025 | 2026 | 2027 | Strategic Plan | Other Plan Alignment |
|--|------|------|------|---|----------------------|
| <p>Planning for Infrastructure</p> <p>Continue to work with Public Works to improve data and processes to ensure the appropriate allocation of servicing capacity and phasing of development to ensure the efficient use of existing servicing infrastructure, avoid premature expansion and ensure the timely identification of potential future infrastructure needs.</p> <p>Initiate studies/reviews necessary to support updates to the Official Plan infrastructure policies and related processes and requirements including those related to the long-term environmental sustainability of development on individual on-site sewage services (i.e. septic systems).</p> | ● | | |  Goal 2.2: Preserve and enhance our natural environment | |
| <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: completing initial updates to the Official Plan and Zoning By-law provisions to support increased density, height and/or unit mix; and working with the Area Municipalities to identify potential strategic growth areas (i.e. target areas for intensification) and any studies/reviews necessary to support such changes.</p> | ● | | |  Goal 1.1: 100% Housed | |
| <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). Current projects include completion of updates to agricultural/rural zoning provisions to reflect Provincial Planning Statement/Official Plan policy direction and reviewing opportunities to update zoning to facilitate increased density and unit type mix.</p> <p>Work with County Departments and Area Municipal partners to continue improving development review processes and creating efficiencies, including as part of responding to related changes which impact development processes (e.g. working with Information Services to identify solutions for an on-line planning application submission tool).</p> | ● | | |  Goal 3.1: Continuous improvement and results-driven solutions | |

Budget

| | 2024 | 2024 | LESS: 2024 | 2025 | 2025 | 2025 | \$ OVER | % OVER |
|--|------------------|--------------------|---------------|------------------|--------------------|--------------------|------------------|--------------|
| | FORECAST | BUDGET* | NON-RECURRING | BASE BUDGET | BUDGET IMPACTS | BUDGET | 2024 BUDGET | 2024 BUDGET |
| OPERATING | | | | | | | | |
| REVENUES | | | | | | | | |
| GENERAL REVENUES | | | | | | | | |
| PROVINCIAL GRANTS | - | (25,986) | - | 25,986 | - | - | 25,986 | (100.0%) |
| USER FEES AND CHARGES | (627,230) | (532,230) | - | (332,736) | - | (864,966) | (332,736) | 62.5% |
| TOTAL GENERAL REVENUES | (627,230) | (558,216) | - | (306,750) | - | (864,966) | (306,750) | 55.0% |
| OTHER REVENUES | | | | | | | | |
| RESERVE TRANSFER | (78,100) | (488,256) | - | 488,256 | (465,000) | (465,000) | 23,256 | (4.8%) |
| DEVELOPMENT CHARGES | (177,900) | (461,216) | - | 461,216 | (471,784) | (471,784) | (10,568) | 2.3% |
| UNFINANCED OPERATING REVENUES | - | - | - | - | (113,216) | (113,216) | (113,216) | - |
| TOTAL OTHER REVENUES | (256,000) | (949,472) | - | 949,472 | (1,050,000) | (1,050,000) | (100,528) | 10.6% |
| TOTAL REVENUES | (883,230) | (1,507,688) | - | 642,722 | (1,050,000) | (1,914,966) | (407,278) | 27.0% |
| EXPENSES | | | | | | | | |
| SALARIES AND BENEFITS | | | | | | | | |
| SALARIES | 1,837,460 | 1,992,508 | - | 96,286 | - | 2,088,794 | 96,286 | 4.8% |
| BENEFITS | 568,750 | 583,560 | - | 59,726 | - | 643,286 | 59,726 | 10.2% |
| GAPPING ALLOCATION | - | (56,496) | 56,496 | - | - | - | 56,496 | (100.0%) |
| TOTAL SALARIES AND BENEFITS | 2,406,210 | 2,519,572 | 56,496 | 156,012 | - | 2,732,080 | 212,508 | 8.4% |
| OPERATING EXPENSES | | | | | | | | |
| MATERIALS | 85,273 | 208,677 | - | (118,094) | 40,000 | 130,583 | (78,094) | (37.4%) |
| CONTRACTED SERVICES | 445,587 | 1,022,059 | - | (773,959) | 1,060,000 | 1,308,100 | 286,041 | 28.0% |
| TOTAL OPERATING EXPENSES | 530,860 | 1,230,736 | - | (892,053) | 1,100,000 | 1,438,683 | 207,947 | 16.9% |
| RESERVE TRANSFERS | | | | | | | | |
| CONTRIBUTIONS TO RESERVES | - | - | - | - | 100,000 | 100,000 | 100,000 | - |
| TOTAL RESERVE TRANSFERS | - | - | - | - | 100,000 | 100,000 | 100,000 | - |
| INTERDEPARTMENTAL CHARGES | | | | | | | | |
| INTERDEPARTMENTAL CHARGES | 253,200 | 253,200 | - | 31,409 | - | 284,609 | 31,409 | 12.4% |
| TOTAL INTERDEPARTMENTAL CHARGES | 253,200 | 253,200 | - | 31,409 | - | 284,609 | 31,409 | 12.4% |
| TOTAL EXPENSES | 3,190,270 | 4,003,508 | 56,496 | (704,632) | 1,200,000 | 4,555,372 | 551,864 | 13.8% |
| NET OPERATING | 2,307,040 | 2,495,820 | 56,496 | (61,910) | 150,000 | 2,640,406 | 144,586 | 5.8% |

| | 2024 | 2024 | LESS: 2024 | 2025 | 2025 | | \$ OVER | % OVER |
|-------------------------------------|-----------|-------------|------------|-----------|-------------|-------------|-----------|----------|
| | FORECAST | BUDGET* | NON- | BASE | BUDGET | 2025 | 2024 | 2024 |
| | | | RECURRING | BUDGET | IMPACTS | BUDGET | BUDGET | BUDGET |
| CAPITAL | | | | | | | | |
| CAPITAL EXPENSES | 6,000 | 6,000 | (6,000) | - | - | - | (6,000) | (100.0%) |
| NET CAPITAL | 6,000 | 6,000 | (6,000) | - | - | - | (6,000) | (100.0%) |
| | | | | | | | | |
| SUMMARY | | | | | | | | |
| TOTAL REVENUES | (883,230) | (1,507,688) | - | 642,722 | (1,050,000) | (1,914,966) | (407,278) | 27.0% |
| TOTAL EXPENSES | 3,196,270 | 4,009,508 | 50,496 | (704,632) | 1,200,000 | 4,555,372 | 545,864 | 13.6% |
| TOTAL LEVY | 2,313,040 | 2,501,820 | 50,496 | (61,910) | 150,000 | 2,640,406 | 138,586 | 5.5% |
| % BUDGET INCREASE (DECREASE) | | | 2.0% | (2.5%) | 6.0% | 5.5% | | |

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

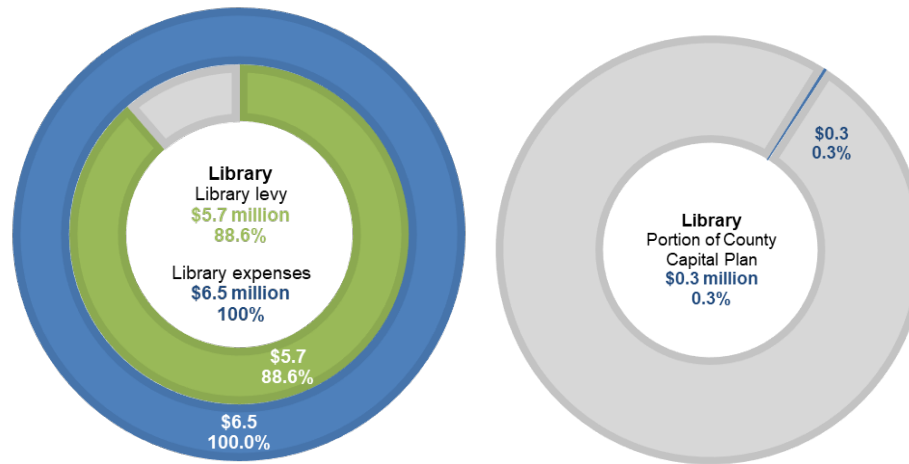
Budget Impact Details

| | REFERENCE | OPERATING EXPENSES | REVENUES | TAXATION | % |
|---|-----------|--------------------|------------------|----------------|-------------|
| ONE-TIME ITEMS | | | | | |
| PLN-Official Plan Review | | 450,000 | 450,000 | - | |
| PLN-Secondary Planning Studies | | 600,000 | 600,000 | - | |
| PLN-Children's Water Festival | | 15,000 | - | 15,000 | 0.6% |
| | | 1,065,000 | 1,050,000 | 15,000 | 0.6% |
| SERVICE LEVEL | | | | | |
| PLN-Contribution to Planning Reserve | | 100,000 | - | 100,000 | 4.0% |
| PLN-Clean Water Project transfer increase | | 35,000 | - | 35,000 | 1.4% |
| | | 135,000 | - | 135,000 | 5.4% |
| TOTAL | | 1,200,000 | 1,050,000 | 150,000 | 6.0% |

2025 Budget

Oxford
County Library





| | Division | Division Description | Services | 2025 FTE Base | 2025 FTE Temp |
|-----------------------------|--------------|---|--|---------------|---------------|
| Oxford County Library Board | Library | <p>Oxford County Library serves seven of the area municipalities that make-up Oxford County by providing access to reading, culture, technology, trusted information and creative learning opportunities. A welcoming space at the heart of our communities, OCL's 14 branches encourage connection, support wellbeing and foster a love of reading. As a community-focused library system, Oxford County Library caters to the diverse needs and interests of the County's residents by offering a wide range of services, collections and programs such as:</p> <ul style="list-style-type: none"> Lending of books, DVDs, audiobooks, kitchen equipment, park passes and a wide variety of other materials; Access to eBooks, eAudiobooks, streaming music and movies and other electronic resources for learning and research; Coaching, training and help on the use of technology; Home delivery services to homebound customers and nursing homes; Programming for all ages, including literacy, creative, and learning opportunities. Mobile outreach services through Ox on the Run. | <ul style="list-style-type: none"> Library Collections Library Programming Library Reference and Information Library Public Space Access Library Technology Access and Coaching | 39.0 | 2.0 |
| | Total | | | | 39.0 |

5 Year Projected Budget

| | 2025 | 2026 | 2027 | 2028 | 2029 |
|---------------------------|------------------|------------------|------------------|------------------|------------------|
| | BUDGET | PROJECTED BUDGET | PROJECTED BUDGET | PROJECTED BUDGET | PROJECTED BUDGET |
| OPERATING | | | | | |
| REVENUES | | | | | |
| GENERAL REVENUES | (167,834) | (169,034) | (169,034) | (169,034) | (169,034) |
| OTHER REVENUES | (240,552) | (240,552) | (240,552) | (270,552) | (240,552) |
| TOTAL REVENUES | (408,386) | (409,586) | (409,586) | (439,586) | (409,586) |
| EXPENSES | | | | | |
| SALARIES AND BENEFITS | 3,456,250 | 3,541,719 | 3,653,503 | 3,756,772 | 3,855,055 |
| OPERATING EXPENSES | 572,583 | 558,081 | 567,681 | 617,131 | 587,251 |
| RESERVE TRANSFERS | 528,577 | 542,000 | 556,000 | 566,000 | 576,000 |
| INTERDEPARTMENTAL CHARGES | 1,597,432 | 1,697,577 | 1,658,893 | 1,798,618 | 1,841,866 |
| TOTAL EXPENSES | 6,154,842 | 6,339,377 | 6,436,077 | 6,738,521 | 6,860,172 |
| NET OPERATING | 5,746,456 | 5,929,791 | 6,026,491 | 6,298,935 | 6,450,586 |
| CAPITAL | | | | | |
| CAPITAL REVENUES | (329,900) | (340,100) | (556,800) | (369,500) | (578,200) |
| CAPITAL EXPENSES | 329,900 | 340,100 | 556,800 | 369,500 | 578,200 |
| NET CAPITAL | - | - | - | - | - |
| SUMMARY | | | | | |
| TOTAL REVENUES | (738,286) | (749,686) | (966,386) | (809,086) | (987,786) |
| TOTAL EXPENSES | 6,484,742 | 6,679,477 | 6,992,877 | 7,108,021 | 7,438,372 |
| TOTAL LEVY | 5,746,456 | 5,929,791 | 6,026,491 | 6,298,935 | 6,450,586 |

Services Overview

Full-Time Equivalents FTE 39.0

↑0.8
Base

+2.0
Temporary





| Service | Service Description | 2023 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. | 638,990 Items borrowed, downloaded, or streamed 437 home deliveries were made to offer access to collections to those unable to visit the library. | Information |
| Library Programming | An external service offering programming, outreach and special events that respond to the literacy, educational and recreational needs of the community. | 29,110 People attended 1,846 In-Person and Virtual Programs | Information |
| Library Information Services | An external service offering answers to information questions and readers' advisory in person or via other channels (email, web, phone). | 1,139 Research database uses 1,661 Readers' Advisory requests 290 Local History requests | Information |
| Library Public Space Access | An external service providing welcoming and accessible meeting places. | 511 Library room rentals for public use 925 bookings were made for study room spaces | Community |
| Library Technology Access and Coaching | An external service providing public access to technology and the internet. | 16,739 wireless internet sessions 12,263 in-branch public computer sessions 2,448 Technology Coaching Sessions were offered at library branches. | Community |





- **0.3 FTE Library Summer - Student** - To continue to support Summer Reading through Oxford County. Position is currently part of Ox on the Run project but would move to base budget with this request. **FTE 2025-15**
- **0.5 FTE Library Programming Support Part-time** - To support planning and delivery of programming at various branches. **FTE 2025-16**
- **2.0 FTE Mobile Outreach Staff Full-time** - Outreach staff members **Outreach Services Specialist** to provide Programming, Library Services and supervision and **Outreach Services Clerk** to provide Library Services as part of 2-year pilot project extended to 3 years for 2025 **NI 2023-13**

Key Performance Indicators

| | 2021 Actual | 2022 Actual | 2023 Actual | 2024 Forecast | 2025 Budget | Target |
|---|-------------------------|-------------|-------------|---------------|-------------|--------|
| Number of active library cards | 16,551 | 17,691 | 18,841 | 19,250 | 19,750 | ↑ |
| % of collection purchase requests filled | 95% | 96% | 94% | 95% | 90% | 90% |
| Physical & electronic materials circulation | 459,003 | 656,010 | 638,990 | 630,000 | 635,000 | ↑ |
| Branch attendance / Mobile Unit attendance | 71,361 | 128,946 | 206,209 | 221,000 | 225,000 | ↑ |
| Number of programs offered (Branch and Virtual) | 270 (virtual only) | 302 | 1,846 | 1,700 | 1,900 | ↑ |
| Attendance at programs (Branch and Virtual) | 5,961 (virtual only) | 23,846 | 29,101 | 27,500 | 30,000 | ↑ |
| Attendance at Tech Coaching Sessions (Branch and Mobile Unit) | 141 | 729 | 2,448 | 2,450 | 2,500 | ↑ |

Goals and Objectives

| Description | 2025 | 2026 | 2027 | Strategic Plan | Other Plan Alignment |
|--|------|------|------|--|----------------------|
| <p>Organizational Review and Onboarding Plan</p> <p>Oxford County Library is at a critical growth stage and intends to optimize staffing in order to meet future demands. The Library aims to achieve Strategy 1.3 in the Library Strategic Plan by developing and implementing “a strategic approach to attract, retain and develop employees and volunteers to enhance and sustain Oxford County Library service excellence.” The review, undertaken by staff with the help of County Human Resources, will look at the current organizational structure and recommend changes to meet current and future needs. Goals of the review will be to: design an effective organizational structure, develop and strengthen the onboarding and training processes, and develop processes to assist with change management. The review should be completed prior to July 2025 in order to assist Library Administration with changes that may influence the 2026 budget.</p> | ● | | |  Goal 3.3: <i>Attract, retain and engage staff</i> LIBRARY STRATEGIC PLAN  Goal 1: <i>Sustain service excellence</i> | |
| <p>Branch Level Payment Solution</p> <p>With the help of County Corporate Services, Library staff will investigate and implement payment solutions that can be scaled for usage at all Oxford County Library branches. Staff will look at current payment solution in place at Resource Branches and the needs of smaller Regional and Village branches to find a solution that is budget friendly, while also providing expanded options for customer service.</p> | ● | | |  Goal 3.1: <i>Continuous improvement and results-driven solutions</i> LIBRARY STRATEGIC PLAN  Goal 3: <i>Innovate access to service</i> | |

| Description | 2025 | 2026 | 2027 | Strategic Plan | Other Plan Alignment |
|--|------|------|------|--|----------------------|
| <p>Communication Strategy for Patron Management, Brand Awareness and Growth</p> <p>In order to increase community awareness of Oxford County Library’s programs, services and collections, staff will work closely with Strategic Communications to create a communication strategy focused on deepening relationships with existing and new members and increasing usership and community engagement. Through this goal, the Library aims to achieve Strategies 2.1 and 2.2 in the Library Strategic Plan. Key Performance Indicators will be developed to show success of the strategy over the short, mid and long term.</p> | ● | | |  Goal 3.2: Collaborate with our partners and communities LIBRARY STRATEGIC PLAN  Goal 2: Grow engagement and member relationships | |
| <p>Oxford County Library 60 Year Anniversary</p> <p>Collaborate with Oxford County Archives and Strategic Communications and Engagement for the celebration of Oxford County Library’s 60-year anniversary, along with the anniversaries of Oxford County (175) and Archives (25). Planning will include communications plan and programming plan. Key performance Indicators such as program attendance, social media statistics, and other engagement Key Performance Indicators will be reviewed for effectiveness.</p> | ● | | |  Goal 3.2: Collaborate with our partners and communities LIBRARY STRATEGIC PLAN  Goal 2: Grow engagement and member relationships | |

Budget

| | 2024 | 2024 | LESS: 2024 | 2025 | 2025 | | \$ OVER | % OVER |
|--|------------------|------------------|------------------|------------------|----------------|------------------|------------------|----------------|
| | FORECAST | BUDGET* | NON- | BASE | BUDGET | 2025 | 2024 | 2024 |
| | | | RECURRING | BUDGET | IMPACTS | BUDGET | BUDGET | BUDGET |
| OPERATING | | | | | | | | |
| REVENUES | | | | | | | | |
| GENERAL REVENUES | | | | | | | | |
| PROVINCIAL GRANTS | (138,904) | (138,904) | - | - | - | (138,904) | - | - |
| USER FEES AND CHARGES | (24,574) | (19,900) | - | (4,230) | (2,400) | (26,530) | (6,630) | 33.3% |
| NET INVESTMENT INCOME | (5,000) | - | - | - | - | - | - | - |
| OTHER REVENUE | (11,282) | (3,600) | - | 1,200 | - | (2,400) | 1,200 | (33.3%) |
| TOTAL GENERAL REVENUES | (179,760) | (162,404) | - | (3,030) | (2,400) | (167,834) | (5,430) | 3.3% |
| OTHER REVENUES | | | | | | | | |
| RESERVE TRANSFER | (236,260) | (305,899) | 305,899 | - | - | - | 305,899 | (100.0%) |
| DEVELOPMENT CHARGES | (304,252) | (71,649) | - | (168,903) | - | (240,552) | (168,903) | 235.7% |
| TOTAL OTHER REVENUES | (540,512) | (377,548) | 305,899 | (168,903) | - | (240,552) | 136,996 | (36.3%) |
| TOTAL REVENUES | (720,272) | (539,952) | 305,899 | (171,933) | (2,400) | (408,386) | 131,566 | (24.4%) |
| EXPENSES | | | | | | | | |
| SALARIES AND BENEFITS | | | | | | | | |
| SALARIES | 2,521,452 | 2,537,952 | (126,724) | 155,922 | 167,107 | 2,734,257 | 196,305 | 7.7% |
| BENEFITS | 655,394 | 660,494 | (25,029) | 55,347 | 31,181 | 721,993 | 61,499 | 9.3% |
| TOTAL SALARIES AND BENEFITS | 3,176,846 | 3,198,446 | (151,753) | 211,269 | 198,288 | 3,456,250 | 257,804 | 8.1% |
| OPERATING EXPENSES | | | | | | | | |
| MATERIALS | 558,551 | 542,123 | (21,615) | 27,301 | 20,624 | 568,433 | 26,310 | 4.9% |
| CONTRACTED SERVICES | 143,000 | 143,000 | (120,000) | (22,000) | - | 1,000 | (142,000) | (99.3%) |
| RENTS AND FINANCIAL EXPENSES | 3,150 | 7,150 | (7,000) | - | 3,000 | 3,150 | (4,000) | (55.9%) |
| TOTAL OPERATING EXPENSES | 704,701 | 692,273 | (148,615) | 5,301 | 23,624 | 572,583 | (119,690) | (17.3%) |
| RESERVE TRANSFERS | | | | | | | | |
| CONTRIBUTIONS TO CAPITAL RESERVES | 355,520 | 126,520 | - | 251,480 | 40,000 | 418,000 | 291,480 | 230.4% |
| DEVELOPMENT CHARGES EXEMPTIONS | 60,643 | 12,500 | - | - | 98,077 | 110,577 | 98,077 | 784.6% |
| TOTAL RESERVE TRANSFERS | 416,163 | 139,020 | - | 251,480 | 138,077 | 528,577 | 389,557 | 280.2% |
| INTERDEPARTMENTAL CHARGES | | | | | | | | |
| INTERDEPARTMENTAL CHARGES | 1,565,620 | 1,504,955 | (10,031) | 128,763 | 14,821 | 1,638,508 | 133,553 | 8.9% |
| DEPARTMENTAL CHARGES | - | - | - | (41,076) | - | (41,076) | (41,076) | - |
| TOTAL INTERDEPARTMENTAL CHARGES | 1,565,620 | 1,504,955 | (10,031) | 87,687 | 14,821 | 1,597,432 | 92,477 | 6.1% |
| TOTAL EXPENSES | 5,863,330 | 5,534,694 | (310,399) | 555,737 | 374,810 | 6,154,842 | 620,148 | 11.2% |

| | 2024 | 2024 | LESS: 2024 | 2025 | 2025 | 2025 | \$ OVER | % OVER |
|---|-------------|-----------|------------|-----------|---------|-----------|-----------|----------|
| | FORECAST | BUDGET* | NON- | BASE | BUDGET | 2025 | 2024 | 2024 |
| | | | RECURRING | BUDGET | IMPACTS | BUDGET | BUDGET | BUDGET |
| OPERATING | | | | | | | | |
| PROGRAM SURPLUS/DEFICIT | | | | | | | | |
| RESERVE CONTRIBUTION TO (FROM) | | | | | | | | |
| RESERVE CONTRIBUTION-SURPLUS | 80,684 | - | - | - | - | - | - | - |
| TOTAL RESERVE CONTRIBUTION TO (FROM) | 80,684 | - | - | - | - | - | - | - |
| TOTAL PROGRAM SURPLUS/DEFICIT | 80,684 | - | - | - | - | - | - | - |
| NET OPERATING | 5,223,742 | 4,994,742 | (4,500) | 383,804 | 372,410 | 5,746,456 | 751,714 | 15.1% |
| CAPITAL | | | | | | | | |
| CAPITAL REVENUES | | | | | | | | |
| CAPITAL PROVINCIAL GRANTS | - | - | - | - | - | - | - | - |
| CAPITAL RESERVE TRANSFER | (511,500) | (291,500) | - | (33,600) | - | (325,100) | (33,600) | 11.5% |
| CAPITAL CONTRIBUTIONS | (36,000) | (36,000) | - | 31,200 | - | (4,800) | 31,200 | (86.7%) |
| TOTAL CAPITAL REVENUES | (547,500) | (327,500) | - | (2,400) | - | (329,900) | (2,400) | 0.7% |
| CAPITAL EXPENSES | 547,500 | 556,500 | - | (226,600) | - | 329,900 | (226,600) | (40.7%) |
| NET CAPITAL | - | 229,000 | - | (229,000) | - | - | (229,000) | (100.0%) |
| SUMMARY | | | | | | | | |
| TOTAL REVENUES | (1,267,772) | (867,452) | 305,899 | (174,333) | (2,400) | (738,286) | 129,166 | (14.9%) |
| TOTAL EXPENSES | 6,410,830 | 6,091,194 | (310,399) | 329,137 | 374,810 | 6,484,742 | 393,548 | 6.5% |
| TOTAL PROGRAM SURPLUS/DEFICIT | 80,684 | - | - | - | - | - | - | - |
| TOTAL LEVY | 5,223,742 | 5,223,742 | (4,500) | 154,804 | 372,410 | 5,746,456 | 522,714 | 10.0% |
| % BUDGET INCREASE (DECREASE) | | | (0.1%) | 3.0% | 7.1% | 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 | REVENUES | TAXATION | % |
|---|-----------------------------|--------------------|--------------|----------------|-------------|
| ONE-TIME ITEMS | | | | | |
| OCL-Ox on the Run | | 173,819 | - | 173,819 | 3.3% |
| OCL-Vehicle Wrap | | 4,400 | - | 4,400 | 0.1% |
| OCL-60th Anniversary | | 6,000 | - | 6,000 | 0.1% |
| | | 184,219 | - | 184,219 | 3.5% |
| SERVICE LEVEL | | | | | |
| OCL-Library Summer Student FTE | FTE 2025-15 | 12,309 | - | 12,309 | 0.2% |
| OCL-Branch Hours Adjustments FTE | FTE 2025-16 | 40,206 | 2,400 | 37,806 | 0.7% |
| | | 52,514 | 2,400 | 50,114 | 1.0% |
| CAPITAL CONTRIBUTION | | | | | |
| OCL-Library Capital Increase (AMP) | | 40,000 | - | 40,000 | 0.8% |
| | | 40,000 | - | 40,000 | 0.8% |
| DEVELOPMENT CHARGE EXEMPTIONS | | | | | |
| OCL-Library Non-Statutory Development Charge Exemptions | | 36,088 | - | 36,088 | 0.7% |
| OCL-Library Statutory development charge exemptions | | 61,989 | - | 61,989 | 1.2% |
| | | 98,077 | - | 98,077 | 1.9% |
| TOTAL | | 374,810 | 2,400 | 372,410 | 7.1% |

Capital Budget

| PROJECT # AND NAME | DESCRIPTION | ASSET ACTIVITY | ASSET RATING | TOTAL | 2025 REQUEST** | 2026 | 2027-2034 |
|-------------------------------|---|----------------|--------------|------------------|------------------|------------|------------|
| BUILDING | | | | | | | |
| 916040 - Ingersoll Library | Various projects as identified from the Building Condition Assessments | Replacement | Poor | \$15,100 | 15,100 | - | - |
| 916110 - Thamesford Library | Various projects as identified from the Building Condition Assessments | Replacement | Poor | \$12,000 | 12,000 | - | - |
| 916060 - Norwich Library | Various projects as identified from the Building Condition Assessments | Replacement | Poor | \$15,000 | 15,000 | - | - |
| COMPUTER EQUIPMENT | | | | | | | |
| 600000 - Computer Equipment | Public use and maker space and assistive technologies | Replacement | Poor | \$21,000 | 21,000 | - | - |
| EQUIPMENT | | | | | | | |
| 600000 - Collection Materials | Annual refresh of collection materials, including non-traditional materials | Replacement | Poor | \$257,800 | 257,800 | - | - |
| FURNISHINGS | | | | | | | |
| 600000 - Furnishings | Furniture - Public Use and Staff Use | Replacement | Poor | \$9,000 | 9,000 | - | - |
| | | | | \$329,900 | \$329,900 | \$0 | \$0 |


** The 2025 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 – Library Summer Student

FTE 2025-15


| SUMMARY | |
|----------------------------|--|
| Type of FTE request | Maintain Service Level |
| Classification | Student - Permanent |
| Job Title | Library Summer Student |
| FTE | 0.3 |
| Description | Move one summer student position from a temporary position tied to the Ox on the Run project to a permanent position in order to continue to help increase participation in the Library’s Summer Reading Club. |

STRATEGIC PLAN



Goal 3.3: Attract, retain and engage staff

LIBRARY STRATEGIC PLAN



Goal 3: Innovate access to service

| REQUEST DETAILS |
|--|
| <p>Background</p> <p>With a mission to “promote and provide the community with universal access to information, ideas and engaging experiences in welcoming spaces” Oxford County Library provides a wide range of programs and activities for children, teens and families as part of its annual Summer Reading Program.</p> <p>As part of the Library’s 2022 budget, two 4-month post-secondary student positions were approved as part of a one-time request to provide hands-on programming and training assistance in branches and with Ox on the Run.</p> <p>In the 2023 budget request, one of the two positions was moved to the Ox on the Run pilot project to help launch the service during the busy summer months.</p> <p>Comments</p> <p>The additional help of the Summer Student positions has helped the Library continue to attract more children and teens to join the TD Summer Reading Club. Designed to help keep children reading during the summer months, the TD Summer Reading Club incentives reading through the Library’s Beanstalk App where they can earn badges for reading during the summer months.</p> |

REQUEST DETAILS

Over the last three years, the Library has seen a 22% increase in participation and a 46% increase in the number of minutes children are reading each summer. These numbers are thanks, in large part, to the Summer Student positions that help plan and facilitate the Summer Reading Club at the Ingersoll and Tillsonburg branches and provide support for the other twelve OCL branches throughout the County.

As the Summer Student positions have become an important part of the Library’s Summer Reading programming, staff feel that both positions should be included as permanent student positions for Library Service.

The Summer Student positions are also well positioned to help the Library achieve Goal Three of the Library Strategic Plan, “Innovate access to service” by purposefully innovating “programs and services to enhance access, drive engagement and improve members’ experiences.” Continued support from the Summer Student positions will be needed to continue to enhance Summer Reading programming across all fourteen branches of the Oxford County Library.

Conclusion

Addition of one 4-month post-secondary student to permanent status is requested to continue to support hands-on programming; summer reading club support; and training assistance in branches. The position will work with the public, library staff and at outreach locations and events throughout the late Spring and Summer months with a focus on literacy for children and teens.

BUDGET REQUIREMENTS

| | One-time | Base | Total Budget |
|------------------------------------|----------|----------|--------------|
| Salaries and benefits | | | |
| Total salaries and benefits | - | 12,309 | 12,309 |
| Library Levy | \$- | \$12,309 | \$12,309 |

FTE – Various Positions – Library Programming Support

FTE 2025-16


| SUMMARY | |
|----------------------------|--|
| Type of FTE request | Expand Service Level |
| Classification | Part-time - Permanent |
| Job Title | Various Positions – Library Programming Support |
| FTE | 0.53 |
| Description | Increase hours of various part-time library positions to allow for increased program planning and delivery. Increase hours will also allow for expanded after-hours library space rentals with cost of staffing for this expansion being off-set by rental fees. |

STRATEGIC PLAN



Goal 3.3: Attract, retain and engage staff

LIBRARY STRATEGIC PLAN



Goal 3: Innovate access to service

REQUEST DETAILS

Background

With a mission to “promote and provide the community with universal access to information, ideas and engaging experiences in welcoming spaces” Oxford County Library provides a wide range of programs for customers of all ages.

As part of the Library’s 2024 Business Plan, staff undertook a Rural Community Engagement survey to determine the current and future needs of the Library’s rural branches. A portion of the survey asked customers and non-library users for feedback on the library’s collections, programs and technology. Through the survey, staff found that customers are looking for more programming offerings for Adults: including book clubs, cooking demonstrations, and other learning opportunities.

Oxford County Library is requesting additional hours for various part-time branch positions in order begin offering more programs at various branch locations. These hours will allow branch staff more time to plan and deliver high quality programs at several branch locations as a small expansion from current offerings.

This additional staff time will also allow for the expansion of after-hours rental availability for Village and Regional branch locations, with the addition of a new after-hours rental fee included in the Library portion of the Fees and Charges By-Law for implementation in 2025. The rental fee will offset the cost of staffing at locations where rentals are requested by members of the community and local community groups. This

REQUEST DETAILS

new after-hours rental service will allow the library branches to be available when closed to the public for the local community use and will help make branches an even more vital part of their communities by partnering with local organizations and community members.

Comments

Oxford County Library branches' workforce is predominately part-time. The requested additional hours to offer existing part-time staff are represented by:

| FTE | Staff Requirement |
|------------|--|
| .03 | Associate Supervisor Hours for providing after-hours branch rental at Village and Regional Branches. |
| .50 | Branch Supervisor and Public Service Clerk hours for program planning and delivery at various Village and Regional Branches. |

The Summer Student positions are also well positioned to help the Library achieve Goal Three of the Library Strategic Plan, "Innovate access to service" by purposefully innovating "programs and services to enhance access, drive engagement and improve members' experiences." Continued support from the Summer Student positions will be needed to continue to enhance Summer Reading programming across all fourteen branches of the Oxford County Library.

Conclusion

Increased hours for various part-time positions will allow for expanding of program planning and delivery throughout the Library's locations; while also providing after-hours rental availability within communities that host Village and Regional branches.

BUDGET REQUIREMENTS

| | One-time | Base | Total Budget |
|--|-----------------|-----------------|---------------------|
| Revenues | | | |
| Revenue: After hours branch space rental | \$- | \$2,400 | \$2,400 |
| Total revenues | - | 2,400 | 2,400 |
| Salaries and benefits | | | |
| Total salaries and benefits | - | 40,206 | 40,206 |
| Library Levy | \$- | \$37,806 | \$37,806 |

2025 Budget

Court Security



Budget

| | 2024 | 2024 | LESS: 2024 | 2025 | 2025 | 2025 | \$ OVER | % OVER |
|-------------------------------------|---------------|---------------|---------------|---------------|----------------|----------------|---------------|--------------|
| | FORECAST | BUDGET* | NON-RECURRING | BASE BUDGET | BUDGET IMPACTS | BUDGET | 2024 BUDGET | 2024 BUDGET |
| OPERATING EXPENSES | | | | | | | | |
| EXTERNAL TRANSFERS | 82,936 | 82,936 | - | 40,494 | - | 123,430 | 40,494 | 48.8% |
| TOTAL EXPENSES | 82,936 | 82,936 | - | 40,494 | - | 123,430 | 40,494 | 48.8% |
| SUMMARY | | | | | | | | |
| TOTAL EXPENSES | 82,936 | 82,936 | - | 40,494 | - | 123,430 | 40,494 | 48.8% |
| TOTAL LEVY | 82,936 | 82,936 | - | 40,494 | - | 123,430 | 40,494 | 48.8% |
| % BUDGET INCREASE (DECREASE) | | | - | 48.8% | - | 48.8% | | |

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