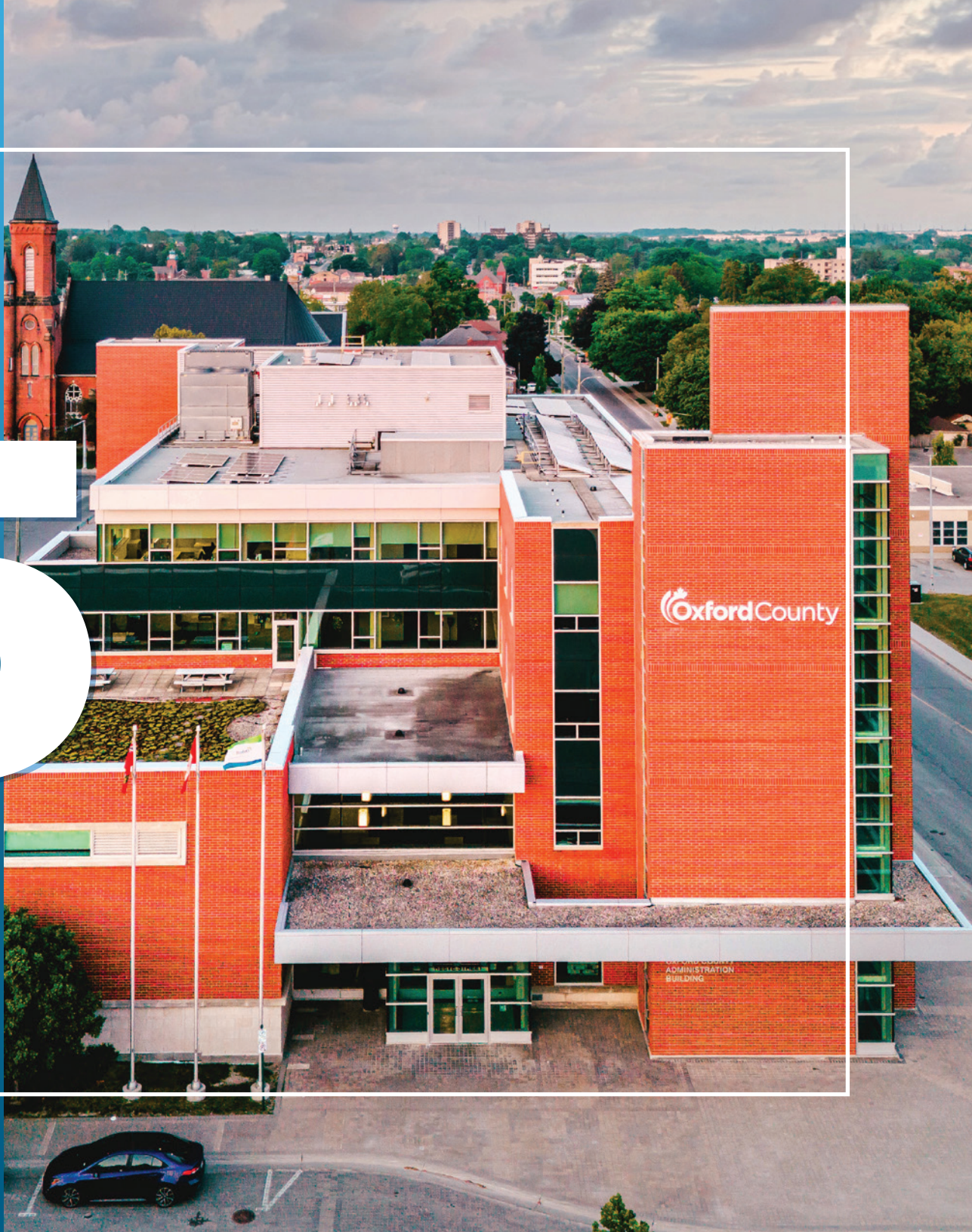


**DRAFT**

# 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**  
**Deputy Warden\***  
 Mayor,  
 Township of  
 Blandford-  
 Blenheim



**Philip Schaefer**  
**Councillor**  
 Mayor,  
 Township of  
 East Zorra-  
 Tavistock



**Brian Petrie**  
**Councillor**  
 Mayor, Town of  
 Ingersoll



**Jim Palmer**  
**Councillor**  
 Mayor,  
 Township of  
 Norwich



**David Mayberry**  
**Councillor**  
 Mayor, Township  
 of South-West  
 Oxford



**Deb Gilvesy**  
**Councillor**  
 Mayor, Town of  
 Tillsonburg



**Jerry Acchione**  
**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

\* Annual election of the Deputy Warden to take place December 11, 2024

## Oxford County Departments

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

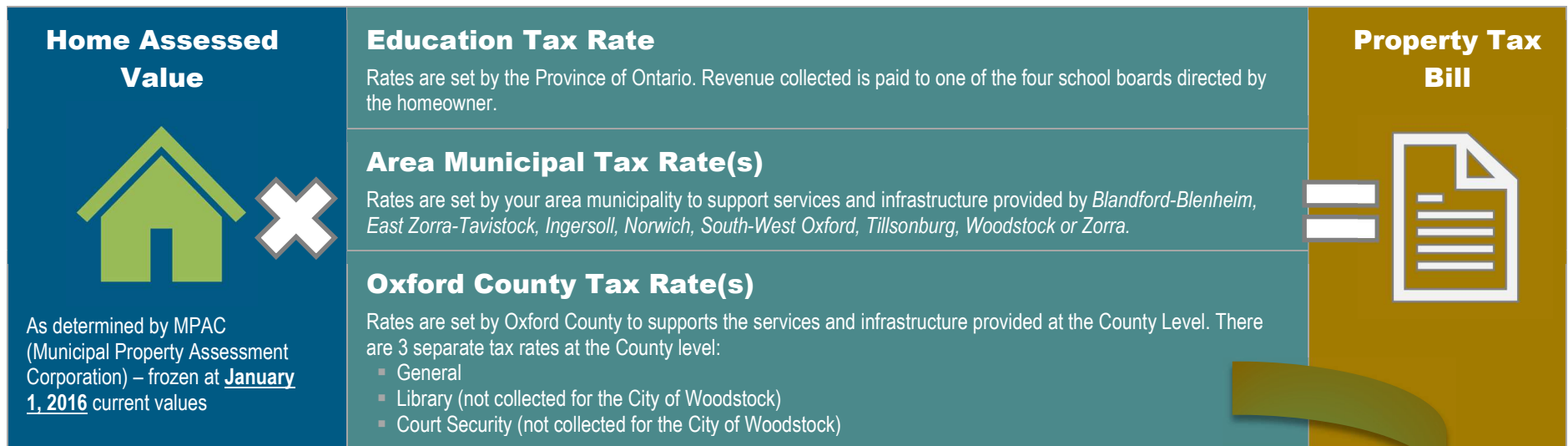
CAO	CORPORATE SERVICES	PUBLIC WORKS	HUMAN SERVICES
<p>Provides corporate oversight of the County's Strategic Plan and emergency planning; works with other levels of government; and provides leadership to County management and staff in order to carry out County Council's priorities.</p> <ul style="list-style-type: none"> <li>▪ CAO Office and Strategic Initiatives</li> <li>▪ Tourism</li> <li>▪ Strategic Communication &amp; Engagement</li> </ul>	<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"> <li>▪ Finance</li> <li>▪ Customer Service</li> <li>▪ Information Technology</li> <li>▪ Information Services</li> <li>▪ Provincial Offences Administration</li> <li>▪ Oxford County Library</li> </ul>	<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"> <li>▪ Engineering and Construction</li> <li>▪ Facilities, Fleet and Energy Management</li> <li>▪ Transportation Services</li> <li>▪ Waste Management</li> <li>▪ Water</li> <li>▪ Wastewater</li> </ul>	<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"> <li>▪ Community Services</li> <li>▪ Child Care and EarlyON</li> <li>▪ Housing</li> </ul>
			
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 Draft 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
<b>Total</b>	<b>95</b>	<b>8</b>	<b>16</b>

## 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



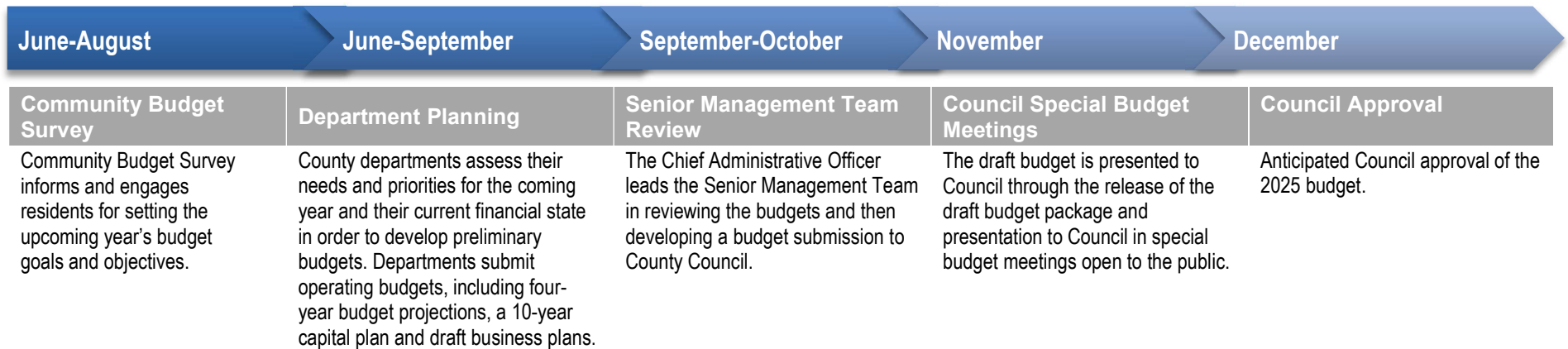
**FOSTERING  
progressive  
government**

- 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



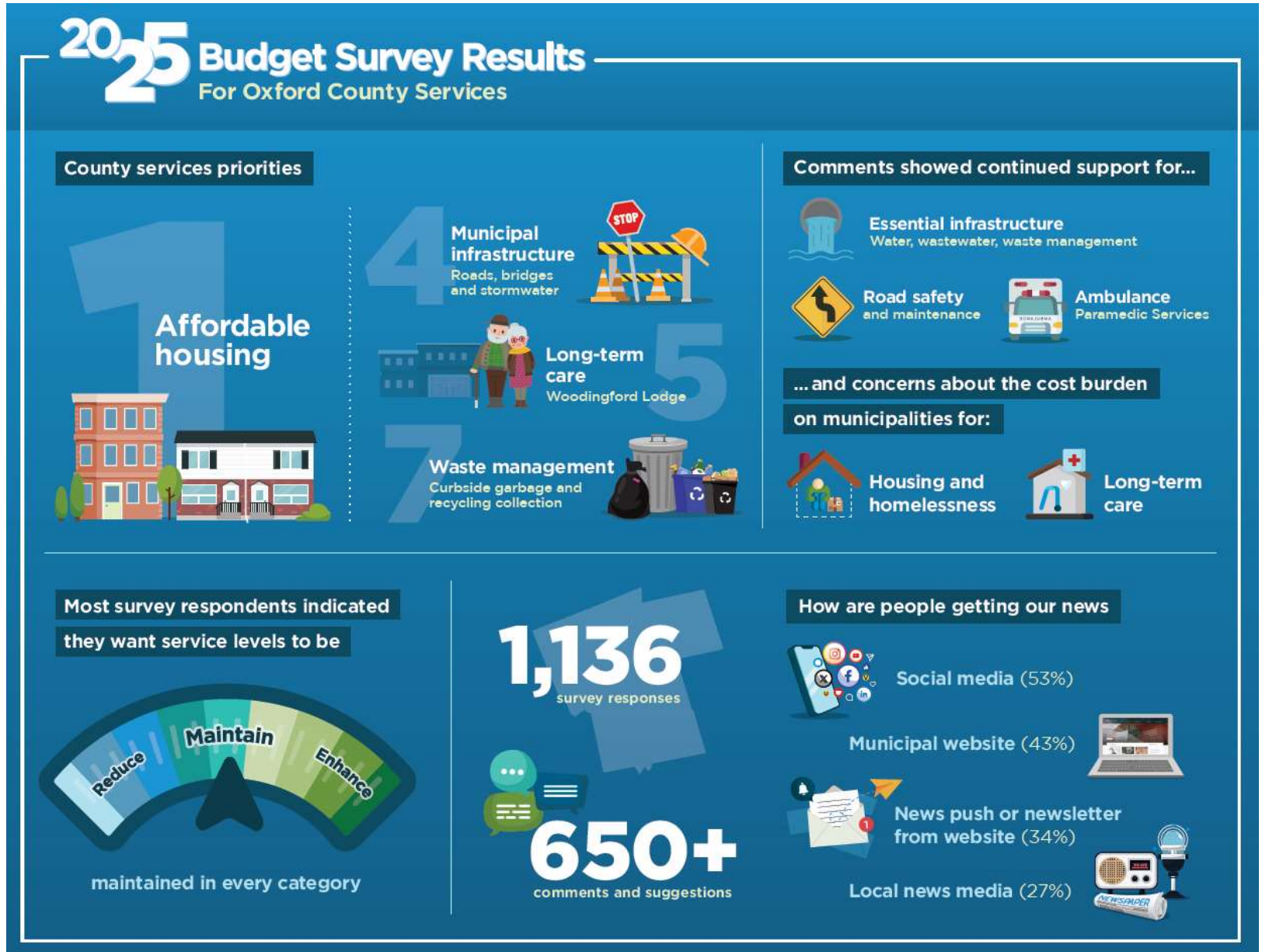


**Budget Survey – What the community told us**

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 \$422.0 million, an increase of \$72.5 million from 2024 approved budget, resulting in a net levy increase for all County services of **12.5%**. 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 <sup>1</sup>	Court Security <sup>1</sup>	Total		
12.6%	10.0%	48.8%	<b>12.5%</b> 2025 Budget increase	<b>8.8%</b> 2025 rates increase	2025 capital budget includes capital investments of <b>\$131.0 million</b>  The capital budget covers maintenance of existing County assets and the adding new assets.
10.3%	7.9%	46.0%	<b>10.1%</b> 2025 prelim tax rate increase	<b>10.8%</b> 2025 average household* rates increase	
\$126	\$10	\$1	<b>\$137</b> Increase per average household*	<b>\$84</b> Increase per average household*	
<b>\$1,350</b>	<b>\$131</b>	<b>\$3</b>	<b>\$1,484</b> Total County taxes per average household*	<b>\$966</b> Average total per household*	

<sup>1</sup> 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 m<sup>3</sup> of water and wastewater annually

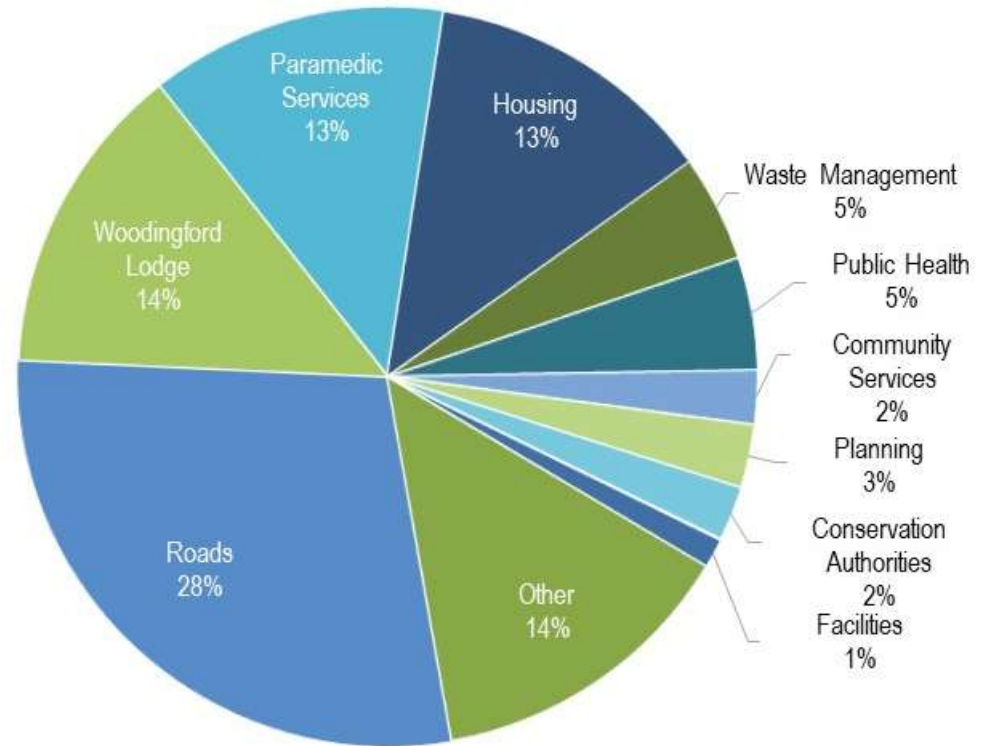
## Budget Summary

### 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 **\$93.0** million, an increase of \$10.4 million from 2024, resulting in a net levy increase of **12.6%**; 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

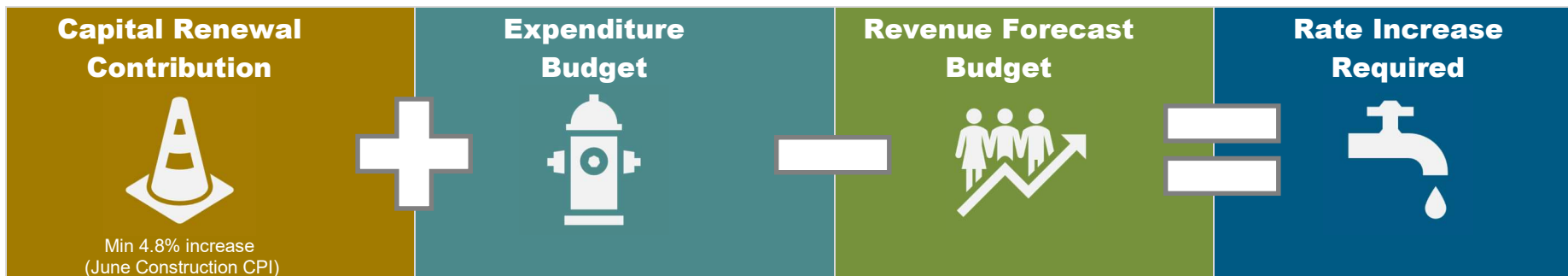
The County is responsible for the provision of water and wastewater services, operating 17 water systems and 11 wastewater systems. The 17 water systems are grouped into four systems for rates: Woodstock, Tillsonburg, Ingersoll and Townships Systems. Each of the four water systems is managed as a fiscally 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. Draft 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:



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

	Wastewater Rate Increase			Water Rate Increase			Average residential household <sup>1</sup>		
	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 <sup>2</sup>							36	537	7.2%
<b>Total</b>	<b>\$374,618</b>	<b>\$1,281,349</b>	<b>\$1,655,967</b>	<b>\$320,088</b>	<b>\$1,629,897</b>	<b>\$1,949,985</b>			

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.

<sup>1</sup> Estimated average household is a residential household that uses 150 m<sup>3</sup> of water annually

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

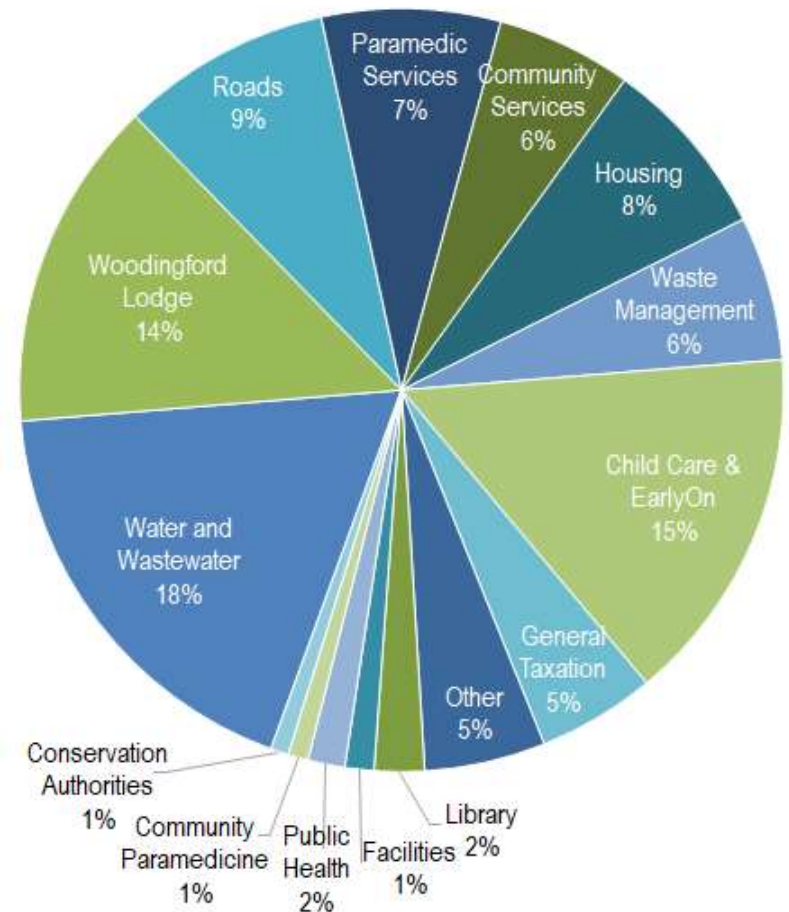
## Operating Expenditures

2025 Draft gross operating expenditures budget is \$291.0 million comprised of:

- **\$231.9 million** General Levy Budget; an increase of \$39.7 million or 20.6% 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	209.33	22.54	231.87	192.19	39.68	20.6%
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	35.77	17.04	52.81	48.15	4.66	9.7%
<b>Total</b>	<b>250.96</b>	<b>40.00</b>	<b>290.96</b>	<b>245.96</b>	<b>45.00</b>	<b>18.3%</b>



## Capital Expenditures

The 2025 Draft gross capital budget financed of \$131.0 million has increased by \$27.4 million, or 26.5%. Of the \$131.0 million in capital projects, \$16.3 million are carryover projects from 2024, with \$126.9 million representing new 2025 budget requests and \$12.1 million related to projects being financed in a future year. The 2025 Draft Gross Capital Budget of \$131.0 million is comprised of:

- **\$61.7 million** General Levy Budget; an increase of \$3.1 million or 5.2% from 2024
- **\$0.3 million** Library Levy Budget; a decrease of \$0.3 million or 45.0% from 2024
- **\$69.0 million** Water and Wastewater Rates Budget; an increase of \$24.6 million or 55.4% 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	61.7	58.6	3.1	5.2%
Library	0.3	0.6	(0.3)	(45.0%)
Water and Wastewater	69.0	44.4	24.6	55.4%
<b>Total</b>	<b>\$131.0</b>	<b>\$103.6</b>	<b>\$27.4</b>	<b>26.5%</b>

*Gross Capital Budget by asset category*

\$millions	2025			
	General	Library	Water and Wastewater	Total Capital
Major Infrastructure	50.7	-	66.6	117.3
Vehicles	3.8	-	-	3.8
Building	4.8	-	-	4.8
Furnishing & Equipment	2.4	0.3	2.4	5.1
<b>Total Budget</b>	<b>\$61.7</b>	<b>\$0.3</b>	<b>\$69.0</b>	<b>\$131.0</b>

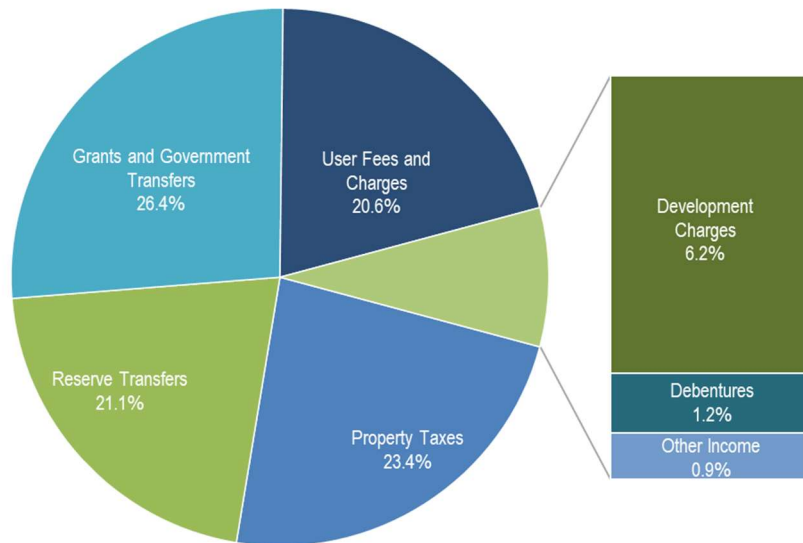
Additional details on the capital budget program can be found starting on page 37.

## 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	\$97.5	\$1.4	\$98.9	23.4%	\$87.9	25.1%
Reserve Transfers	4.7	84.5	89.2	21.1%	63.6	18.2%
Grants and Government Transfers	95.7	15.9	111.6	26.4%	84.3	24.1%
User Fees and Charges	86.5	0.6	87.1	20.6%	83.6	23.9%
Development Charges	2.6	23.4	26.0	6.2%	12.1	3.5%
Debentures	-	5.2	5.2	1.2%	14.0	4.0%
Other Income	4.0	-	4.0	0.9%	4.0	1.2%
<b>Total</b>	<b>\$291.0</b>	<b>\$131.0</b>	<b>\$422.0</b>		<b>\$349.5</b>	





## 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 %
<b>Levy/Rate increase over prior year</b>				<b>3,887,752</b>	<b>10,955,657</b>	<b>12.5%</b>
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	2,560,478	294,464	253,055	170,303	1,842,656	2.1%
Capital Contribution	778,000	-	-	-	778,000	0.9%
Initiative Gapping	(1,295,539)	-	(1,130,000)	(18,950)	(146,589)	(0.2%)
In-year Approval/ Carryover	1,614,392	570,000	934,338	-	110,054	0.1%
Minor Capital/ Infrastructure	38,630,500	24,987,419	12,283,694	-	1,284,387	1.5%
<b>Budget Impacts</b>	<b>49,207,832</b>	<b>29,354,405</b>	<b>14,842,587</b>	<b>652,901</b>	<b>4,357,939</b>	<b>5.0%</b>
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)	4,959,500	5.6%
<b>Base Budget increase</b>				<b>3,484,163</b>	<b>2,253,945</b>	<b>2.6%</b>


2024 Budget	
<b>+/- Base Budget</b>	Maintain service at the level of the previous year's approved budget
<b>+/- New initiatives</b>	Significant new programs or services that are intended to have a lasting impact
<b>+/- One-time Items</b>	Items that are non-recurring in nature
<b>+/- Service level</b>	Changes in the services provided
<b>+/- Capital contributions</b>	Increase (above base budget inflationary increase) in asset contribution required to address capital plan requirements
<b>+/- Initiative gapping</b>	Phased-in impacts of service level and new initiatives to be realized in future budget year
<b>+/- In-Year Budget Approvals/Carryover</b>	In-year approvals previously not included in the budget, or previously approved and not completed
<b>+/- Minor Capital &amp; Major Infrastructure</b>	Expansion of capital assets and studies
<b>= 2025 Draft Budget</b>	

**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 21.9 FTEs in 2025, for a total of 705.8 FTEs funded as follows:

- **13.9** 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 change with accompanying reports. Further information of 2025 FTE Plan can be found on page 74.

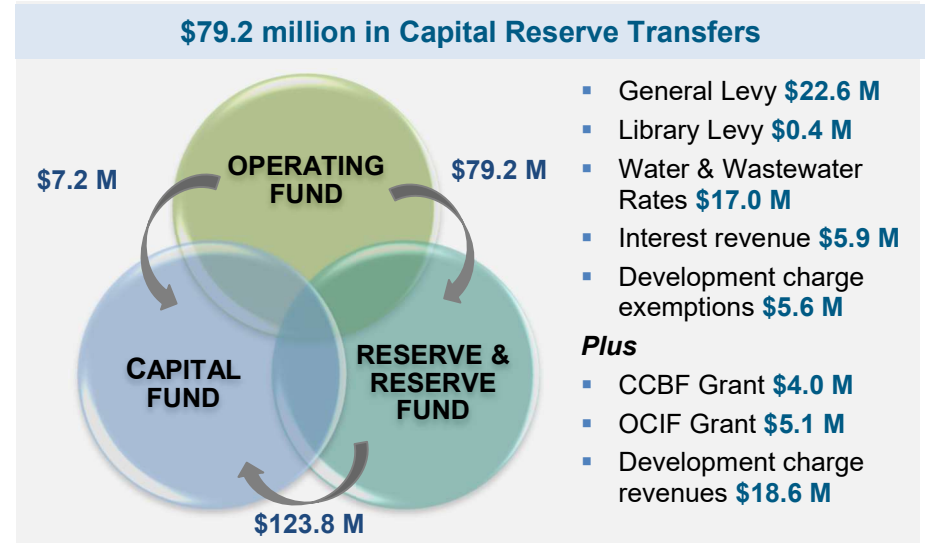
	Report No.	County Levy	Library Levy	W/WW Rates	Grant	Total
<b>2024 Approved FTE Plan</b>						<b>683.1</b>
2024 Temporary FTE						<b>(5.7)</b>
2024 In-Year FTE changes						<b>6.5</b>
<b>2024 Base FTE Plan</b>						<b>683.9</b>
Facilities	2025-01	0.8	-	-	-	<b>0.8</b>
Engineering and Construction	2025-02 2025-03	3.0	-	-	-	<b>3.0</b>
Waste Management	2025-04	1.0	-	-	-	<b>1.0</b>
Water and Wastewater	2025-05 2025-06	-	-	1.3	-	<b>1.3</b>
Community Services		-	-	-	0.7	<b>0.7</b>
Housing/Child Care	2025-07	1.0	-	-	-	<b>1.0</b>
Woodingford Lodge	2025-08 2025-09	-	-	-	3.2	<b>3.2</b>
Information Services	2025-10	1.0	-	-	-	<b>1.0</b>
Finance	2025-11 2025-12	2.0	-	-	-	<b>2.0</b>
Tourism		0.1	-	-	-	<b>0.1</b>
Strategic Communications	2025-13	1.0	-	-	-	<b>1.0</b>
Paramedic Services	2025-14	4.0	-	-	-	<b>4.0</b>
Oxford County Library	2025-15 2025-16	-	2.8	-	-	<b>2.8</b>
<b>2025 Draft Budget Increase</b>		<b>13.9</b>	<b>2.8</b>	<b>1.3</b>	<b>3.9</b>	<b>21.9</b>
<b>Draft 2025 FTE Plan</b>						<b>705.8</b>

## Transfer to/from Reserves and Reserve Funds

Included in the operating budget are reserve transfers to fund both operating and capital initiatives. \$123.8 million of the \$131.0 million capital budget is funded from reserves. A summary of these transfers are outlined below:

Capital reserve transfers consist of:

- **\$40.0 M** Asset Management Plan Contributions
- **\$5.9 M** Interest revenue allocation
- **\$5.6 M** Development charge exemptions
- **\$9.1 M** Capital grants
- **\$18.6 M** Development charge revenues collected



**Total Capital Transfer of \$79.2 million**

The Asset Management Plan Contributions of **\$40.0 M** is divided as follows:

### **\$22.6 Million General Levy Asset Management Plan Contributions**

- **\$0.3 M** Information Technology capital - \$0.1 M ↑
- **\$1.1 M** Facilities - \$0.3 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 ↑

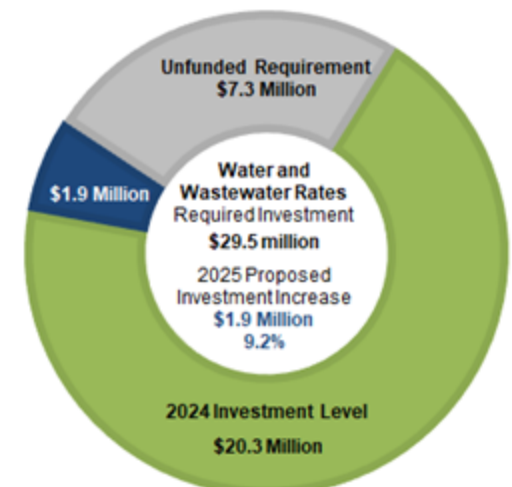
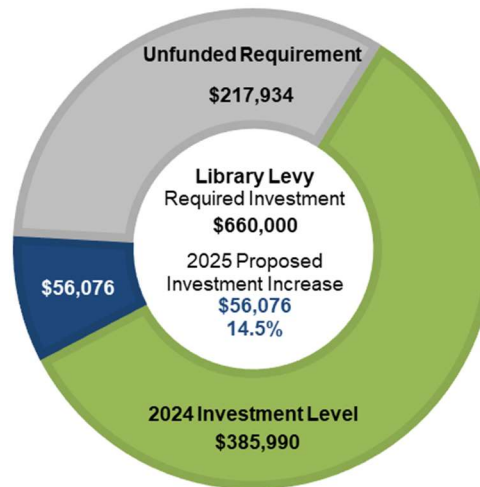
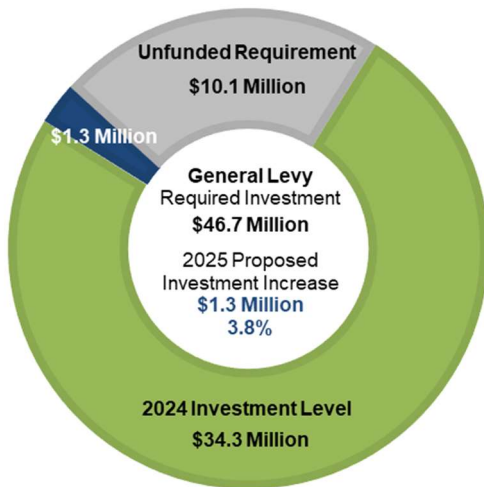
Additional details on the reserves can be found starting on page **78**.

## 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	35.57	(10.11)
Library Levy	0.66	0.44	(0.22)
Water and Wastewater Rates	29.43	22.17	(7.26)
<b>Total</b>	<b>\$75.77</b>	<b>\$58.18</b>	<b>\$(17.59)</b>

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 2.6%. In addition to the base budget increase there are 7 new initiatives in the budget that contribute to the overall levy increase of 12.5%. 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 21.9 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 \$3.6 million for non-statutory 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.
  - An application to the province was submitted on March 10, 2023, to enhance and redevelop the Ingersoll Long Term Care location to increase occupancy from 34 beds to 194. Since this application, staff have continued advocacy surrounding the construction funding subsidy program eligibility and reviewing current operational needs. Advocacy for capital funding has occurred to minimize the taxpayer burden and to encourage more home development across both Oxford and the Province of Ontario to ready us for the aging population. Staff will continue to review the financial efficiencies of the current bed count, owned and operated at the three Woodingford Lodge locations given the current Budget considerations for a new development.
  - 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.**

**Draft  
Budget Documents**

# 2025 Budget

## Capital Budget Summary



## Capital Expenses

Capital expenses total \$131.0 million in 2025 (\$103.6 million–2024) representing a 26.4% increase (23.2% increase–2024). The 2025 capital expenses include \$16.3 million in carry forward projects. Of the capital projects included in the 2025 requested budget 18.0% represent road network projects, 5.9% stormwater projects, 6.5% bridges and culverts, 48.2% water and wastewater projects, 6.7% fleet and equipment, 9.7% facilities projects, and 5.0% furnishings and minor capital including studies.

## Capital Revenue

The County of Oxford's capital budget is funded by several sources of revenues; taxation, water/wastewater rates and reserves, reserves, development charges, grants, debentures and other sources. The 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 \$59.5 million in tax supported capital projects (2025 request) included in the 2025 budget 2.9% represent non infrastructure solutions, 52.7% replacement projects, 26.1% renewal projects, 1.4% maintenance projects and 16.9% expansion projects. Notable capital projects in the 2025 budget include:

Project Description	Asset Activity	Carry Forward <sup>2</sup> \$	2025 Request \$	Total 2025 \$
<b>Paramedic Services (page 307)</b>				
Vehicles and equipment	Replacement	40,000	2,072,940	2,112,940
<b>Woodingford Lodge (page 225)</b>				
Equipment and furnishings	Replacement	-	399,510	399,510
Buildings	Renewal	-	1,842,800	756,250
New facility	Expansion	-	1,283,000	1,283,000
<b>Facilities and Fleet (page 100)</b>				
Vehicles	Replacement	-	2,341,700	2,341,700
Renewable Energy Projects	Expansion	-	1,565,000	1,565,000
<b>Transportation Services (page 126)</b>				
Various County Road improvements	Various	720,000	22,840,000	23,560,000
Bridge and Culvert rehabilitation / replacement	Renewal	964,000	7,740,000	8,704,000
<b>Waste Management (page 139)</b>				
Landfill Gas Collection System	Replacement	145,000	953,000	1,098,000
<b>Human Services (page 212)</b>				
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

**Capital Projects – Rate Supported**

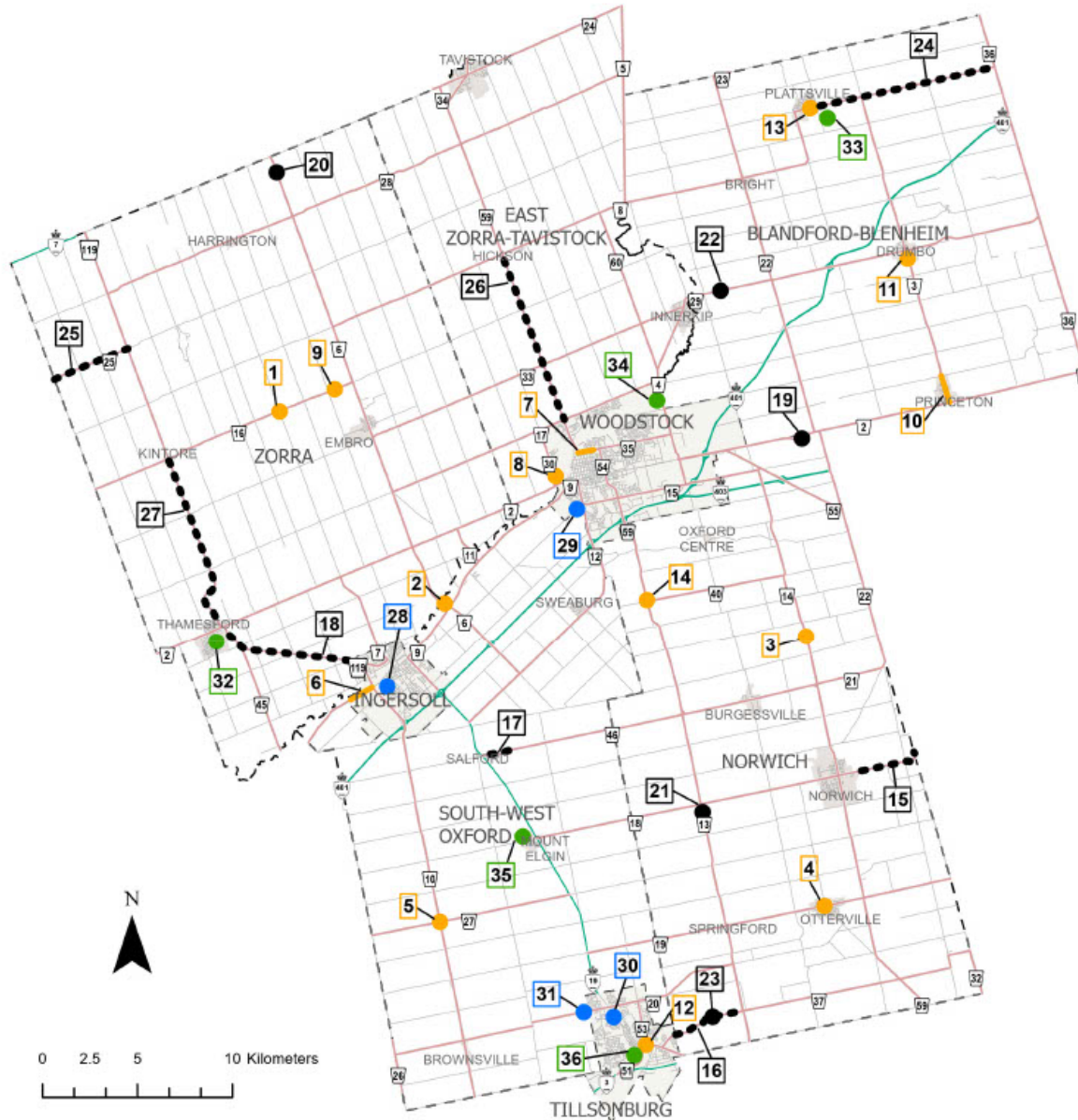
Of the \$67.4 million in rate supported capital projects (2025 request) included in the 2025 budget 4.0% represent non-infrastructure solutions, 37.7% replacement projects, 12.3% renewal projects, 1.7% maintenance projects and 44.3% expansion projects. Notable capital projects in the 2025 budget include:

Project Description	Asset Activity	Carry Forward <sup>2</sup> \$	2025 Request \$	Total 2025 \$
<b>Combined Water and Wastewater (page 156)</b>				
SCADA master plan	Non-infrastructure solutions	266,978	2,707,000	2,973,978
<b>Wastewater (page 158)</b>				
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	611,000	2,499,000	3,110,000
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
<b>Water (page 160)</b>				
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-Town projects	Replacement	684,000	1,720,000	2,404,000
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.

<sup>2</sup> Carry forward includes prior years approved budget not spent

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

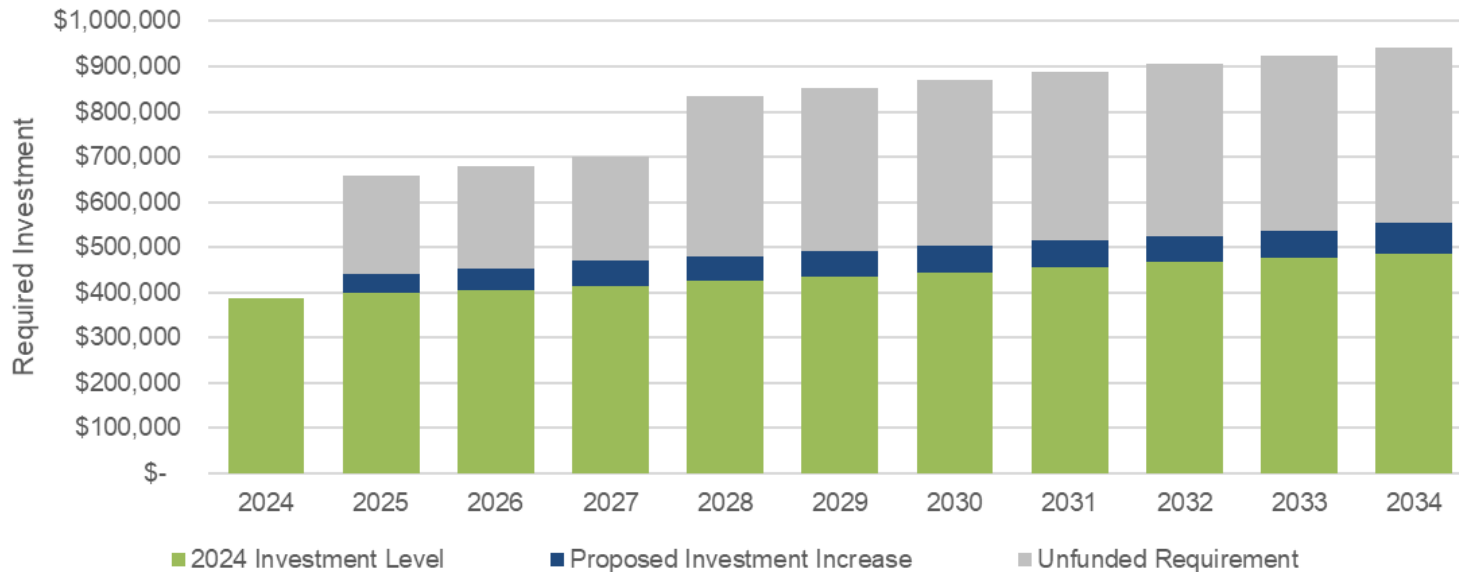
The 2025 Budget takes steps towards closing the funding gaps identified in the County’s latest AMP through a review of factors including inflation, impact to the overall levy or rates, and risks to the delivery of the asset management program. Declining interest rates and reserve balances will reduce 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

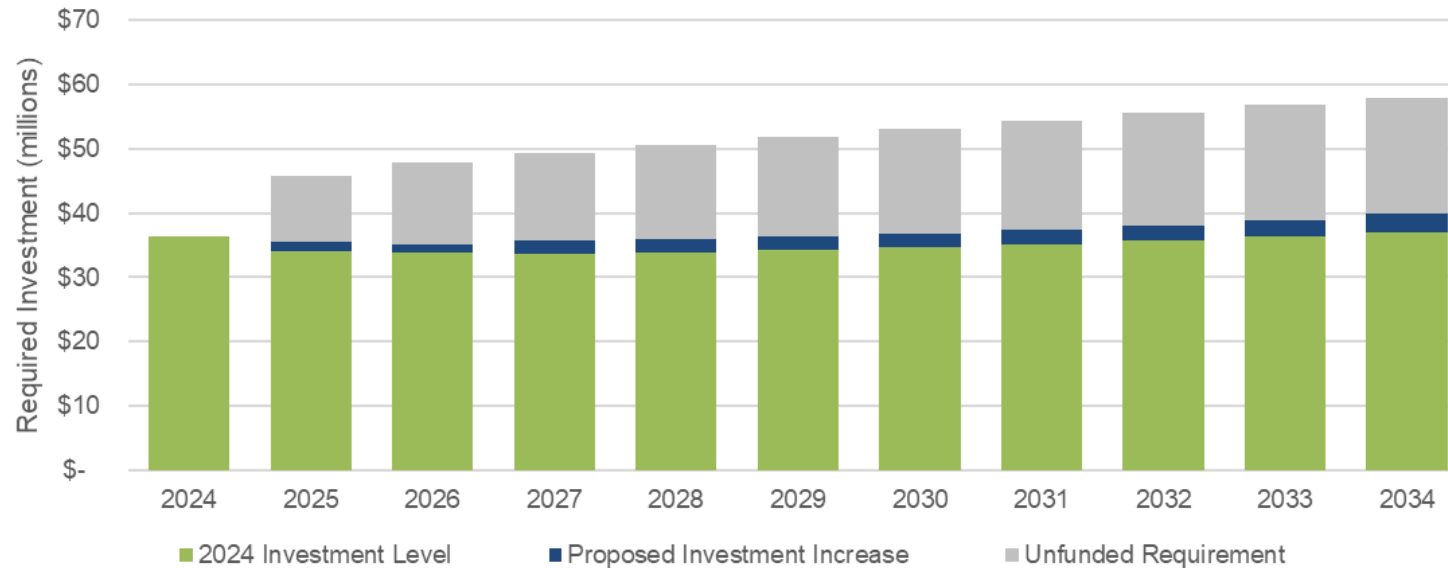


General Levy

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 3.8% 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	-	1.47	1.31	1.97	2.15	2.02	1.97	2.21	2.33	2.52	2.91
Unfunded Requirement	-	10.11	12.61	13.77	14.69	15.37	16.29	16.87	17.51	17.84	17.96

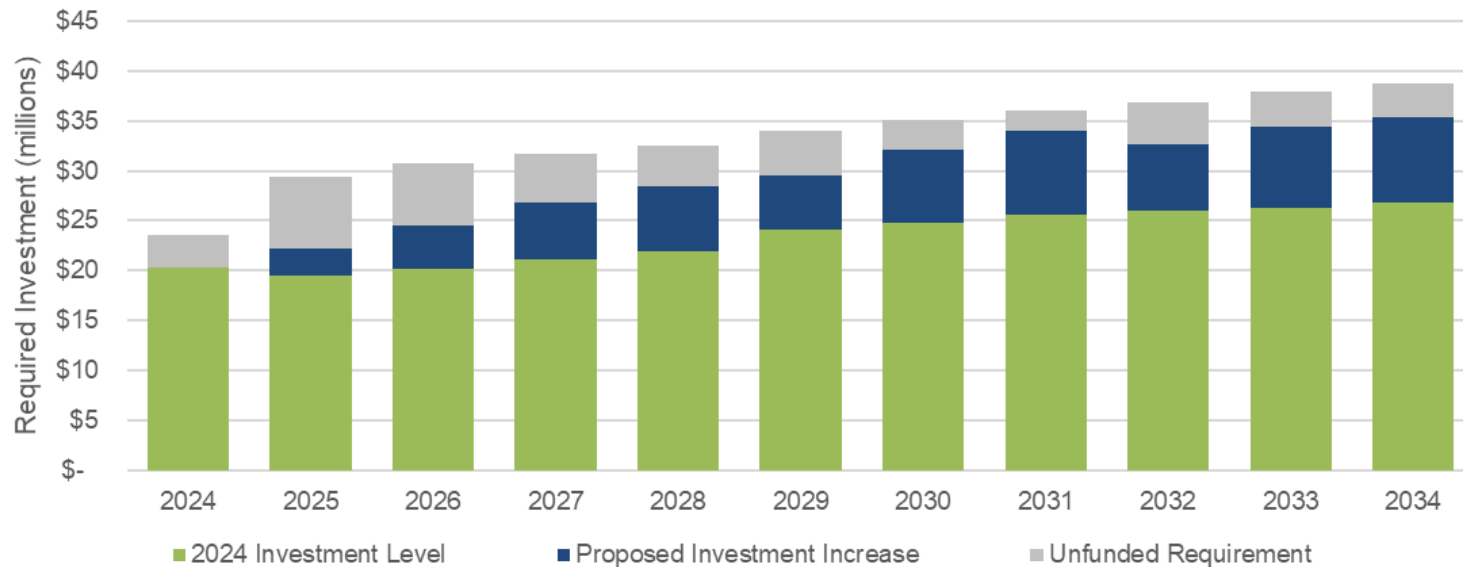


**Water and Wastewater Rates**

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 9.2% 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	-	2.61	4.39	5.60	6.56	5.31	7.30	8.40	6.58	8.16	8.47
Unfunded Requirement	-	7.26	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
<b>CAO</b>												
<b>CAO</b>												
<b>GENERAL</b>												
113000 STRATEGIC COMM. & ENGAGEMENT	-	2,000	2,000	-	2,000	2,000	-	-	-	-	-	-
<b>TOTAL GENERAL</b>	-	2,000	2,000	-	2,000	2,000	-	-	-	-	-	-
<b>TOTAL CAO</b>	-	2,000	2,000	-	2,000	2,000	-	-	-	-	-	-
<b>TOTAL CAO</b>	-	2,000	2,000	-	2,000	2,000	-	-	-	-	-	-
<b>CORPORATE SERVICES</b>												
<b>CORPORATE SERVICES</b>												
<b>GENERAL</b>												
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	-	-	-	-
<b>TOTAL GENERAL</b>	501,477	343,100	844,577	-	844,577	6,000	231,068	607,509	-	-	-	-
<b>TOTAL CORPORATE SERVICES</b>	501,477	343,100	844,577	-	844,577	6,000	231,068	607,509	-	-	-	-
<b>TOTAL CORPORATE SERVICES</b>	501,477	343,100	844,577	-	844,577	6,000	231,068	607,509	-	-	-	-
<b>PUBLIC WORKS</b>												
<b>ENGINEERING AND CONSTRUCTION</b>												
<b>GENERAL</b>												
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	-	-	-	-
<b>TOTAL GENERAL</b>	5,000	56,200	61,200	-	61,200	56,200	2,300	2,700	-	-	-	-
<b>TOTAL ENGINEERING AND CONSTRUCTION</b>	5,000	56,200	61,200	-	61,200	56,200	2,300	2,700	-	-	-	-
<b>FACILITIES</b>												
<b>GREEN INITIATIVES</b>												
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	-
<b>TOTAL GREEN INITIATIVES</b>	-	3,053,200	3,053,200	(177,462)	2,875,738	-	-	1,111,200	69,879	408,000	1,286,659	-
<b>ADMINISTRATION BUILDINGS</b>												
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	-	-	-	-
<b>TOTAL ADMINISTRATION BUILDINGS</b>	-	1,325,400	1,325,400	-	1,325,400	-	-	1,325,400	-	-	-	-

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
<b>TOTAL FACILITIES</b>	-	4,378,600	4,378,600	(177,462)	4,201,138	-	-	2,436,600	69,879	408,000	1,286,659	-
<b>FLEET</b>												
<b>FLEET</b>												
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	-	-	-	-
<b>TOTAL FLEET</b>	-	2,341,700	2,341,700	-	2,341,700	-	-	2,341,700	-	-	-	-
<b>TOTAL FLEET</b>	-	2,341,700	2,341,700	-	2,341,700	-	-	2,341,700	-	-	-	-
<b>TRANSPORTATION SERVICES</b>												
<b>GENERAL</b>												
230000 ROADS ADMIN	-	17,500	17,500	-	17,500	-	-	17,500	-	-	-	-
<b>TOTAL GENERAL</b>	-	17,500	17,500	-	17,500	-	-	17,500	-	-	-	-
<b>FACILITIES</b>												
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	-	-	-	-
<b>TOTAL FACILITIES</b>	-	520,000	520,000	-	520,000	-	-	520,000	-	-	-	-
<b>ROAD NETWORK</b>												
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
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
<b>TOTAL ROAD NETWORK</b>	<b>720,000</b>	<b>22,840,000</b>	<b>23,560,000</b>	<b>-</b>	<b>23,560,000</b>	<b>1,183,387</b>	<b>-</b>	<b>11,637,624</b>	<b>4,000,312</b>	<b>6,182,677</b>	<b>-</b>	<b>556,000</b>
<b>STORM NETWORK</b>												
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	-	-
<b>TOTAL STORM NETWORK</b>	<b>-</b>	<b>7,505,000</b>	<b>7,505,000</b>	<b>-</b>	<b>7,505,000</b>	<b>-</b>	<b>-</b>	<b>2,585,284</b>	<b>1,383,716</b>	<b>3,536,000</b>	<b>-</b>	<b>-</b>
<b>BRIDGES AND CULVERTS</b>												
930200 BRIDGE REHAB	964,000	8,240,000	9,204,000	-	9,204,000	-	-	5,686,000	-	3,518,000	-	-
<b>TOTAL BRIDGES AND CULVERTS</b>	<b>964,000</b>	<b>8,240,000</b>	<b>9,204,000</b>	<b>-</b>	<b>9,204,000</b>	<b>-</b>	<b>-</b>	<b>5,686,000</b>	<b>-</b>	<b>3,518,000</b>	<b>-</b>	<b>-</b>
<b>TOTAL TRANSPORTATION SERVICES</b>	<b>1,684,000</b>	<b>39,122,500</b>	<b>40,806,500</b>	<b>-</b>	<b>40,806,500</b>	<b>1,183,387</b>	<b>-</b>	<b>20,446,408</b>	<b>5,384,028</b>	<b>13,236,677</b>	<b>-</b>	<b>556,000</b>
<b>WASTE MANAGEMENT</b>												
<b>GENERAL</b>												
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	-	-	-	-
<b>TOTAL GENERAL</b>	<b>545,000</b>	<b>1,881,000</b>	<b>2,426,000</b>	<b>-</b>	<b>2,426,000</b>	<b>20,000</b>	<b>-</b>	<b>2,406,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>FACILITIES</b>												
218700 SALFORD LF BLDGS	-	32,000	32,000	-	32,000	-	-	32,000	-	-	-	-
911800 SALFORD LANDFILL FACILITIES	-	610,000	610,000	-	610,000	-	-	610,000	-	-	-	-
<b>TOTAL FACILITIES</b>	<b>-</b>	<b>642,000</b>	<b>642,000</b>	<b>-</b>	<b>642,000</b>	<b>-</b>	<b>-</b>	<b>642,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL WASTE MANAGEMENT</b>	<b>545,000</b>	<b>2,523,000</b>	<b>3,068,000</b>	<b>-</b>	<b>3,068,000</b>	<b>20,000</b>	<b>-</b>	<b>3,048,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL PUBLIC WORKS</b>	<b>2,234,000</b>	<b>48,422,000</b>	<b>50,656,000</b>	<b>(177,462)</b>	<b>50,478,538</b>	<b>1,259,587</b>	<b>2,300</b>	<b>28,275,408</b>	<b>5,453,907</b>	<b>13,644,677</b>	<b>1,286,659</b>	<b>556,000</b>
<b>WOODINGFORD LODGE</b>												
<b>WOODINGFORD LODGE</b>												
<b>GENERAL</b>												
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	-	-	-	-
<b>TOTAL GENERAL</b>	<b>-</b>	<b>2,303,410</b>	<b>2,303,410</b>	<b>-</b>	<b>2,303,410</b>	<b>48,600</b>	<b>-</b>	<b>2,244,810</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10,000</b>
<b>FACILITIES</b>												
911095 WFL - EXPANSION	-	1,283,000	1,283,000	(100,847)	1,182,153	-	-	1,000,000	182,153	-	-	-
<b>TOTAL FACILITIES</b>	<b>-</b>	<b>1,283,000</b>	<b>1,283,000</b>	<b>(100,847)</b>	<b>1,182,153</b>	<b>-</b>	<b>-</b>	<b>1,000,000</b>	<b>182,153</b>	<b>-</b>	<b>-</b>	<b>-</b>

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
TOTAL WOODINGFORD LODGE	-	3,586,410	3,586,410	(100,847)	3,485,563	48,600	-	3,244,810	182,153	-	-	10,000
TOTAL WOODINGFORD LODGE	-	3,586,410	3,586,410	(100,847)	3,485,563	48,600	-	3,244,810	182,153	-	-	10,000
<b>HUMAN SERVICES</b>												
<b>CHILD CARE</b>												
<b>GENERAL</b>												
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	-	-
<b>HOUSING</b>												
<b>SOCIAL HOUSING FACILITIES</b>												
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 - 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	-	-
<b>PARAMEDIC SERVICES</b>												
<b>PARAMEDIC SERVICES</b>												
<b>GENERAL</b>												
510000 PARAMEDIC SERVICES	40,000	2,072,940	2,112,940	-	2,112,940	40,000	-	2,072,940	-	-	-	-



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 &					
<b>TOTAL GENERAL</b>	40,000	2,072,940	2,112,940	-	2,112,940	40,000	-	2,072,940	-	-	-	-
<b>FACILITIES</b>												
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	-	-	-	-
<b>TOTAL FACILITIES</b>	-	334,200	334,200	-	334,200	25,000	-	309,200	-	-	-	-
<b>TOTAL PARAMEDIC SERVICES</b>	40,000	2,407,140	2,447,140	-	2,447,140	65,000	-	2,382,140	-	-	-	-
<b>TOTAL PARAMEDIC SERVICES</b>	40,000	2,407,140	2,447,140	-	2,447,140	65,000	-	2,382,140	-	-	-	-
<b>LIBRARY</b>												
<b>LIBRARY</b>												
<b>GENERAL</b>												
600000 LIBRARY ADMINISTRATION	-	287,800	287,800	-	287,800	-	-	287,800	-	-	-	-
<b>TOTAL GENERAL</b>	-	287,800	287,800	-	287,800	-	-	287,800	-	-	-	-
<b>FACILITIES</b>												
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
<b>TOTAL FACILITIES</b>	-	42,100	42,100	-	42,100	-	-	37,300	-	-	-	4,800
<b>TOTAL LIBRARY</b>	-	329,900	329,900	-	329,900	-	-	325,100	-	-	-	4,800
<b>TOTAL LIBRARY</b>	-	329,900	329,900	-	329,900	-	-	325,100	-	-	-	4,800
<b>WATER &amp; WASTEWATER</b>												
<b>WATER &amp; WASTEWATER GENERAL</b>												
<b>GREEN INITIATIVES</b>												
911007 GREEN INITIATIVES WATER	-	70,500	70,500	-	70,500	-	70,500	-	-	-	-	-
911008 GREEN INITIATIVES WASTEWATER	-	162,100	162,100	-	162,100	-	162,100	-	-	-	-	-
<b>TOTAL GREEN INITIATIVES</b>	-	232,600	232,600	-	232,600	-	232,600	-	-	-	-	-
<b>GENERAL</b>												
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	-	-	-
<b>TOTAL GENERAL</b>	266,978	2,793,000	3,059,978	-	3,059,978	-	2,917,652	-	142,326	-	-	-
<b>TOTAL WATER &amp; WASTEWATER GENERAL</b>	266,978	3,025,600	3,292,578	-	3,292,578	-	3,150,252	-	142,326	-	-	-
<b>WASTEWATER SYSTEMS</b>												
<b>WOODSTOCK - WW</b>												
250100 WW WDSK	-	122,000	122,000	-	122,000	-	122,000	-	-	-	-	-
911279 WDSK - WW FACILITIES - C	-	12,000	12,000	-	12,000	-	12,000	-	-	-	-	-
911280 WDSK - WW FACILITIES - T	-	89,700	89,700	-	89,700	-	89,700	-	-	-	-	-
950150 WDSK - NE INDUSTRIAL PARK	-	6,036,000	6,036,000	(2,342,760)	3,693,240	-	1,818,418	-	1,874,822	-	-	-

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					
950158 WDSTK - CITY PROJECTS	126,000	1,404,000	1,530,000	-	1,530,000	-	1,530,000	-	-	-	-	-
950163 WDSTK - LANSDOWNE PS	3,514,000	4,220,000	7,734,000	(2,265,155)	5,468,845	-	2,330,020	-	3,138,825	-	-	-
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	-	-	-	-	-
<b>TOTAL WOODSTOCK - WW</b>	<b>4,030,000</b>	<b>14,980,700</b>	<b>19,010,700</b>	<b>(4,607,915)</b>	<b>14,402,785</b>	-	<b>8,958,332</b>	-	<b>5,444,453</b>	-	-	-
<b>TILLSONBURG - WW</b>												
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	611,000	2,499,000	3,110,000	-	3,110,000	-	3,110,000	-	-	-	-	-
950250 TBURG - TRUNK I&I REDUCTION	-	63,000	63,000	-	63,000	-	31,511	-	31,489	-	-	-
<b>TOTAL TILLSONBURG - WW</b>	<b>611,000</b>	<b>5,573,500</b>	<b>6,184,500</b>	<b>(25,920)</b>	<b>6,158,580</b>	-	<b>4,719,056</b>	-	<b>1,439,524</b>	-	-	-
<b>INGERSOLL - WW</b>												
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	-	-	-
<b>TOTAL INGERSOLL - WW</b>	<b>325,000</b>	<b>7,425,000</b>	<b>7,750,000</b>	<b>(3,307,353)</b>	<b>4,442,647</b>	-	<b>3,028,556</b>	-	<b>1,414,091</b>	-	-	-
<b>NORWICH - WW</b>												
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	-	-	-	-	-
<b>TOTAL NORWICH - WW</b>	<b>50,000</b>	<b>146,000</b>	<b>196,000</b>	<b>-</b>	<b>196,000</b>	-	<b>148,531</b>	-	<b>47,469</b>	-	-	-
<b>TAVISTOCK - WW</b>												
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	-	-	-
<b>TOTAL TAVISTOCK - WW</b>	<b>640,000</b>	<b>1,218,700</b>	<b>1,858,700</b>	<b>-</b>	<b>1,858,700</b>	-	<b>1,420,938</b>	-	<b>387,762</b>	-	-	<b>50,000</b>
<b>PLATTSVILLE - WW</b>												
250600 WW PLATTSVILLE	-	79,000	79,000	-	79,000	-	79,000	-	-	-	-	-

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 & RESERVES					
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	-	-	-	-	-
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	-	-	-
<b>TOTAL PLATTSVILLE - WW</b>	-	1,483,000	1,483,000	-	1,483,000	-	1,463,000	-	20,000	-	-	-
<b>THAMESFORD - WW</b>												
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	-	-	-
<b>TOTAL THAMESFORD - WW</b>	780,000	5,220,000	6,000,000	(2,278,103)	3,721,897	-	3,009,980	-	711,917	-	-	-
<b>DRUMBO - WW</b>												
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	-
<b>TOTAL DRUMBO - WW</b>	390,000	180,000	570,000	2,343,330	2,913,330	-	20,000	-	425,316	-	2,468,014	-
<b>MT ELGIN - WW</b>												
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	-	-	-	-	-
<b>TOTAL MT ELGIN - WW</b>	556,000	1,838,000	2,394,000	(1,610,067)	783,933	-	444,771	-	339,162	-	-	-
<b>INNERKIP - WW</b>												
251100 WW INNERKIP	-	5,000	5,000	-	5,000	-	5,000	-	-	-	-	-
<b>TOTAL INNERKIP - WW</b>	-	5,000	5,000	-	5,000	-	5,000	-	-	-	-	-
<b>TOTAL WASTEWATER SYSTEMS</b>	<b>7,382,000</b>	<b>38,069,900</b>	<b>45,451,900</b>	<b>(9,486,028)</b>	<b>35,965,872</b>	<b>-</b>	<b>23,218,164</b>	<b>-</b>	<b>10,229,694</b>	<b>-</b>	<b>2,468,014</b>	<b>50,000</b>
<b>WATER SYSTEMS</b>												
<b>WOODSTOCK - W</b>												
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	-	-	-
<b>TOTAL WOODSTOCK - W</b>	<b>4,298,000</b>	<b>10,972,000</b>	<b>15,270,000</b>	<b>(2,375,767)</b>	<b>12,894,233</b>	<b>-</b>	<b>9,704,961</b>	<b>-</b>	<b>3,189,272</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TILLSONBURG - W</b>												
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	-	-	-

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					
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	-	-	-
960235 TBURG - TOWN PROJECTS	684,000	1,720,000	2,404,000	-	2,404,000	-	2,404,000	-	-	-	-	-
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	-	-	-
<b>TOTAL TILLSONBURG - W</b>	<b>1,327,000</b>	<b>7,106,200</b>	<b>8,433,200</b>	<b>(4,135)</b>	<b>8,429,065</b>	<b>-</b>	<b>4,222,931</b>	<b>-</b>	<b>2,910,384</b>	<b>1,295,750</b>	<b>-</b>	<b>-</b>
<b>INGERSOLL - W</b>												
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	-	-	-
<b>TOTAL INGERSOLL - W</b>	<b>213,000</b>	<b>4,741,000</b>	<b>4,954,000</b>	<b>-</b>	<b>4,954,000</b>	<b>-</b>	<b>2,844,779</b>	<b>-</b>	<b>659,221</b>	<b>-</b>	<b>1,450,000</b>	<b>-</b>
<b>TOWNSHIPS - W</b>												
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 DISTRI 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	-	-	-	-	-
<b>TOTAL TOWNSHIPS - W</b>	<b>-</b>	<b>3,479,200</b>	<b>3,479,200</b>	<b>-</b>	<b>3,479,200</b>	<b>-</b>	<b>2,803,850</b>	<b>-</b>	<b>675,350</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL WATER SYSTEMS</b>	<b>5,838,000</b>	<b>26,298,400</b>	<b>32,136,400</b>	<b>(2,379,902)</b>	<b>29,756,498</b>	<b>-</b>	<b>19,576,521</b>	<b>-</b>	<b>7,434,227</b>	<b>1,295,750</b>	<b>1,450,000</b>	<b>-</b>
<b>TOTAL WATER &amp; WASTEWATER</b>	<b>13,486,978</b>	<b>67,393,900</b>	<b>80,880,878</b>	<b>(11,865,930)</b>	<b>69,014,948</b>	<b>-</b>	<b>45,944,937</b>	<b>-</b>	<b>17,806,247</b>	<b>1,295,750</b>	<b>3,918,014</b>	<b>50,000</b>
<b>TOTAL County of Oxford - Capital</b>	<b>16,262,455</b>	<b>126,894,450</b>	<b>143,156,905</b>	<b>(12,144,239)</b>	<b>131,012,666</b>	<b>1,381,187</b>	<b>46,178,305</b>	<b>38,301,027</b>	<b>23,442,307</b>	<b>15,884,367</b>	<b>5,204,673</b>	<b>620,800</b>

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
<b>CAPITAL COSTS</b>											
CAPITAL COSTS											
<b>CAO</b>											
CAO											
GENERAL											
113000 STRATEGIC COMM. & ENGAGEMENT	2,000	2,400	-	-	-	-	-	-	-	-	4,400
<b>TOTAL GENERAL</b>	2,000	2,400	-	-	-	-	-	-	-	-	4,400
<b>TOTAL CAO</b>	2,000	2,400	-	-	-	-	-	-	-	-	4,400
<b>TOTAL CAO</b>	2,000	2,400	-	-	-	-	-	-	-	-	4,400
<b>CORPORATE SERVICES</b>											
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
<b>TOTAL GENERAL</b>	844,577	206,350	402,450	295,250	466,100	206,350	418,450	244,250	252,100	206,350	3,542,227
<b>TOTAL CORPORATE SERVICES</b>	844,577	206,350	402,450	295,250	466,100	206,350	418,450	244,250	252,100	206,350	3,542,227
<b>TOTAL CORPORATE SERVICES</b>	844,577	206,350	402,450	295,250	466,100	206,350	418,450	244,250	252,100	206,350	3,542,227
<b>PUBLIC WORKS</b>											
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
<b>TOTAL GENERAL</b>	61,200	76,200	4,000	2,000	26,000	7,000	7,000	-	-	-	183,400
<b>TOTAL ENGINEERING AND CONSTRUCTION</b>	61,200	76,200	4,000	2,000	26,000	7,000	7,000	-	-	-	183,400
<b>FACILITIES</b>											
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
<b>TOTAL GREEN INITIATIVES</b>	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
<b>TOTAL ADMINISTRATION BUILDINGS</b>	<b>1,325,400</b>	<b>1,270,900</b>	<b>729,000</b>	<b>1,304,900</b>	<b>203,800</b>	<b>720,500</b>	<b>387,000</b>	<b>299,000</b>	<b>354,000</b>	<b>299,000</b>	<b>6,893,500</b>
<b>TOTAL FACILITIES</b>	<b>4,201,138</b>	<b>4,256,595</b>	<b>6,780,662</b>	<b>3,556,700</b>	<b>1,863,800</b>	<b>1,920,500</b>	<b>537,000</b>	<b>1,204,000</b>	<b>354,000</b>	<b>1,399,000</b>	<b>26,073,395</b>
<b>FLEET</b>											
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
<b>TOTAL FLEET</b>	<b>2,341,700</b>	<b>2,408,300</b>	<b>2,493,200</b>	<b>2,379,700</b>	<b>4,648,600</b>	<b>4,077,500</b>	<b>1,791,000</b>	<b>2,519,350</b>	<b>5,125,100</b>	<b>5,591,900</b>	<b>33,376,350</b>
<b>TOTAL FLEET</b>	<b>2,341,700</b>	<b>2,408,300</b>	<b>2,493,200</b>	<b>2,379,700</b>	<b>4,648,600</b>	<b>4,077,500</b>	<b>1,791,000</b>	<b>2,519,350</b>	<b>5,125,100</b>	<b>5,591,900</b>	<b>33,376,350</b>
<b>TRANSPORTATION SERVICES</b>											
GENERAL											
230000 ROADS ADMIN	17,500	-	-	-	-	-	-	-	-	-	17,500
<b>TOTAL GENERAL</b>	<b>17,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>17,500</b>
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
<b>TOTAL FACILITIES</b>	<b>520,000</b>	<b>522,600</b>	<b>229,500</b>	<b>-</b>	<b>99,000</b>	<b>60,500</b>	<b>-</b>	<b>9,400</b>	<b>16,500</b>	<b>93,500</b>	<b>1,551,000</b>
<b>ROAD NETWORK</b>											
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	-	300,000	750,000	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	100,000	7,600,000	-	-	-	-	-	-	7,800,000
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
<b>TOTAL ROAD NETWORK</b>	<b>23,560,000</b>	<b>27,016,227</b>	<b>23,913,773</b>	<b>30,018,340</b>	<b>25,977,422</b>	<b>21,320,505</b>	<b>22,926,093</b>	<b>21,203,915</b>	<b>7,633,725</b>	<b>7,545,000</b>	<b>211,115,000</b>
<b>STORM NETWORK</b>											
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
<b>TOTAL STORM NETWORK</b>	<b>7,505,000</b>	<b>4,050,000</b>	<b>2,650,000</b>	<b>3,350,000</b>	<b>3,850,000</b>	<b>3,350,000</b>	<b>3,650,000</b>	<b>2,650,000</b>	<b>2,650,000</b>	<b>2,650,000</b>	<b>36,355,000</b>
<b>BRIDGES AND CULVERTS</b>											
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
<b>TOTAL BRIDGES AND CULVERTS</b>	<b>9,204,000</b>	<b>9,075,000</b>	<b>7,480,000</b>	<b>6,600,000</b>	<b>6,385,000</b>	<b>5,660,000</b>	<b>5,170,000</b>	<b>7,770,000</b>	<b>3,590,000</b>	<b>4,520,000</b>	<b>65,454,000</b>

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	TOTAL
<b>TOTAL TRANSPORTATION SERVICES</b>	40,806,500	40,663,827	34,273,273	39,968,340	36,311,422	30,391,005	31,746,093	31,633,315	13,890,225	14,808,500	314,492,500
<b>WASTE MANAGEMENT</b>											
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
<b>TOTAL GENERAL</b>	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
<b>TOTAL FACILITIES</b>	642,000	-	500,000	16,500	74,800	17,100	-	-	1,081,300	4,873,700	7,205,400
<b>TOTAL WASTE MANAGEMENT</b>	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
<b>TOTAL PUBLIC WORKS</b>	<b>50,478,538</b>	<b>48,396,922</b>	<b>52,257,135</b>	<b>46,023,240</b>	<b>43,024,622</b>	<b>36,683,105</b>	<b>34,181,093</b>	<b>41,372,665</b>	<b>20,630,625</b>	<b>26,773,100</b>	<b>399,821,045</b>
<b>WOODINGFORD LODGE</b>											
<b>WOODINGFORD LODGE</b>											
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
<b>TOTAL GENERAL</b>	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
FACILITIES											
911095 WFL - EXPANSION	1,182,153	4,465,091	2,485,460	6,134,450	89,027,511	1,753,293	1,604,042	-	-	-	106,652,000
<b>TOTAL FACILITIES</b>	1,182,153	4,465,091	2,485,460	6,134,450	89,027,511	1,753,293	1,604,042	-	-	-	106,652,000
<b>TOTAL WOODINGFORD LODGE</b>	<b>3,485,563</b>	<b>6,370,611</b>	<b>3,838,690</b>	<b>6,877,900</b>	<b>89,812,246</b>	<b>2,625,175</b>	<b>2,278,712</b>	<b>938,179</b>	<b>735,164</b>	<b>849,000</b>	<b>117,811,240</b>
<b>TOTAL WOODINGFORD LODGE</b>	<b>3,485,563</b>	<b>6,370,611</b>	<b>3,838,690</b>	<b>6,877,900</b>	<b>89,812,246</b>	<b>2,625,175</b>	<b>2,278,712</b>	<b>938,179</b>	<b>735,164</b>	<b>849,000</b>	<b>117,811,240</b>
<b>HUMAN SERVICES</b>											
<b>CHILD CARE</b>											
GENERAL											
310500 CC CWELCC	65,000	-	-	-	-	-	-	-	-	-	65,000
<b>TOTAL GENERAL</b>	65,000	-	-	-	-	-	-	-	-	-	65,000
<b>TOTAL CHILD CARE</b>	65,000	-	-	-	-	-	-	-	-	-	65,000
<b>HOUSING</b>											
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

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	TOTAL
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
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 - Tillsonburg	1,500,000	-	-	-	-	-	-	-	-	-	1,500,000
<b>TOTAL SOCIAL HOUSING FACILITIES</b>	<b>4,345,000</b>	<b>1,398,000</b>	<b>682,400</b>	<b>1,313,000</b>	<b>926,500</b>	<b>1,426,900</b>	<b>861,100</b>	<b>685,900</b>	<b>43,500</b>	<b>245,000</b>	<b>11,927,300</b>
<b>TOTAL HOUSING</b>	<b>4,345,000</b>	<b>1,398,000</b>	<b>682,400</b>	<b>1,313,000</b>	<b>926,500</b>	<b>1,426,900</b>	<b>861,100</b>	<b>685,900</b>	<b>43,500</b>	<b>245,000</b>	<b>11,927,300</b>
<b>TOTAL HUMAN SERVICES</b>	<b>4,410,000</b>	<b>1,398,000</b>	<b>682,400</b>	<b>1,313,000</b>	<b>926,500</b>	<b>1,426,900</b>	<b>861,100</b>	<b>685,900</b>	<b>43,500</b>	<b>245,000</b>	<b>11,992,300</b>
<b>PARAMEDIC SERVICES</b>											
<b>PARAMEDIC SERVICES</b>											
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
<b>TOTAL GENERAL</b>	<b>2,112,940</b>	<b>676,830</b>	<b>1,012,554</b>	<b>147,380</b>	<b>2,000,540</b>	<b>1,280,040</b>	<b>910,830</b>	<b>1,934,694</b>	<b>909,314</b>	<b>796,000</b>	<b>11,781,122</b>
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
<b>TOTAL FACILITIES</b>	<b>334,200</b>	<b>3,492,652</b>	<b>860,926</b>	<b>810,726</b>	<b>799,626</b>	<b>875,526</b>	<b>796,826</b>	<b>833,826</b>	<b>870,926</b>	<b>118,000</b>	<b>9,793,234</b>
<b>TOTAL PARAMEDIC SERVICES</b>	<b>2,447,140</b>	<b>4,169,482</b>	<b>1,873,480</b>	<b>958,106</b>	<b>2,800,166</b>	<b>2,155,566</b>	<b>1,707,656</b>	<b>2,768,520</b>	<b>1,780,240</b>	<b>914,000</b>	<b>21,574,356</b>

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	TOTAL
<b>TOTAL PARAMEDIC SERVICES</b>	<b>2,447,140</b>	<b>4,169,482</b>	<b>1,873,480</b>	<b>958,106</b>	<b>2,800,166</b>	<b>2,155,566</b>	<b>1,707,656</b>	<b>2,768,520</b>	<b>1,780,240</b>	<b>914,000</b>	<b>21,574,356</b>
<b>LIBRARY</b>											
<b>LIBRARY</b>											
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
<b>TOTAL GENERAL</b>	<b>287,800</b>	<b>318,000</b>	<b>323,000</b>	<b>342,000</b>	<b>322,000</b>	<b>317,000</b>	<b>355,000</b>	<b>360,000</b>	<b>332,000</b>	<b>337,000</b>	<b>3,293,800</b>
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
<b>TOTAL FACILITIES</b>	<b>42,100</b>	<b>22,100</b>	<b>233,800</b>	<b>27,500</b>	<b>256,200</b>	<b>27,500</b>	<b>187,500</b>	<b>393,400</b>	<b>-</b>	<b>14,500</b>	<b>1,204,600</b>
<b>TOTAL LIBRARY</b>	<b>329,900</b>	<b>340,100</b>	<b>556,800</b>	<b>369,500</b>	<b>578,200</b>	<b>344,500</b>	<b>542,500</b>	<b>753,400</b>	<b>332,000</b>	<b>351,500</b>	<b>4,498,400</b>
<b>TOTAL LIBRARY</b>	<b>329,900</b>	<b>340,100</b>	<b>556,800</b>	<b>369,500</b>	<b>578,200</b>	<b>344,500</b>	<b>542,500</b>	<b>753,400</b>	<b>332,000</b>	<b>351,500</b>	<b>4,498,400</b>
<b>WATER &amp; WASTEWATER</b>											
<b>WATER &amp; WASTEWATER GENERAL</b>											
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
<b>TOTAL GREEN INITIATIVES</b>	<b>232,600</b>	<b>194,600</b>	<b>37,400</b>	<b>125,800</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>590,400</b>
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
<b>TOTAL GENERAL</b>	<b>3,059,978</b>	<b>3,780,000</b>	<b>2,764,418</b>	<b>2,872,000</b>	<b>2,039,592</b>	<b>2,281,546</b>	<b>1,356,620</b>	<b>823</b>	<b>-</b>	<b>-</b>	<b>18,154,977</b>
<b>TOTAL WATER &amp; WASTEWATER GENERAL</b>	<b>3,292,578</b>	<b>3,974,600</b>	<b>2,801,818</b>	<b>2,997,800</b>	<b>2,039,592</b>	<b>2,281,546</b>	<b>1,356,620</b>	<b>823</b>	<b>-</b>	<b>-</b>	<b>18,745,377</b>
<b>WASTEWATER SYSTEMS</b>											
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

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	TOTAL
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
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
<b>TOTAL WOODSTOCK - WW</b>	<b>14,402,785</b>	<b>11,868,096</b>	<b>4,377,008</b>	<b>5,097,611</b>	<b>12,395,819</b>	<b>14,081,356</b>	<b>11,591,664</b>	<b>12,537,761</b>	<b>7,097,000</b>	<b>7,096,500</b>	<b>100,545,600</b>
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	3,110,000	797,000	1,976,000	702,000	492,000	442,000	507,000	1,103,000	500,000	500,000	10,129,000
950250 TBURG - TRUNK I&I REDUCTION	63,000	63,000	-	-	-	-	-	-	-	-	126,000
<b>TOTAL TILLSONBURG - WW</b>	<b>6,158,580</b>	<b>1,218,120</b>	<b>2,270,200</b>	<b>2,758,500</b>	<b>1,289,000</b>	<b>6,175,200</b>	<b>4,476,400</b>	<b>1,946,000</b>	<b>607,000</b>	<b>500,000</b>	<b>27,399,000</b>
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
<b>TOTAL INGERSOLL - WW</b>	<b>4,442,647</b>	<b>6,904,479</b>	<b>4,315,475</b>	<b>4,017,250</b>	<b>1,378,400</b>	<b>3,178,071</b>	<b>3,907,256</b>	<b>3,191,941</b>	<b>3,060,721</b>	<b>2,145,011</b>	<b>36,541,251</b>
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
<b>TOTAL NORWICH - WW</b>	<b>196,000</b>	<b>1,943,100</b>	<b>655,000</b>	<b>1,335,000</b>	<b>5,000,000</b>	<b>5,086,000</b>	<b>7,000</b>	<b>1,614,000</b>	<b>-</b>	<b>-</b>	<b>15,836,100</b>

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	TOTAL
<b>TAVISTOCK - WW</b>											
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
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
<b>TOTAL TAVISTOCK - WW</b>	<b>1,858,700</b>	<b>6,273,300</b>	<b>5,351,000</b>	<b>13,985,343</b>	<b>12,135,884</b>	<b>2,498,823</b>	<b>2,191,540</b>	<b>2,218,636</b>	<b>388,574</b>	<b>-</b>	<b>46,901,800</b>
<b>PLATTSVILLE - WW</b>											
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
<b>TOTAL PLATTSVILLE - WW</b>	<b>1,483,000</b>	<b>594,700</b>	<b>661,000</b>	<b>20,000</b>	<b>145,000</b>	<b>37,400</b>	<b>-</b>	<b>35,000</b>	<b>397,000</b>	<b>-</b>	<b>3,373,100</b>
<b>THAMESFORD - WW</b>											
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
<b>TOTAL THAMESFORD - WW</b>	<b>3,721,897</b>	<b>2,066,327</b>	<b>4,762,275</b>	<b>443,000</b>	<b>361,000</b>	<b>108,300</b>	<b>29,600</b>	<b>243,000</b>	<b>-</b>	<b>-</b>	<b>11,735,399</b>
<b>DRUMBO - WW</b>											
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
<b>TOTAL DRUMBO - WW</b>	<b>2,913,330</b>	<b>-</b>	<b>60,000</b>	<b>10,000</b>	<b>-</b>	<b>-</b>	<b>22,000</b>	<b>-</b>	<b>47,300</b>	<b>3,900</b>	<b>3,056,530</b>
<b>MT ELGIN - WW</b>											
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
<b>TOTAL MT ELGIN - WW</b>	<b>783,933</b>	<b>2,215,705</b>	<b>23,000</b>	<b>588,624</b>	<b>180,218</b>	<b>200,158</b>	<b>23,000</b>	<b>20,000</b>	<b>36,500</b>	<b>-</b>	<b>4,071,138</b>
<b>EMBRO - WW</b>											
251000 WW EMBRO	-	20,000	5,000	-	5,000	5,000	40,000	5,000	-	-	80,000
951001 EMBRO - SPS	-	-	-	-	-	-	-	-	750,000	-	750,000
<b>TOTAL EMBRO - WW</b>	<b>-</b>	<b>20,000</b>	<b>5,000</b>	<b>-</b>	<b>5,000</b>	<b>5,000</b>	<b>40,000</b>	<b>5,000</b>	<b>750,000</b>	<b>-</b>	<b>830,000</b>
<b>INNERKIP - WW</b>											
251100 WW INNERKIP	5,000	20,000	10,000	-	-	-	-	-	-	-	35,000

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	TOTAL
951105 INNERKIP - FM TWINNING	-	-	-	259,000	2,622,299	4,297,222	245,520	221,959	-	-	7,646,000
<b>TOTAL INNERKIP - WW</b>	5,000	20,000	10,000	259,000	2,622,299	4,297,222	245,520	221,959	-	-	7,681,000
<b>TOTAL WASTEWATER SYSTEMS</b>	35,965,872	33,123,827	22,489,958	28,514,328	35,512,620	35,667,530	22,533,980	22,033,297	12,384,095	9,745,411	257,970,918
<b>WATER SYSTEMS</b>											
<b>WOODSTOCK - W</b>											
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
<b>TOTAL WOODSTOCK - W</b>	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
<b>TILLSONBURG - W</b>											
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



	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	TOTAL
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	2,404,000	1,220,000	1,004,000	1,744,000	753,000	1,410,000	775,000	883,000	750,000	750,000	11,693,000
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
<b>TOTAL TILLSONBURG - W</b>	<b>8,429,065</b>	<b>4,071,636</b>	<b>5,241,600</b>	<b>2,642,900</b>	<b>1,493,000</b>	<b>1,941,600</b>	<b>997,000</b>	<b>1,276,200</b>	<b>1,697,400</b>	<b>2,667,000</b>	<b>30,457,401</b>
<b>INGERSOLL - W</b>											
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
<b>TOTAL INGERSOLL - W</b>	<b>4,954,000</b>	<b>3,942,877</b>	<b>2,230,423</b>	<b>1,724,000</b>	<b>2,204,500</b>	<b>1,968,600</b>	<b>3,018,800</b>	<b>2,668,000</b>	<b>3,534,000</b>	<b>2,132,500</b>	<b>28,377,700</b>
<b>TOWNSHIPS - W</b>											
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

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	TOTAL
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
960481 TWSP - METER INSTALLATION	-	-	-	-	-	-	-	-	45,000	1,815,000	1,860,000
<b>TOTAL TOWNSHIPS - W</b>	<b>3,479,200</b>	<b>7,176,100</b>	<b>4,274,400</b>	<b>2,532,566</b>	<b>6,157,921</b>	<b>5,948,479</b>	<b>4,158,634</b>	<b>4,482,500</b>	<b>4,508,000</b>	<b>9,142,350</b>	<b>51,860,150</b>
<b>TOTAL WATER SYSTEMS</b>	<b>29,756,498</b>	<b>24,584,780</b>	<b>18,840,352</b>	<b>18,577,755</b>	<b>21,470,304</b>	<b>16,815,779</b>	<b>12,521,234</b>	<b>15,190,400</b>	<b>16,807,400</b>	<b>16,203,850</b>	<b>190,768,352</b>
<b>TOTAL WATER &amp; WASTEWATER</b>	<b>69,014,948</b>	<b>61,683,207</b>	<b>44,132,128</b>	<b>50,089,883</b>	<b>59,022,516</b>	<b>54,764,855</b>	<b>36,411,834</b>	<b>37,224,520</b>	<b>29,191,495</b>	<b>25,949,261</b>	<b>467,484,647</b>
<b>TOTAL CAPITAL COSTS</b>	<b>131,012,666</b>	<b>122,567,072</b>	<b>103,743,083</b>	<b>105,926,879</b>	<b>196,630,350</b>	<b>98,206,451</b>	<b>76,401,345</b>	<b>83,987,434</b>	<b>52,965,124</b>	<b>55,288,211</b>	<b>1,026,728,615</b>
<b>TOTAL CAPITAL COSTS</b>	<b>131,012,666</b>	<b>122,567,072</b>	<b>103,743,083</b>	<b>105,926,879</b>	<b>196,630,350</b>	<b>98,206,451</b>	<b>76,401,345</b>	<b>83,987,434</b>	<b>52,965,124</b>	<b>55,288,211</b>	<b>1,026,728,615</b>
<b>FINANCING</b>											
RESERVES	84,479,332	68,415,956	60,059,324	58,964,728	54,201,658	54,851,969	43,832,861	49,681,530	35,408,852	33,840,786	543,736,996
DEVELOPMENT CHARGES	23,442,307	24,603,753	19,032,358	20,480,417	23,165,150	23,528,498	17,778,134	15,133,657	8,951,518	1,437,875	177,553,667
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	10,400,680	5,273,000	4,370,000	5,225,000	4,370,000	3,515,000	4,465,000	57,157,960
DEBENTURES	5,204,673	12,694,038	11,435,227	1,880,000	100,192,188	9,246,000	2,985,429	8,629,000	-	10,571,050	162,837,605
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
<b>TOTAL FINANCING</b>	<b>129,631,479</b>	<b>117,443,753</b>	<b>101,251,229</b>	<b>104,369,825</b>	<b>195,136,996</b>	<b>96,915,697</b>	<b>74,421,424</b>	<b>82,129,347</b>	<b>51,480,370</b>	<b>54,689,711</b>	<b>1,007,469,831</b>
<b>TOTAL County of Oxford - Capital</b>	<b>1,381,187</b>	<b>5,123,319</b>	<b>2,491,854</b>	<b>1,557,054</b>	<b>1,493,354</b>	<b>1,290,754</b>	<b>1,979,921</b>	<b>1,858,087</b>	<b>1,484,754</b>	<b>598,500</b>	<b>19,258,784</b>

# 2025 Budget

## Budget Summary

OXFORD COUNTY  
ADMINISTRATION  
BUILDING

	2024	2024	2025	\$ OVER	% OVER
	2024	2024	2025	2024	2024
	FORECAST	APPROVED	BUDGET	BUDGET	BUDGET
		BUDGET			
<b>OPERATING</b>					
<b>REVENUES</b>					
PROPERTY TAXATION	(2,367,900)	(2,409,000)	(2,387,900)	21,100	(0.9%)
GENERAL REVENUES	(166,699,714)	(149,709,251)	(183,789,637)	(34,080,386)	22.8%
OTHER REVENUES	(14,060,049)	(7,545,369)	(7,333,377)	211,992	(2.8%)
<b>TOTAL REVENUES</b>	<b>(183,127,663)</b>	<b>(159,663,620)</b>	<b>(193,510,914)</b>	<b>(33,847,294)</b>	<b>21.2%</b>
<b>EXPENSES</b>					
SALARIES AND BENEFITS	83,455,448	82,895,521	89,728,884	6,833,363	8.2%
OPERATING EXPENSES	128,425,255	111,798,105	140,983,915	29,185,810	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	49,077,798	10,122,382	26.0%
INTERDEPARTMENTAL CHARGES	23,890,857	23,339,461	25,049,863	1,710,402	7.3%
INTERDEPARTMENTAL RECOVERIES	(23,890,854)	(23,339,467)	(25,049,874)	(1,710,407)	7.3%
<b>TOTAL EXPENSES</b>	<b>278,367,192</b>	<b>245,952,952</b>	<b>290,958,518</b>	<b>45,005,566</b>	<b>18.3%</b>
<b>PROGRAM SURPLUS/DEFICIT</b>					
RESERVE CONTRIBUTION TO (FROM)	(9,134,364)	(84,894)	-	84,894	(100.0%)
<b>TOTAL PROGRAM SURPLUS/DEFICIT</b>	<b>(9,134,364)</b>	<b>(84,894)</b>	<b>-</b>	<b>84,894</b>	<b>(100.0%)</b>
<b>NET OPERATING</b>	<b>86,105,165</b>	<b>86,204,438</b>	<b>97,447,604</b>	<b>11,243,166</b>	<b>13.0%</b>
<b>CAPITAL</b>					
CAPITAL REVENUES	(96,537,299)	(101,887,429)	(129,631,479)	(27,744,050)	27.2%
CAPITAL	97,716,669	103,556,125	131,012,666	27,456,541	26.5%
<b>NET CAPITAL</b>	<b>1,179,370</b>	<b>1,668,696</b>	<b>1,381,187</b>	<b>(287,509)</b>	<b>(17.2%)</b>
<b>SUMMARY</b>					
<b>TOTAL REVENUES</b>	<b>(279,664,962)</b>	<b>(261,551,049)</b>	<b>(323,142,393)</b>	<b>(61,591,344)</b>	<b>23.5%</b>
<b>TOTAL EXPENSES</b>	<b>376,083,861</b>	<b>349,509,077</b>	<b>421,971,184</b>	<b>72,462,107</b>	<b>20.7%</b>
<b>TOTAL PROGRAM SURPLUS/DEFICIT</b>	<b>(9,134,364)</b>	<b>(84,894)</b>	<b>-</b>	<b>84,894</b>	<b>(100.0%)</b>
<b>TOTAL LEVY</b>	<b>87,284,535</b>	<b>87,873,134</b>	<b>98,828,791</b>	<b>10,955,657</b>	<b>12.5%</b>

	Taxation	%
<b>Levy increase over prior year</b>	<b>10,955,657</b>	<b>12.5%</b>
New Initiatives	243,801	0.3%
One-time Items	245,630	0.3%
Service Level	1,842,656	2.1%
Capital Contribution	778,000	0.9%
Initiative Gapping	(146,589)	(0.2%)
In-year Approval/ Carryover	110,054	0.1%
Minor Capital	91,000	0.1%
Infrastructure Capital	1,193,387	1.4%
<b>Budget Impacts</b>	<b>4,357,939</b>	<b>5.0%</b>
Prior year non-recurring items	(921,626)	(1.0%)
Prior year initiative gapping	305,899	0.3%
Development charge exemptions	4,959,500	5.6%
<b>Base Budget increase</b>	<b>2,253,944</b>	<b>2.6%</b>

	Rates	%
<b>Rates increase over last year</b>	<b>3,887,752</b>	<b>8.8%</b>
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%)
<b>Budget Impact Total</b>	<b>652,901</b>	<b>1.5%</b>
Prior year non-recurring items	161,240	0.4%
Prior year initiative gapping	(78,552)	(0.2%)
Development charge exemptions	(332,000)	(0.7%)
<b>Base Budget increase</b>	<b>3,484,163</b>	<b>7.9%</b>

Department Budget Changes

	2024	2024	2025	\$ OVER	% OVER
	FORECAST	BUDGET*	BUDGET	2024	2024
	FORECAST	BUDGET*	BUDGET	BUDGET	BUDGET
<b>COUNTY OF OXFORD (GENERAL LEVY)</b>					
COUNCIL	664,090	656,932	681,066	24,134	3.7%
CAO OFFICE	552,561	542,659	579,966	37,307	6.9%
STRATEGIC INITIATIVES	502,022	515,378	628,111	112,733	21.9%
TOURISM	558,557	560,104	569,168	9,064	1.6%
STRATEGIC COMM & ENGAGEMENT	611,623	616,683	734,505	117,822	19.1%
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	2,556,607	219,724	9.4%
ASSESSMENT MANAGEMENT	100,000	100,000	100,000	-	-
POA	151,177	191,281	210,749	19,468	10.2%
GENERAL TAXATION	(144,189)	(900,237)	4,032,637	4,932,874	(548.0%)
CONSERVATION AUTHORITIES	2,079,390	1,971,306	2,206,920	235,614	12.0%
PUBLIC HEALTH	4,346,038	4,346,038	4,563,340	217,302	5.0%
ADMINISTRATION	-	-	-	-	-
ENGINEERING	1,209,755	1,543,193	1,630,845	87,652	5.7%
FACILITIES	1,291,920	1,290,949	1,246,484	(44,465)	(3.4%)
FLEET	-	-	-	-	-
TRANSPORTATION SERVICES	24,360,905	24,961,270	26,491,595	1,530,325	6.1%
WASTE MANAGEMENT	4,059,543	3,894,587	4,322,040	427,453	11.0%
WOODINGFORD LODGE	10,849,391	12,555,254	12,736,329	181,075	1.4%
COMMUNITY SERVICES	1,999,170	1,999,170	2,178,673	179,503	9.0%
CHILD CARE	941,707	908,433	957,819	49,386	5.4%
HOUSING	11,009,254	11,009,254	11,840,040	830,786	7.5%
PARAMEDIC SERVICES	12,366,021	10,975,499	12,086,034	1,110,535	10.1%
COMMUNITY PARAMEDICINE	-	-	-	-	-
PLANNING	2,313,040	2,501,820	2,607,482	105,662	4.2%
<b>TOTAL COUNTY OF OXFORD (GENERAL LEVY)</b>	<b>81,977,857</b>	<b>82,566,456</b>	<b>92,960,410</b>	<b>10,393,954</b>	<b>12.6%</b>
<b>LIBRARY</b>	<b>5,223,742</b>	<b>5,223,742</b>	<b>5,744,951</b>	<b>521,209</b>	<b>10.0%</b>
<b>COURT SECURITY</b>	<b>82,936</b>	<b>82,936</b>	<b>123,430</b>	<b>40,494</b>	<b>48.8%</b>
<b>WATER AND WASTEWATER</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>	<b>87,284,535</b>	<b>87,873,134</b>	<b>98,828,791</b>	<b>10,955,657</b>	<b>12.5%</b>

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
<b>REVENUES</b>								
PROPERTY TAXATION	(2,387,900)	-	-	-	-	-	-	(2,387,900)
GENERAL REVENUES	(183,789,637)	-	6,249,289	-	-	(5,780,709)	-	(183,321,057)
OTHER REVENUES	(7,333,377)	-	-	-	-	4,551,452	-	(2,781,925)
INTERDEPARTMENTAL RECOVERIES	(25,049,874)	-	-	-	-	-	-	(25,049,874)
CAPITAL REVENUES	(129,631,479)	-	-	-	5,204,673	84,479,332	-	(39,947,474)
<b>TOTAL REVENUES</b>	<b>(348,192,267)</b>	<b>-</b>	<b>6,249,289</b>	<b>-</b>	<b>5,204,673</b>	<b>83,250,075</b>	<b>-</b>	<b>(253,488,230)</b>
<b>EXPENSES</b>								
SALARIES AND BENEFITS	89,728,884	-	-	-	-	-	-	89,728,884
OPERATING EXPENSES	140,983,915	-	-	(15,000)	-	-	-	140,968,915
DEBT REPAYMENT	11,167,932	(3,767,621)	(6,249,289)	-	-	-	-	1,151,022
CAPITAL	131,012,666	-	-	(143,156,905)	-	12,144,239	-	-
CAPITAL	-	-	-	-	-	-	22,833,074	22,833,074
RESERVE TRANSFERS	49,077,798	-	-	-	-	(43,527,798)	-	5,550,000
INTERDEPARTMENTAL CHARGES	25,049,863	-	-	-	-	-	-	25,049,863
<b>TOTAL EXPENSES</b>	<b>447,021,058</b>	<b>(3,767,621)</b>	<b>(6,249,289)</b>	<b>(143,171,905)</b>	<b>-</b>	<b>(31,383,559)</b>	<b>22,833,074</b>	<b>285,281,758</b>
<b>TOTAL</b>	<b>98,828,791</b>	<b>(3,767,621)</b>	<b>-</b>	<b>(143,171,905)</b>	<b>5,204,673</b>	<b>51,866,516</b>	<b>22,833,074</b>	<b>31,793,528</b>

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
<b>OPERATING</b>					
<b>REVENUES</b>					
PROPERTY TAXATION	(2,367,900)	(2,409,000)	(2,387,900)	21,100	(0.9%)
GENERAL REVENUES	(118,702,353)	(102,738,728)	(132,549,860)	(29,811,132)	29.0%
OTHER REVENUES	(12,368,540)	(5,912,854)	(5,348,113)	564,741	(9.6%)
<b>TOTAL REVENUES</b>	<b>(133,438,793)</b>	<b>(111,060,582)</b>	<b>(140,285,873)</b>	<b>(29,225,291)</b>	<b>26.3%</b>
<b>EXPENSES</b>					
SALARIES AND BENEFITS	72,265,648	71,590,285	77,692,053	6,101,768	8.5%
OPERATING EXPENSES	114,280,642	97,652,018	125,961,907	28,309,889	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	31,465,370	7,040,731	28.8%
INTERDEPARTMENTAL CHARGES	13,167,231	12,925,680	14,052,077	1,126,397	8.7%
INTERDEPARTMENTAL RECOVERIES	(23,890,854)	(23,339,467)	(25,049,874)	(1,710,407)	7.3%
<b>TOTAL EXPENSES</b>	<b>214,162,353</b>	<b>192,187,342</b>	<b>231,865,096</b>	<b>39,677,754</b>	<b>20.6%</b>
<b>PROGRAM SURPLUS/DEFICIT</b>					
RESERVE CONTRIBUTION TO (FROM)	74,927	-	-	-	-
<b>TOTAL PROGRAM SURPLUS/DEFICIT</b>	<b>74,927</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET OPERATING</b>	<b>80,798,487</b>	<b>81,126,760</b>	<b>91,579,223</b>	<b>10,452,463</b>	<b>12.9%</b>
<b>CAPITAL</b>					
CAPITAL REVENUES	(61,489,890)	(57,198,641)	(60,286,631)	(3,087,990)	5.4%
CAPITAL	62,669,260	58,638,337	61,667,818	3,029,481	5.2%
<b>NET CAPITAL</b>	<b>1,179,370</b>	<b>1,439,696</b>	<b>1,381,187</b>	<b>(58,509)</b>	<b>(4.1%)</b>
<b>SUMMARY</b>					
<b>TOTAL REVENUES</b>	<b>(194,928,683)</b>	<b>(168,259,223)</b>	<b>(200,572,504)</b>	<b>(32,313,281)</b>	<b>19.2%</b>
<b>TOTAL EXPENSES</b>	<b>276,831,613</b>	<b>250,825,679</b>	<b>293,532,914</b>	<b>42,707,235</b>	<b>17.0%</b>
<b>TOTAL PROGRAM SURPLUS/DEFICIT</b>	<b>74,927</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL LEVY</b>	<b>81,977,857</b>	<b>82,566,456</b>	<b>92,960,410</b>	<b>10,393,954</b>	<b>12.6%</b>

	Taxation	%
<b>Levy increase over prior year</b>	<b>10,393,954</b>	<b>12.6%</b>
New Initiatives	243,801	0.3%
One-time Items	61,411	0.1%
Service Level	1,792,541	2.2%
Capital Contribution	738,000	0.9%
Initiative Gapping	(146,589)	(0.2%)
In-year Approval/ Carryover	110,054	0.1%
Minor Capital	91,000	0.1%
Infrastructure Capital	1,193,387	1.4%
<b>Budget Impacts</b>	<b>4,083,605</b>	<b>4.9%</b>
Prior year non-recurring items	(917,126)	(1.1%)
Prior year initiative gapping	305,899	0.3%
Development charge exemptions	4,822,000	5.8%
<b>Base Budget increase</b>	<b>2,099,576</b>	<b>2.6%</b>

	2024	2024	2025	\$ OVER	% OVER
	2024	2024	2025	2024	2024
	FORECAST	APPROVED	BUDGET	BUDGET	BUDGET
<b>OPERATING</b>					
<b>REVENUES</b>					
GENERAL REVENUES	(179,760)	(162,404)	(167,834)	(5,430)	3.3%
OTHER REVENUES	(540,512)	(377,548)	(240,552)	136,996	(36.3%)
<b>TOTAL REVENUES</b>	<b>(720,272)</b>	<b>(539,952)</b>	<b>(408,386)</b>	<b>131,566</b>	<b>(24.4%)</b>
<b>EXPENSES</b>					
SALARIES AND BENEFITS	3,176,846	3,198,446	3,415,322	216,876	6.8%
OPERATING EXPENSES	704,701	692,273	572,583	(119,690)	(17.3%)
RESERVE TRANSFERS	416,163	139,020	568,000	428,980	308.6%
INTERDEPARTMENTAL CHARGES	1,565,620	1,504,955	1,597,432	92,477	6.1%
<b>TOTAL EXPENSES</b>	<b>5,863,330</b>	<b>5,534,694</b>	<b>6,153,337</b>	<b>618,643</b>	<b>11.2%</b>
<b>PROGRAM SURPLUS/DEFICIT</b>					
RESERVE CONTRIBUTION TO (FROM)	80,684	-	-	-	-
<b>TOTAL PROGRAM SURPLUS/DEFICIT</b>	<b>80,684</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET OPERATING</b>	<b>5,223,742</b>	<b>4,994,742</b>	<b>5,744,951</b>	<b>750,209</b>	<b>15.0%</b>
<b>CAPITAL</b>					
CAPITAL REVENUES	(547,500)	(325,000)	(329,900)	(4,900)	1.5%
CAPITAL	547,500	554,000	329,900	(224,100)	(40.5%)
<b>NET CAPITAL</b>	<b>-</b>	<b>229,000</b>	<b>-</b>	<b>(229,000)</b>	<b>(100.0%)</b>
<b>SUMMARY</b>					
<b>TOTAL REVENUES</b>	<b>(1,267,772)</b>	<b>(864,952)</b>	<b>(738,286)</b>	<b>126,666</b>	<b>(14.6%)</b>
<b>TOTAL EXPENSES</b>	<b>6,410,830</b>	<b>6,088,694</b>	<b>6,483,237</b>	<b>394,543</b>	<b>6.5%</b>
<b>TOTAL PROGRAM SURPLUS/DEFICIT</b>	<b>80,684</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL LEVY</b>	<b>5,223,742</b>	<b>5,223,742</b>	<b>5,744,951</b>	<b>521,209</b>	<b>10.0%</b>

	Taxation	%
<b>Levy increase over prior year</b>	<b>521,209</b>	<b>10.0%</b>
One-time Items	\$184,219	3.5%
Service Level	50,115	1.0%
Capital Contribution	40,000	0.8%
<b>Total</b>	<b>274,334</b>	<b>5.3%</b>
Prior year non-recurring items	(4,500)	(0.1%)
Development charge exemptions	137,500	2.6%
<b>Base Budget increase</b>	<b>113,875</b>	<b>2.2%</b>



	2024	2024	2025	\$ OVER	% OVER
	FORECAST	APPROVED	BUDGET	2024	2024
		BUDGET	BUDGET	BUDGET	BUDGET
<b>OPERATING</b>					
<b>EXPENSES</b>					
OPERATING EXPENSES	82,936	82,936	123,430	40,494	48.8%
<b>TOTAL EXPENSES</b>	<b>82,936</b>	<b>82,936</b>	<b>123,430</b>	<b>40,494</b>	<b>48.8%</b>
<b>TOTAL LEVY</b>	<b>82,936</b>	<b>82,936</b>	<b>123,430</b>	<b>40,494</b>	<b>48.8%</b>

	2024	2024	2025	\$ OVER	% OVER
	2024	2024	2025	2024	2024
	FORECAST	APPROVED	BUDGET	BUDGET	BUDGET
<b>OPERATING</b>					
<b>REVENUES</b>					
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%
<b>TOTAL REVENUES</b>	<b>(48,968,598)</b>	<b>(48,063,086)</b>	<b>(52,816,655)</b>	<b>(4,753,569)</b>	<b>9.9%</b>
<b>EXPENSES</b>					
SALARIES AND BENEFITS	8,012,954	8,106,790	8,621,509	514,719	6.3%
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	17,044,428	2,652,671	18.4%
INTERDEPARTMENTAL CHARGES	9,158,006	8,908,826	9,400,354	491,528	5.5%
<b>TOTAL EXPENSES</b>	<b>58,258,573</b>	<b>48,147,980</b>	<b>52,816,655</b>	<b>4,668,675</b>	<b>9.7%</b>
<b>PROGRAM SURPLUS/DEFICIT</b>					
RESERVE CONTRIBUTION TO (FROM)	(9,289,975)	(84,894)	-	84,894	(100.0%)
<b>TOTAL PROGRAM SURPLUS/DEFICIT</b>	<b>(9,289,975)</b>	<b>(84,894)</b>	<b>-</b>	<b>84,894</b>	<b>(100.0%)</b>
<b>NET OPERATING</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>CAPITAL</b>					
CAPITAL REVENUES	(34,499,909)	(44,363,788)	(69,014,948)	(24,651,160)	55.6%
CAPITAL	34,499,909	44,363,788	69,014,948	24,651,160	55.6%
<b>NET CAPITAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>SUMMARY</b>					
<b>TOTAL REVENUES</b>	<b>(83,468,507)</b>	<b>(92,426,874)</b>	<b>(121,831,603)</b>	<b>(29,404,729)</b>	<b>31.8%</b>
<b>TOTAL EXPENSES</b>	<b>92,758,482</b>	<b>92,511,768</b>	<b>121,831,603</b>	<b>29,319,835</b>	<b>31.7%</b>
<b>TOTAL PROGRAM SURPLUS/DEFICIT</b>	<b>(9,289,975)</b>	<b>(84,894)</b>	<b>-</b>	<b>84,894</b>	<b>(100.0%)</b>
<b>TOTAL LEVY</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

	Rates	%
<b>Rates increase over last year</b>	<b>3,887,752</b>	<b>8.8%</b>
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%)
<b>Budget Impact Total</b>	<b>652,901</b>	<b>1.5%</b>
Prior year non-recurring items	161,240	0.4%
Prior year initiative gapping	(78,552)	(0.2%)
Development charge exemptions	(332,000)	(0.7%)
<b>Base Budget increase</b>	<b>3,484,163</b>	<b>7.9%</b>

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.	<b>New Initiative</b> - 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	<b>\$150,200</b>	<b>0.3%</b>	<b>\$243,801</b>	<b>0.3%</b>
2.	<b>One-time Items</b> - Items that are non-recurring in nature	4,266,000	3,417,522	251,500	<b>351,348</b>	<b>0.8%</b>	<b>245,630</b>	<b>0.3%</b>
3.	<b>Service Level</b> - Changes in the services provided; includes non-recurring items and base budget impacts	2,560,478	294,464	253,055	<b>170,303</b>	<b>0.4%</b>	<b>1,842,656</b>	<b>2.1%</b>
4.	<b>Capital Contribution</b> – Increase (above base budget inflationary increase) in asset contribution required to address capital plan requirements	778,000	-	-	-	-%	<b>778,000</b>	<b>0.9%</b>
5.	<b>Initiative gapping</b> - Phased-in impacts of service level and new initiatives to be realized in future budget year	(1,295,539)	-	(1,130,000)	<b>(18,950)</b>	-%	<b>(146,589)</b>	<b>(0.2%)</b>
6.	<b>Carryover/In-Year Approvals</b> - In-year approvals previously not included in the budget, or previously approved and not completed	1,614,392	570,000	934,338	-	-%	<b>110,054</b>	<b>0.1%</b>
7.	<b>Minor Capital and Infrastructure Capital</b> – Expansion of capital assets and studies	38,630,500	24,987,419	12,358,694	-	-%	<b>1,284,387</b>	<b>1.5%</b>
	<b>Budget Impacts</b>	<b>\$49,207,832</b>	<b>\$29,354,405</b>	<b>\$14,842,587</b>	<b>\$652,901</b>	<b>1.5%</b>	<b>\$4,357,939</b>	<b>5.0%</b>

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
<b>NEW INITIATIVES</b>												
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	-
		<b>372,001</b>	<b>2,282,000</b>	<b>2,654,001</b>	<b>85,000</b>	<b>-</b>	<b>-</b>	<b>2,000,000</b>	<b>175,000</b>	<b>2,260,000</b>	<b>243,801</b>	<b>150,200</b>

	REF	BASE BUDGET	ONE TIME/ CAPITAL	BUDGET COST	RESERVES	DC	GRANTS	DEBT	OTHER SOURCES	REVENUES	TAXATION	WWW RATES
<b>ONE-TIME ITEMS</b>												
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
<b>SERVICE LEVEL</b>												
ENG-Project Engineer FTE	FTE 2025-02	45,986	7,100	53,086	-	-	-	-	-	-	53,086	-
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	-
		<b>2,452,608</b>	<b>107,870</b>	<b>2,560,478</b>	<b>294,464</b>	<b>-</b>	<b>355,655</b>	<b>-</b>	<b>(102,600)</b>	<b>547,519</b>	<b>1,842,656</b>	<b>170,303</b>

	REF	BASE BUDGET	ONE TIME/ CAPITAL	BUDGET COST	RESERVES	DC	GRANTS	DEBT	OTHER SOURCES	REVENUES	TAXATION	W/WW RATES
<b>CAPITAL CONTRIBUTION</b>												
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	-
		<b>778,000</b>	<b>-</b>	<b>778,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>778,000</b>	<b>-</b>
<b>INITIATIVE GAPPING</b>												
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	-	(9,450)	(9,450)	-	-	-	-	-	-	(9,450)	-
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)	-
		<b>-</b>	<b>(1,295,539)</b>	<b>(1,295,539)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(2,000,000)</b>	<b>870,000</b>	<b>(1,130,000)</b>	<b>(146,589)</b>	<b>(18,950)</b>
<b>CARRYOVER/IN-YEAR APPROVAL</b>												
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	-
		<b>829,551</b>	<b>784,841</b>	<b>1,614,392</b>	<b>570,000</b>	<b>-</b>	<b>792,269</b>	<b>-</b>	<b>142,069</b>	<b>1,504,338</b>	<b>110,054</b>	<b>-</b>

	REF	BASE BUDGET	ONE TIME/ CAPITAL	BUDGET COST	RESERVES	DC	GRANTS	DEBT	OTHER SOURCES	REVENUES	TAXATION	WWW RATES
<b>MINOR CAPITAL</b>												
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	-
		-	<b>816,000</b>	<b>816,000</b>	<b>650,000</b>	-	<b>65,000</b>	-	<b>10,000</b>	<b>725,000</b>	<b>91,000</b>	-
<b>INFRASTRUCTURE CAPITAL</b>												
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	-	-
WFL-LTC Expansion (New Build)	CAP 911095	-	1,283,000	1,283,000	1,000,000	182,153	-	-	100,847	1,283,000	-	-
		-	37,814,500	37,814,500	13,508,851	10,828,568	797,177	2,468,014	9,018,503	36,621,113	1,193,387	-
<b>TOTAL COUNTY OF OXFORD</b>		<b>4,432,160</b>	<b>44,775,671</b>	<b>49,207,831</b>	<b>17,925,531</b>	<b>11,428,874</b>	<b>2,261,601</b>	<b>2,468,014</b>	<b>10,112,972</b>	<b>44,196,992</b>	<b>4,357,939</b>	<b>652,901</b>

<sup>1</sup> Interdepartmental charge - impact on taxation levy and water and wastewater rates

Full-time Equivalent Plan (FTE) Summary

<b>FTE Continuity</b>	
+ 2024 Base	677.4
+ 2024 Temp	5.7
<b>= 2024 Approved Plan</b>	<b>683.1</b>
+ 2024 In-Year Base	6.5
+ 2024 In-Year Temp	3.0
<b>= 2024 Revised Plan</b>	<b>692.6</b>
- 2024 Temp	(8.7)
+ 2024 Temp Carryover	1.8
+ 2025 Base*	17.3
+ 2025 Temp*	2.8
<b>= 2025 Plan</b>	<b>705.8</b>
*2025 New Request	20.1
2025 Temp Carryover	1.8
<b>2025 Request</b>	<b>21.9</b>

Department/Division	2024						2025			2025 Request
	Base	Reorg <sup>1</sup>	In-Year <sup>1</sup>	In-Year Temp <sup>1</sup>	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
<b>CAO</b>	<b>13.3</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>13.3</b>	<b>14.4</b>	<b>-</b>	<b>14.4</b>	<b>1.1</b>
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	-
<b>Corporate Services</b>	<b>55.5</b>	<b>1.0</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>56.5</b>	<b>59.5</b>	<b>-</b>	<b>59.5</b>	<b>3.0</b>
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
<b>Human Services</b>	<b>48.3</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1.4</b>	<b>49.7</b>	<b>49.0</b>	<b>1.0</b>	<b>50.0</b>	<b>1.7</b>
<b>Paramedic Services</b>	<b>100.6</b>	<b>-</b>	<b>0.5</b>	<b>-</b>	<b>-</b>	<b>101.1</b>	<b>105.1</b>	<b>-</b>	<b>105.1</b>	<b>4.0</b>
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	24.1	-	24.1	3.0
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
<b>Public Works</b>	<b>159.8</b>	<b>(1.0)</b>	<b>-</b>	<b>-</b>	<b>1.0</b>	<b>159.8</b>	<b>164.1</b>	<b>0.8</b>	<b>164.9</b>	<b>6.1</b>
<b>Total</b>	<b>677.4</b>	<b>-</b>	<b>6.5</b>	<b>3.0</b>	<b>5.7</b>	<b>692.6</b>	<b>701.2</b>	<b>4.6</b>	<b>705.8</b>	<b>21.9</b>

<sup>1</sup> 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 **21.9** FTEs in 2025, for a total of **705.8** FTEs funded as follows:

- **13.9** 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
<b>County Levy</b>							
Engineering and Construction	2.0	-	-	-	2.0	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
	<b>11.1</b>	-	-	-	<b>11.1</b>		
<b>Interdepartmental Charges</b>							
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
	<b>2.0</b>	-	<b>0.8</b>	-	<b>2.8</b>		
<b>Grants</b>							
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	
	-	-	-	0.8	0.8	Family Transition Program staffing (end March 2025)	BI 2023-10
	<b>2.1</b>	-	-	<b>1.8</b>	<b>3.9</b>		

	Service Level	New Initiative	One-Time (Temp)	One-time (Carry-Over)	Inc (Dec)	2025 Budget Explanation	Reference
<b>Library Levy</b>							
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
	<b>0.8</b>	<b>-</b>	<b>2.0</b>	<b>-</b>	<b>2.8</b>		
<b>Water Wastewater Rates</b>							
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
	<b>1.3</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1.3</b>		
<b>Total</b>	<b>17.3</b>	<b>-</b>	<b>2.8</b>	<b>1.8</b>	<b>21.9</b>		

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	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025	
	Finance	Finance	Human Resources	Human Resources	Information Technology	Information Technology	Customer Service	Customer 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%
<b>CAO</b>															
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	-
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%
<b>TOTAL CAO</b>	<b>24,316</b>	<b>25,150</b>	<b>18,738</b>	<b>24,047</b>	<b>46,891</b>	<b>58,911</b>	<b>24,823</b>	<b>24,281</b>	<b>61,200</b>	<b>65,600</b>	<b>600</b>	<b>600</b>	<b>176,568</b>	<b>198,589</b>	<b>12.5%</b>
<b>CORPORATE SERVICES</b>															
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%
<b>TOTAL CORPORATE SERVICES</b>	<b>129,896</b>	<b>173,970</b>	<b>91,854</b>	<b>100,399</b>	<b>703,119</b>	<b>798,891</b>	<b>94,917</b>	<b>80,935</b>	<b>1,102,344</b>	<b>1,139,052</b>	<b>38,536</b>	<b>41,506</b>	<b>2,160,666</b>	<b>2,334,753</b>	<b>8.1%</b>
<b>PUBLIC WORKS</b>															
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	41,781	33,663	39,660	92,918	102,199	21,904	33,723	-	-	95,825	126,290	279,942	343,653	22.8%
TRANSPORTATION SERVICES	236,913	262,274	99,926	102,896	95,759	108,124	65,710	60,701	374,955	393,207	2,623,319	2,854,383	3,496,582	3,781,585	8.2%
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%
<b>TOTAL PUBLIC WORKS</b>	<b>1,417,970</b>	<b>1,451,952</b>	<b>327,802</b>	<b>345,540</b>	<b>511,980</b>	<b>662,609</b>	<b>454,131</b>	<b>419,512</b>	<b>6,190,025</b>	<b>6,644,587</b>	<b>5,419,180</b>	<b>5,647,178</b>	<b>14,321,088</b>	<b>15,171,378</b>	<b>5.9%</b>
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%
<b>TOTAL</b>	<b>2,676,355</b>	<b>2,859,218</b>	<b>1,769,028</b>	<b>1,890,887</b>	<b>2,426,441</b>	<b>2,839,062</b>	<b>759,318</b>	<b>701,434</b>	<b>8,983,635</b>	<b>9,766,021</b>	<b>5,471,036</b>	<b>5,689,284</b>	<b>22,085,813</b>	<b>23,745,906</b>	<b>7.5%</b>
\$ VARIANCE		182,863		121,859		412,621		(57,884)		782,386		218,248		1,660,093	
% VARIANCE		6.8%		6.9%		17.0%		(7.6%)		8.7%		4.0%		7.5%	

	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
<b>DEVELOPMENT CHARGES</b>												
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	(5,384,028)	1,538,504	-	-
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	37,300	1,973,169	(182,153)	2,737,136	-	-
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	-	-
<b>TOTAL DEVELOPMENT CHARGES</b>	<b>20,894,861</b>	<b>1,065,500</b>	<b>25,414,889</b>	<b>(22,083,628)</b>	<b>-</b>	<b>25,291,622</b>	<b>1,037,000</b>	<b>24,087,684</b>	<b>(26,224,232)</b>	<b>24,192,074</b>	<b>-</b>	<b>-</b>
<b>RESERVE FUNDS</b>												
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
<b>TOTAL RESERVE FUNDS</b>	<b>20,336,193</b>	<b>379,700</b>	<b>488,450</b>	<b>(1,905,041)</b>	<b>-</b>	<b>19,299,302</b>	<b>493,600</b>	<b>355,000</b>	<b>(3,096,000)</b>	<b>17,051,902</b>	<b>40,000,000</b>	<b>22,948,098</b>
<b>RESERVES</b>												
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	-	-	-	1,248,264	1,328,000	79,736
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	-	-	-	-	-	-	-	5,400,000	(5,355,827)	44,173	-	-
92141 R - GROWTH - LIBRARY	-	-	-	-	-	-	-	150,000	(131,625)	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	1,251,729	(1,187,844)	2,589,938	10,229,000	7,639,062
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	(12,491,950)	18,992,822	25,668,000	6,675,178
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
<b>TOTAL RESERVES</b>	<b>108,191,964</b>	<b>3,621,356</b>	<b>34,851,466</b>	<b>(62,352,607)</b>	<b>-</b>	<b>84,312,179</b>	<b>2,156,595</b>	<b>40,748,924</b>	<b>(58,785,973)</b>	<b>68,431,725</b>	<b>109,196,844</b>	<b>45,571,356</b>
<b>WATER &amp; WASTEWATER RESERVES</b>												
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	(4,824,069)	9,559,823	7,552,000	(2,007,823)
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	1,517,353	(1,483,501)	7,983,290	4,754,000	(3,229,290)
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	1,803,180	(4,261,076)	4,290,191	7,653,000	3,362,809
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
<b>TOTAL WATER &amp; WASTEWATER RESERVES</b>	<b>102,069,235</b>	<b>5,415,291</b>	<b>16,855,727</b>	<b>(30,647,411)</b>	<b>-</b>	<b>93,692,842</b>	<b>3,248,452</b>	<b>17,206,841</b>	<b>(46,178,305)</b>	<b>67,969,830</b>	<b>102,821,000</b>	<b>34,851,170</b>
<b>TOTAL RESERVES</b>	<b>251,492,253</b>	<b>10,481,847</b>	<b>77,610,532</b>	<b>(116,988,687)</b>	<b>-</b>	<b>222,595,945</b>	<b>6,935,647</b>	<b>82,398,449</b>	<b>(134,284,510)</b>	<b>177,645,531</b>	<b>252,017,844</b>	<b>103,370,624</b>

	2024	2024	2025	2026	2027	2028	2029
	OPENING	FORECAST	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE
<b>DEVELOPMENT CHARGES</b>							
91100 DC - ADMIN	408,777	434,613	102,651	2	2	2	149,468
91230 DC - ROADS	2,396,214	799,386	1,538,504	2	2,241,888	3	3
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	2,737,136	386,279	3	3	1
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
<b>TOTAL DEVELOPMENT CHARGES</b>	<b>20,894,861</b>	<b>25,291,622</b>	<b>24,192,074</b>	<b>21,413,079</b>	<b>24,234,979</b>	<b>25,536,880</b>	<b>26,712,948</b>
<b>RESERVE FUNDS</b>							
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
<b>TOTAL RESERVE FUNDS</b>	<b>20,336,193</b>	<b>19,299,302</b>	<b>17,051,902</b>	<b>16,886,702</b>	<b>8,855,202</b>	<b>9,386,802</b>	<b>9,849,502</b>
<b>RESERVES</b>							
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	1,248,264	1,238,264	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	-	-	44,173	901,639	1,566,792	2,033,865	2,277,520
92141 R - GROWTH - LIBRARY	-	-	18,375	33,003	43,771	50,563	53,259



	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	2,589,938	2,442,903	2,924,696	2,769,381	3,673,831
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	18,992,822	13,174,759	10,180,168	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	-	-	-	-	-
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
<b>TOTAL RESERVES</b>	<b>108,191,964</b>	<b>84,312,179</b>	<b>68,431,725</b>	<b>63,920,096</b>	<b>64,717,636</b>	<b>64,554,840</b>	<b>63,506,177</b>
<b>WATER &amp; WASTEWATER RESERVES</b>							
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	9,559,823	10,718,296	11,351,855	12,196,752	13,758,167
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	7,983,290	6,052,324	5,716,752	5,072,793	4,988,642
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	4,290,191	4,413,426	5,475,333	6,211,576	7,275,793
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
<b>TOTAL WATER &amp; WASTEWATER RESERVES</b>	<b>102,069,235</b>	<b>93,692,842</b>	<b>67,969,830</b>	<b>55,311,850</b>	<b>55,901,886</b>	<b>50,324,874</b>	<b>52,265,086</b>
<b>TOTAL RESERVES</b>	<b>251,492,253</b>	<b>222,595,945</b>	<b>177,645,531</b>	<b>157,531,727</b>	<b>153,709,703</b>	<b>149,803,396</b>	<b>152,333,713</b>

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
<b>RESERVES</b>												
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	2,589,938	2,442,903	2,924,696	2,769,381	3,673,831	3,664,211	4,268,014	4,981,366	5,662,438	6,418,741
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	18,992,822	13,174,759	10,180,168	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
<b>TOTAL RESERVES</b>	<b>56,790,589</b>	<b>52,172,067</b>	<b>44,137,341</b>	<b>37,784,950</b>	<b>37,126,869</b>	<b>37,238,267</b>	<b>35,578,113</b>	<b>39,573,246</b>	<b>48,307,177</b>	<b>55,142,930</b>	<b>72,610,235</b>	<b>89,411,529</b>

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
<b>WATER &amp; WASTEWATER RESERVES</b>												
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	9,559,823	10,718,296	11,351,855	12,196,752	13,758,167	13,658,051	13,822,992	15,060,266	17,695,650	20,521,390
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	7,983,290	6,052,324	5,716,752	5,072,793	4,988,642	6,128,482	7,679,177	9,321,347	10,715,867	12,452,174
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	4,290,191	4,413,426	5,475,333	6,211,576	7,275,793	8,014,371	9,202,974	11,284,382	13,548,315	14,064,685
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
<b>TOTAL WATER &amp; WASTEWATER RESERVES</b>	<b>102,069,235</b>	<b>93,692,842</b>	<b>67,969,830</b>	<b>55,311,850</b>	<b>55,901,886</b>	<b>50,324,874</b>	<b>52,265,086</b>	<b>52,258,810</b>	<b>60,096,968</b>	<b>69,374,432</b>	<b>79,356,794</b>	<b>93,215,327</b>

### Debt Repayment Schedule

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL
<b>WASTEWATER</b>										
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
<b>TOTAL WASTEWATER</b>	<b>2,308,814</b>	<b>2,566,965</b>	<b>3,022,321</b>	<b>3,430,496</b>	<b>3,614,146</b>	<b>4,159,088</b>	<b>4,416,314</b>	<b>4,690,419</b>	<b>4,970,797</b>	<b>4,678,276</b>
<b>WATER</b>										
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
<b>TOTAL WATER</b>	<b>1,115,555</b>	<b>1,417,612</b>	<b>1,703,911</b>	<b>1,758,840</b>	<b>1,791,177</b>	<b>2,315,571</b>	<b>2,443,602</b>	<b>2,371,050</b>	<b>2,296,870</b>	<b>2,470,059</b>
<b>GENERAL GOVERNMENT</b>										
COURT HOUSE (415 HUNTER)	101,729	-	-	-	-	-	-	-	-	-
<b>TOTAL GENERAL GOVERNMENT</b>	<b>101,729</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>RENEWABLE ENERGY</b>										
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	-	-	-	-	-
<b>TOTAL RENEWABLE ENERGY</b>	<b>617,916</b>	<b>666,477</b>	<b>703,788</b>	<b>973,637</b>	<b>1,092,191</b>	<b>1,103,759</b>	<b>951,762</b>	<b>990,493</b>	<b>1,024,455</b>	<b>1,064,750</b>
<b>TRANSPORTATION SERVICES</b>										
ROADS ADMIN	33,772	33,773	-	-	-	-	-	-	-	-
<b>TOTAL TRANSPORTATION SERVICES</b>	<b>33,772</b>	<b>33,773</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL
<b>WASTE MANAGEMENT</b>										
WASTE MGMT	-	-	-	-	-	-	-	-	-	333,864
<b>TOTAL WASTE MANAGEMENT</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>333,864</b>
<b>WOODINGFORD LODGE</b>										
WFL - WOODSTOCK	740,857	706,018	671,177	-	-	-	-	-	-	-
WFL - INGERSOLL (NEW LTC)	-	-	-	-	3,638,349	7,132,598	6,982,108	6,840,896	6,681,130	6,530,641
<b>TOTAL WOODINGFORD LODGE</b>	<b>740,857</b>	<b>706,018</b>	<b>671,177</b>	<b>-</b>	<b>3,638,349</b>	<b>7,132,598</b>	<b>6,982,108</b>	<b>6,840,896</b>	<b>6,681,130</b>	<b>6,530,641</b>
<b>OXFORD COUNTY TOTAL</b>	<b>4,918,643</b>	<b>5,390,845</b>	<b>6,101,197</b>	<b>6,162,973</b>	<b>10,135,863</b>	<b>14,711,016</b>	<b>14,793,786</b>	<b>14,892,858</b>	<b>14,973,252</b>	<b>15,077,590</b>
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
<b>TOTAL PAYMENTS</b>	<b>11,167,932</b>	<b>11,019,231</b>	<b>10,803,880</b>	<b>10,075,168</b>	<b>13,482,794</b>	<b>17,712,793</b>	<b>17,427,529</b>	<b>17,260,088</b>	<b>17,061,144</b>	<b>17,013,596</b>
<b>PROJECTED COUNTY DEBT</b>	<b>30,750,323</b>	<b>39,323,520</b>	<b>46,246,236</b>	<b>43,749,839</b>	<b>137,533,537</b>	<b>137,886,061</b>	<b>131,808,043</b>	<b>131,151,177</b>	<b>121,556,279</b>	<b>122,213,003</b>

Ten Year Projected Debt Proceeds Schedule

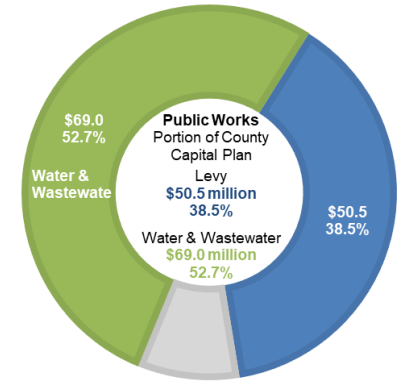
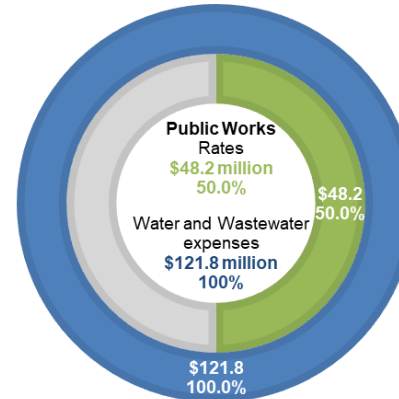
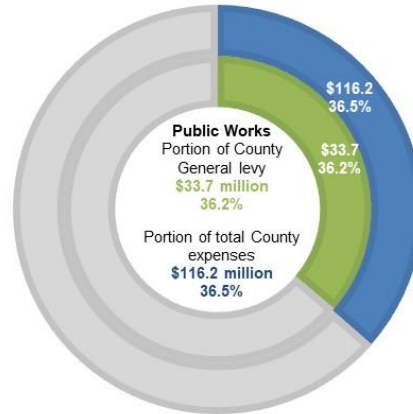
	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL
<b>DEVELOPMENT CHARGE FUNDED</b>										
<b>WATER AND WASTEWATER</b>										
WOODSTOCK WASTEWATER	-	(4,534,965)	-	-	-	-	-	-	-	-
INGERSOLL WASTEWATER	-	(2,661,824)	(1,444,400)	-	-	-	(1,179,429)	-	-	-
THAMESFORD WASTEWATER	-	-	(3,875,265)	-	-	-	-	-	-	-
MT ELGIN WASTEWATER	-	(1,843,482)	-	-	-	-	-	-	-	-
WOODSTOCK WATER	-	(2,375,767)	-	-	(4,684,300)	-	-	-	-	-
<b>TOTAL WATER AND WASTEWATER</b>	<b>-</b>	<b>(11,416,038)</b>	<b>(5,319,665)</b>	<b>-</b>	<b>(4,684,300)</b>	<b>-</b>	<b>(1,179,429)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL DEVELOPMENT CHARGE FUNDED</b>	<b>-</b>	<b>(11,416,038)</b>	<b>(5,319,665)</b>	<b>-</b>	<b>(4,684,300)</b>	<b>-</b>	<b>(1,179,429)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>RATES/LEVY FUNDED</b>										
<b>COUNTY OF OXFORD (GENERAL LEVY)</b>										
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)
WOODINGFORD LODGE	-	-	-	-	(87,088,627)	-	-	-	-	-
<b>TOTAL COUNTY OF OXFORD (GENERAL LEVY)</b>	<b>(1,286,659)</b>	<b>-</b>	<b>(5,372,562)</b>	<b>(1,880,000)</b>	<b>(88,748,627)</b>	<b>(700,000)</b>	<b>(150,000)</b>	<b>(905,000)</b>	<b>-</b>	<b>(5,966,700)</b>
<b>WATER AND WASTEWATER</b>										
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)
<b>TOTAL WATER AND WASTEWATER</b>	<b>(3,918,014)</b>	<b>(1,278,000)</b>	<b>(743,000)</b>	<b>-</b>	<b>(6,759,261)</b>	<b>(8,546,000)</b>	<b>(1,656,000)</b>	<b>(7,724,000)</b>	<b>-</b>	<b>(4,604,350)</b>
<b>TOTAL RATES/LEVY FUNDED</b>	<b>(5,204,673)</b>	<b>(1,278,000)</b>	<b>(6,115,562)</b>	<b>(1,880,000)</b>	<b>(95,507,888)</b>	<b>(9,246,000)</b>	<b>(1,806,000)</b>	<b>(8,629,000)</b>	<b>-</b>	<b>(10,571,050)</b>

# 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	<b>Tax Supported</b>				
	<b>Fleet, Facilities, and Energy Management</b>	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"> <li>Property, Facility, and Energy Management</li> <li>Fleet and Equipment Management</li> <li>Woodlands Conservation and Weed Control By-law Enforcement</li> </ul>	17.6	0.8
	<b>Engineering and Construction</b>	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"> <li>Capital Works Design and Construction</li> <li>Development Review</li> <li>Inspection</li> </ul>	24.1	-
	<b>Transportation Services</b>	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"> <li>Transportation System Planning, Operations, Traffic and Corridor Management, Road Safety</li> </ul>	37.1	-
	<b>Waste Management</b>	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"> <li>Curbside Garbage, Large Article and Recycling Collection</li> <li>Waste Diversion and Disposal</li> </ul>	18.4	-
	<b>Total Tax Supported</b>				<b>97.2</b>

	Division	Division Description	Services	2025 FTE Base	2025 FTE Temp
	<b>Rate Supported</b>				
	<b>Water &amp; Wastewater Services</b>	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"> <li>▪ Municipal Drinking Water Supply, Treatment, Storage and Distribution</li> <li>▪ Municipal Wastewater Collection and Treatment</li> </ul>	66.9	-
<b>Total</b>				<b>164.1</b>	<b>0.8</b>

5 Year Projected Budget

**Tax-Supported**

	2025	2026	2027	2028	2029
	BUDGET	PROJECTED BUDGET	PROJECTED BUDGET	PROJECTED BUDGET	PROJECTED BUDGET
<b>OPERATING</b>					
<b>REVENUES</b>					
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)
<b>TOTAL REVENUES</b>	<b>(33,334,683)</b>	<b>(32,935,035)</b>	<b>(33,517,464)</b>	<b>(34,153,080)</b>	<b>(34,675,426)</b>
<b>EXPENSES</b>					
SALARIES AND BENEFITS	9,759,861	10,680,592	11,458,601	12,196,199	12,610,292
OPERATING EXPENSES	30,078,764	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	18,099,037	19,819,048	20,123,300	20,293,156	20,562,094
INTERDEPARTMENTAL CHARGES	7,074,981	7,185,975	7,289,318	7,393,478	7,510,314
<b>TOTAL EXPENSES</b>	<b>65,766,060</b>	<b>66,483,789</b>	<b>67,801,299</b>	<b>69,785,172</b>	<b>70,743,529</b>
<b>PROGRAM SURPLUS/DEFICIT</b>					
RESERVE CONTRIBUTION TO (FROM)	-	(114,505)	(95,240)	(109,250)	(49,823)
<b>TOTAL PROGRAM SURPLUS/DEFICIT</b>	<b>-</b>	<b>(114,505)</b>	<b>(95,240)</b>	<b>(109,250)</b>	<b>(49,823)</b>
<b>NET OPERATING</b>	<b>32,431,377</b>	<b>33,434,249</b>	<b>34,188,595</b>	<b>35,522,842</b>	<b>36,018,280</b>
<b>CAPITAL</b>					
CAPITAL REVENUES	(49,218,951)	(46,206,912)	(50,251,835)	(45,082,740)	(42,187,822)
CAPITAL EXPENSES	50,478,538	48,396,922	52,087,135	45,983,240	43,024,622
<b>NET CAPITAL</b>	<b>1,259,587</b>	<b>2,190,010</b>	<b>1,835,300</b>	<b>900,500</b>	<b>836,800</b>
<b>SUMMARY</b>					
<b>TOTAL REVENUES</b>	<b>(82,553,634)</b>	<b>(79,141,947)</b>	<b>(83,769,299)</b>	<b>(79,235,820)</b>	<b>(76,863,248)</b>
<b>TOTAL EXPENSES</b>	<b>116,244,598</b>	<b>114,880,711</b>	<b>119,888,434</b>	<b>115,768,412</b>	<b>113,768,151</b>
<b>TOTAL PROGRAM SURPLUS/DEFICIT</b>	<b>-</b>	<b>(114,505)</b>	<b>(95,240)</b>	<b>(109,250)</b>	<b>(49,823)</b>
<b>TOTAL LEVY</b>	<b>33,690,964</b>	<b>35,624,259</b>	<b>36,023,895</b>	<b>36,423,342</b>	<b>36,855,080</b>



**Rate-Supported**

	2025	2026	2027	2028	2029
	PROJECTED	PROJECTED	PROJECTED	PROJECTED	PROJECTED
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
<b>OPERATING</b>					
<b>REVENUES</b>					
GENERAL REVENUES	(51,071,943)	(55,359,775)	(58,801,854)	(61,548,428)	(64,333,050)
OTHER REVENUES	(1,744,712)	(2,326,428)	(2,841,458)	(3,376,496)	(3,245,339)
<b>TOTAL REVENUES</b>	<b>(52,816,655)</b>	<b>(57,686,203)</b>	<b>(61,643,312)</b>	<b>(64,924,924)</b>	<b>(67,578,389)</b>
<b>EXPENSES</b>					
SALARIES AND BENEFITS	8,621,509	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	17,044,428	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
<b>TOTAL EXPENSES</b>	<b>52,816,655</b>	<b>57,686,200</b>	<b>61,643,311</b>	<b>64,924,924</b>	<b>67,578,390</b>
<b>CAPITAL</b>					
CAPITAL REVENUES	(69,014,948)	(61,683,207)	(44,132,128)	(49,789,883)	(56,322,516)
CAPITAL EXPENSES	69,014,948	61,683,207	44,132,128	49,789,883	56,322,516
<b>NET CAPITAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>SUMMARY</b>					
<b>TOTAL REVENUES</b>	<b>(121,831,603)</b>	<b>(119,369,410)</b>	<b>(105,775,440)</b>	<b>(114,714,807)</b>	<b>(123,900,905)</b>
<b>TOTAL EXPENSES</b>	<b>121,831,603</b>	<b>119,369,407</b>	<b>105,775,439</b>	<b>114,714,807</b>	<b>123,900,906</b>
<b>TOTAL LEVY</b>	<b>-</b>	<b>(3)</b>	<b>(1)</b>	<b>-</b>	<b>1</b>

Budget

	2024	2024	LESS: 2024	2025	2025	2025	\$ OVER	% OVER
	FORECAST	BUDGET*	NON-RECURRING	BASE BUDGET	BUDGET IMPACTS	BUDGET	2024 BUDGET	2024 BUDGET
<b>OPERATING</b>								
<b>REVENUES</b>								
<b>INTERDEPARTMENTAL RECOVERIES</b>								
DEPARTMENTAL RECOVERIES	(647,960)	(649,233)	-	(27,308)	-	(676,541)	(27,308)	4.2%
<b>TOTAL INTERDEPARTMENTAL RECOVERIES</b>	(647,960)	(649,233)	-	(27,308)	-	(676,541)	(27,308)	4.2%
<b>TOTAL REVENUES</b>	<b>(647,960)</b>	<b>(649,233)</b>	<b>-</b>	<b>(27,308)</b>	<b>-</b>	<b>(676,541)</b>	<b>(27,308)</b>	<b>4.2%</b>
<b>EXPENSES</b>								
<b>SALARIES AND BENEFITS</b>								
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%
<b>TOTAL SALARIES AND BENEFITS</b>	<b>347,100</b>	<b>347,100</b>	<b>-</b>	<b>15,253</b>	<b>-</b>	<b>362,353</b>	<b>15,253</b>	<b>4.4%</b>
<b>OPERATING EXPENSES</b>								
MATERIALS	83,468	84,741	-	4,307	-	89,048	4,307	5.1%
CONTRACTED SERVICES	1,550	1,550	-	-	-	1,550	-	-
<b>TOTAL OPERATING EXPENSES</b>	<b>85,018</b>	<b>86,291</b>	<b>-</b>	<b>4,307</b>	<b>-</b>	<b>90,598</b>	<b>4,307</b>	<b>5.0%</b>
<b>INTERDEPARTMENTAL CHARGES</b>								
INTERDEPARTMENTAL CHARGES	215,842	215,842	-	7,748	-	223,590	7,748	3.6%
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>215,842</b>	<b>215,842</b>	<b>-</b>	<b>7,748</b>	<b>-</b>	<b>223,590</b>	<b>7,748</b>	<b>3.6%</b>
<b>TOTAL EXPENSES</b>	<b>647,960</b>	<b>649,233</b>	<b>-</b>	<b>27,308</b>	<b>-</b>	<b>676,541</b>	<b>27,308</b>	<b>4.2%</b>
<b>NET OPERATING</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>SUMMARY</b>								
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%
<b>TOTAL LEVY</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>% BUDGET INCREASE (DECREASE)</b>								

\* 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.	<b>18,850,798</b> Square meters of property managed <b>118,839</b> Square meters of facility buildings maintained <b>296</b> Facility buildings operated and maintained <b>10</b> Facility service contracts maintained <b>14,399</b> 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.	<b>213</b> Corporate Fleet vehicles and equipment operated and maintained <b>1,519</b> Fleet maintenance work orders completed <b>2,797,697</b> 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.	<b>774</b> ha of County forest, wetland and forest tracts maintained through harvesting and invasive species management <b>\$14,000</b> 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><b>Green Fleet Plan Implementation</b></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><b>Implementation of Renewable Energy Action Plan</b></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><b>Energy Management Plan Implementation</b></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><b>Forestry Management Plan Implementation</b></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><b>Thornton Wellfield Project</b></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
<b>OPERATING</b>								
<b>REVENUES</b>								
<b>GENERAL REVENUES</b>								
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%
<b>TOTAL GENERAL REVENUES</b>	<b>(2,162,815)</b>	<b>(2,153,647)</b>	<b>-</b>	<b>(47,336)</b>	<b>(45,000)</b>	<b>(2,245,983)</b>	<b>(92,336)</b>	<b>4.3%</b>
<b>OTHER REVENUES</b>								
RESERVE TRANSFER	(68,137)	(68,137)	37,500	(47,451)	-	(78,088)	(9,951)	14.6%
<b>TOTAL OTHER REVENUES</b>	<b>(68,137)</b>	<b>(68,137)</b>	<b>37,500</b>	<b>(47,451)</b>	<b>-</b>	<b>(78,088)</b>	<b>(9,951)</b>	<b>14.6%</b>
<b>INTERDEPARTMENTAL RECOVERIES</b>								
INTERDEPARTMENTAL RECOVERIES	(9,356,967)	(8,983,636)	14,500	(389,727)	(407,166)	(9,766,029)	(782,393)	8.7%
<b>TOTAL INTERDEPARTMENTAL RECOVERIES</b>	<b>(9,356,967)</b>	<b>(8,983,636)</b>	<b>14,500</b>	<b>(389,727)</b>	<b>(407,166)</b>	<b>(9,766,029)</b>	<b>(782,393)</b>	<b>8.7%</b>
<b>TOTAL REVENUES</b>	<b>(11,587,919)</b>	<b>(11,205,420)</b>	<b>52,000</b>	<b>(484,514)</b>	<b>(452,166)</b>	<b>(12,090,100)</b>	<b>(884,680)</b>	<b>7.9%</b>
<b>EXPENSES</b>								
<b>SALARIES AND BENEFITS</b>								
SALARIES	1,368,602	1,378,090	-	73,240	38,453	1,489,783	111,693	8.1%
BENEFITS	420,325	422,289	-	45,912	8,143	476,344	54,055	12.8%
<b>TOTAL SALARIES AND BENEFITS</b>	<b>1,788,927</b>	<b>1,800,379</b>	<b>-</b>	<b>119,152</b>	<b>46,596</b>	<b>1,966,127</b>	<b>165,748</b>	<b>9.2%</b>
<b>OPERATING EXPENSES</b>								
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%
<b>TOTAL OPERATING EXPENSES</b>	<b>8,442,127</b>	<b>7,994,684</b>	<b>(54,000)</b>	<b>408,187</b>	<b>441,875</b>	<b>8,790,746</b>	<b>796,062</b>	<b>10.0%</b>
<b>DEBT REPAYMENT</b>								
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%
<b>TOTAL DEBT REPAYMENT</b>	<b>1,042,788</b>	<b>1,032,467</b>	<b>-</b>	<b>(312,822)</b>	<b>-</b>	<b>719,645</b>	<b>(312,822)</b>	<b>(30.3%)</b>
<b>RESERVE TRANSFERS</b>								
CONTRIBUTIONS TO RESERVES	155,485	155,485	-	(28,426)	-	127,059	(28,426)	(18.3%)
CONTRIBUTIONS TO CAPITAL RESERVES	810,334	810,334	-	314,336	-	1,124,670	314,336	38.8%
<b>TOTAL RESERVE TRANSFERS</b>	<b>965,819</b>	<b>965,819</b>	<b>-</b>	<b>285,910</b>	<b>-</b>	<b>1,251,729</b>	<b>285,910</b>	<b>29.6%</b>

	2024	2024	LESS: 2024	2025	2025		\$ OVER	% OVER
	2024	2024	NON-	BASE	BUDGET	2025	2024	2024
	FORECAST	BUDGET*	RECURRING	BUDGET	IMPACTS	BUDGET	BUDGET	BUDGET
<b>INTERDEPARTMENTAL CHARGES</b>								
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%
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>629,879</b>	<b>647,170</b>	<b>-</b>	<b>(42,528)</b>	<b>3,695</b>	<b>608,337</b>	<b>(38,833)</b>	<b>(6.0%)</b>
<b>TOTAL EXPENSES</b>	<b>12,869,540</b>	<b>12,440,519</b>	<b>(54,000)</b>	<b>457,899</b>	<b>492,166</b>	<b>13,336,584</b>	<b>896,065</b>	<b>7.2%</b>
<b>PROGRAM SURPLUS/DEFICIT</b>								
<b>RESERVE CONTRIBUTION TO (FROM)</b>								
RESERVE CONTRIBUTION-SURPLUS	52,797	-	-	-	-	-	-	-
RESERVE CONTRIBUTION-DEFICIT	(100,151)	-	-	-	-	-	-	-
<b>TOTAL RESERVE CONTRIBUTION TO (FROM)</b>	<b>(47,354)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL PROGRAM SURPLUS/DEFICIT</b>	<b>(47,354)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET OPERATING</b>	<b>1,234,267</b>	<b>1,235,099</b>	<b>(2,000)</b>	<b>(26,615)</b>	<b>40,000</b>	<b>1,246,484</b>	<b>11,385</b>	<b>0.9%</b>
<b>CAPITAL</b>								
<b>CAPITAL REVENUES</b>								
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)	-
<b>TOTAL CAPITAL REVENUES</b>	<b>(2,519,071)</b>	<b>(4,455,260)</b>	<b>60,000</b>	<b>708,001</b>	<b>(600,879)</b>	<b>(4,288,138)</b>	<b>167,122</b>	<b>(3.8%)</b>
<b>CAPITAL EXPENSES</b>	<b>2,576,724</b>	<b>4,511,110</b>	<b>(85,850)</b>	<b>(738,001)</b>	<b>600,879</b>	<b>4,288,138</b>	<b>(222,972)</b>	<b>(4.9%)</b>
<b>NET CAPITAL</b>	<b>57,653</b>	<b>55,850</b>	<b>(25,850)</b>	<b>(30,000)</b>	<b>-</b>	<b>-</b>	<b>(55,850)</b>	<b>(100.0%)</b>
<b>SUMMARY</b>								
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)	(280,102)	1,093,045	17,624,722	673,093	4.0%
TOTAL PROGRAM SURPLUS/DEFICIT	(47,354)	-	-	-	-	-	-	-
<b>TOTAL LEVY</b>	<b>1,291,920</b>	<b>1,290,949</b>	<b>(27,850)</b>	<b>(56,615)</b>	<b>40,000</b>	<b>1,246,484</b>	<b>(44,465)</b>	<b>(3.4%)</b>
<b>% BUDGET INCREASE (DECREASE)</b>			<b>(2.2%)</b>	<b>(4.4%)</b>	<b>3.1%</b>	<b>(3.4%)</b>		

\* 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	%
<b>ONE-TIME ITEMS</b>									
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%
		<b>61,086</b>	<b>-</b>	<b>61,086</b>	<b>-</b>	<b>-</b>		<b>61,086</b>	<b>0.7%</b>
<b>SERVICE LEVEL</b>									
FAC-Enhanced Cleaning		47,000	-	47,000	-	-		47,000	0.5%
FAC-Demand maintenance increase		222,000	-	222,000	-	-		222,000	2.5%
		<b>269,000</b>	<b>-</b>	<b>269,000</b>	<b>-</b>	<b>-</b>		<b>269,000</b>	<b>3.0%</b>
<b>NEW INITIATIVES</b>									
FAC-Thornton Wellfield Naturalization	NI 2025-01	278,801	2,000,000	2,278,801	2,175,000	103,801	8.0%	-	
		<b>278,801</b>	<b>2,000,000</b>	<b>2,278,801</b>	<b>2,175,000</b>	<b>103,801</b>	<b>8.0%</b>	<b>-</b>	
<b>INTERDEPARTMENTAL INITIATIVES</b>									
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%
		<b>77,080</b>	<b>-</b>	<b>77,080</b>	<b>-</b>	<b>-</b>		<b>77,080</b>	<b>0.9%</b>
<b>INITIATIVE GAPPING</b>									
FAC-Thornton Wellfield Naturalization	NI 2025-01	(193,801)	(1,000,000)	(1,193,801)	(1,130,000)	(63,801)	(4.9%)	-	
		<b>(193,801)</b>	<b>(1,000,000)</b>	<b>(1,193,801)</b>	<b>(1,130,000)</b>	<b>(63,801)</b>	<b>(4.9%)</b>	<b>-</b>	
<b>INFRASTRUCTURE CAPITAL</b>									
FAC-OCAB Space Optimization (NI 2024-01)	CAP 510000	-	420,000	420,000	420,000	-		-	
FAC-Solar PV Design (2)	CAP 911020	-	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 911900	-	80,000	80,000	80,000	-		-	
		<b>-</b>	<b>1,065,000</b>	<b>1,065,000</b>	<b>1,065,000</b>	<b>-</b>		<b>-</b>	
<b>TOTAL</b>		<b>492,166</b>	<b>2,065,000</b>	<b>2,557,166</b>	<b>2,110,000</b>	<b>40,000</b>	<b>3.1%</b>	<b>407,166</b>	<b>4.5%</b>

Budget – Fleet

	2024	2024	LESS: 2024	2025	2025	2025	\$ OVER	% OVER
	FORECAST	BUDGET*	NON-RECURRING	BASE BUDGET	BUDGET IMPACTS	BUDGET	2024 BUDGET	2024 BUDGET
<b>OPERATING</b>								
<b>REVENUES</b>								
<b>GENERAL REVENUES</b>								
USER FEES AND CHARGES	(4,628)	-	-	-	-	-	-	-
OTHER REVENUE	(349,000)	(349,000)	-	78,000	-	(271,000)	78,000	(22.3%)
<b>TOTAL GENERAL REVENUES</b>	<b>(353,628)</b>	<b>(349,000)</b>	-	<b>78,000</b>	-	<b>(271,000)</b>	<b>78,000</b>	<b>(22.3%)</b>
<b>INTERDEPARTMENTAL RECOVERIES</b>								
INTERDEPARTMENTAL RECOVERIES	(5,650,365)	(5,620,536)	(57,824)	36,562	(47,486)	(5,689,284)	(68,748)	1.2%
<b>TOTAL INTERDEPARTMENTAL RECOVERIES</b>	<b>(5,650,365)</b>	<b>(5,620,536)</b>	<b>(57,824)</b>	<b>36,562</b>	<b>(47,486)</b>	<b>(5,689,284)</b>	<b>(68,748)</b>	<b>1.2%</b>
<b>TOTAL REVENUES</b>	<b>(6,003,993)</b>	<b>(5,969,536)</b>	<b>(57,824)</b>	<b>114,562</b>	<b>(47,486)</b>	<b>(5,960,284)</b>	<b>9,252</b>	<b>(0.2%)</b>
<b>EXPENSES</b>								
<b>SALARIES AND BENEFITS</b>								
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%
<b>TOTAL SALARIES AND BENEFITS</b>	<b>145,568</b>	<b>145,568</b>	-	<b>11,884</b>	-	<b>157,452</b>	<b>11,884</b>	<b>8.2%</b>
<b>OPERATING EXPENSES</b>								
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%
<b>TOTAL OPERATING EXPENSES</b>	<b>2,431,486</b>	<b>2,428,716</b>	<b>(3,176)</b>	<b>(238,102)</b>	<b>46,086</b>	<b>2,233,524</b>	<b>(195,192)</b>	<b>(8.0%)</b>
<b>RESERVE TRANSFERS</b>								
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%
<b>TOTAL RESERVE TRANSFERS</b>	<b>3,436,602</b>	<b>3,395,252</b>	<b>61,000</b>	<b>111,656</b>	<b>1,400</b>	<b>3,569,308</b>	<b>174,056</b>	<b>5.1%</b>
<b>TOTAL EXPENSES</b>	<b>6,013,656</b>	<b>5,969,536</b>	<b>57,824</b>	<b>(114,562)</b>	<b>47,486</b>	<b>5,960,284</b>	<b>(9,252)</b>	<b>(0.2%)</b>
<b>PROGRAM SURPLUS/DEFICIT</b>								
<b>RESERVE CONTRIBUTION TO (FROM)</b>								
RESERVE CONTRIBUTION-DEFICIT	(9,663)	-	-	-	-	-	-	-
<b>TOTAL RESERVE CONTRIBUTION TO (FROM)</b>	<b>(9,663)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL PROGRAM SURPLUS/DEFICIT</b>	<b>(9,663)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET OPERATING</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

	2024	2024	LESS: 2024	2025	2025		\$ OVER	% OVER
	FORECAST	BUDGET*	NON-	BASE	BUDGET	2025	2024	2024
<b>CAPITAL</b>			RECURRING	BUDGET	IMPACTS	BUDGET	BUDGET	BUDGET
<b>CAPITAL REVENUES</b>								
CAPITAL RESERVE TRANSFER	(3,823,284)	(3,808,069)	6,500	1,459,869	-	(2,341,700)	1,466,369	(38.5%)
<b>TOTAL CAPITAL REVENUES</b>	(3,823,284)	(3,808,069)	6,500	1,459,869	-	(2,341,700)	1,466,369	(38.5%)
<b>CAPITAL EXPENSES</b>	3,823,284	3,808,069	(6,500)	(1,459,869)	-	2,341,700	(1,466,369)	(38.5%)
<b>NET CAPITAL</b>	-	-	-	-	-	-	-	-
<b>SUMMARY</b>								
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)	-	-	-	-	-	-	-
<b>TOTAL LEVY</b>	-	-	-	-	-	-	-	-
<b>% BUDGET INCREASE (DECREASE)</b>			-	-	-	-		

\* 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	%
<b>INTERDEPARTMENTAL INITIATIVES</b>				
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%
		<b>47,486</b>	<b>47,486</b>	<b>0.8%</b>
<b>TOTAL</b>		<b>47,486</b>	<b>47,486</b>	<b>0.8%</b>

Capital Budget

PROJECT # AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2025 REQUEST**	2026	2027-2034
<b>BUILDING</b>							
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	-	-
<b>EQUIPMENT</b>							
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	-	-
<b>FURNISHINGS</b>							
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	-	-
<b>GREEN INITIATIVES</b>							


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) <b>Debt funding is required on project completion</b>	Expansion	N/A	\$350,000	40,000	310,000	-
911900 - Renewable Energy	Thornton solar PV System (construction 2025-2026) <b>(NI 2025-01) Debt funding is required on project completion</b>	Expansion	N/A	\$2,000,000	1,000,000	1,000,000	-
911900 - Renewable Energy	Woodstock WWTP biogas utilization (construction 2025-2026) <b>Debt funding is required on project completion</b>	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	-	-
<b>VEHICLES</b>							
Fleet - Transportation	Tandem Axle Truck (2) - Diesel <b>2024 Early Procurement (PW 2024-11)</b> - 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	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	<b>2025 Early Procurement for 2026 Delivery - delivery time greater than 12 months</b> Tandem Axle Truck (2) - Diesel - Unit 364 and 365	Replacement	Fair	\$990,000	-	990,000	-
Fleet - Transportation	<b>2025 Early Procurement for 2026 Delivery - delivery time greater than 12 months</b> Tractor - Mower (2) - Unit 420 and 427	Replacement	Poor	\$450,000	-	450,000	-
<b>UNFINANCED CAPITAL</b>							
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**

<b>SUMMARY</b>	
<b>Type of FTE request</b>	Expand Service Level
<b>Classification</b>	Full-time - Temporary
<b>Job Title</b>	Facilities Driver
<b>FTE</b>	0.8
<b>Description</b>	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.

<b>STRATEGIC PLAN</b>

<p><i>Goal 3.3: Attract, retain and engage staff</i></p>

<b>REQUEST DETAILS</b>
<p><b>Background</b></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
<b>Salaries and benefits</b>			
<b>Total salaries and benefits</b>	<b>46,596</b>		<b>46,596</b>
<b>Operating expenses</b>			
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
<b>Total Operating</b>	<b>(37,160)</b>		<b>(37,160)</b>
<b>County Levy</b>	<b>\$9,436</b>	<b>-</b>	<b>\$9,436</b>



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
<b>Revenues</b>			
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
<b>Total revenues</b>	<b>2,055,000</b>	<b>120,000</b>	<b>2,175,000</b>
<b>Operating expenses</b>			
Prairie Grass Seed	75,000	-	75,000
Fence Repairs	10,000	-	10,000
Popular trees (2026) <sup>1</sup>	7,500	-	7,500
Mixed Hardwood and Savannah (2027) <sup>1</sup>	19,500	-	19,500
Mixed Hardwood (2028) <sup>1</sup>	10,000	-	10,000
Solar Maintenance Contract (2027) <sup>1</sup>	-	7,500	7,500
Debentures – (Issued 2027)	-	149,301	149,301
<b>Total operating expenses</b>	<b>122,000</b>	<b>156,801</b>	<b>278,801</b>
<b>Capital</b>			
Solar PV Installation (2025)	1,000,000	-	1,000,000
Solar PV Installation (2026)	1,000,000	-	1,000,000
<b>Total capital</b>	<b>2,000,000</b>	<b>-</b>	<b>2,000,000</b>
<b>County Levy</b>	<b>\$67,000</b>	<b>\$36,801</b>	<b>\$103,801</b>
<i>Initiative Gapping</i>			
<b>2026 Budget Impact</b>	7,500	-	7,500
<b>2027 Budget Impact</b>	19,500	-	19,500
<b>2028 Budget Impact</b>	10,000	26,801	36,801
<b>2025 Budget Impact</b>	<b>\$30,000</b>	<b>\$10,000</b>	<b>\$40,000</b>

<sup>1</sup> Include net discounted purchase price

Services Overview

Full-Time Equivalents **24.1 FTE**

**↑3.0**  
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.	<b>32</b> Construction contracts awarded (>\$100K) <b>20</b> Consulting assignments awarded <b>78%</b> 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.	<b>80%</b> Planning applications reviewed prior to comment deadline	Support

- **2.0 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><b>Continuous Improvement of Project Management Documentation for Capital Delivery</b> 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><b>Enhancement of Development Review Services</b> 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><b>Revamp Existing County-Wide Water and Wastewater Capacity Allocation Protocol</b> 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
<b>OPERATING</b>								
<b>REVENUES</b>								
<b>GENERAL REVENUES</b>								
USER FEES AND CHARGES	(455,004)	(455,004)	-	2,904	-	(452,100)	2,904	(0.6%)
<b>TOTAL GENERAL REVENUES</b>	(455,004)	(455,004)	-	2,904	-	(452,100)	2,904	(0.6%)
<b>INTERDEPARTMENTAL RECOVERIES</b>								
DEPARTMENTAL RECOVERIES	(200,000)	(200,000)	-	75,000	-	(125,000)	75,000	(37.5%)
<b>TOTAL INTERDEPARTMENTAL RECOVERIES</b>	(200,000)	(200,000)	-	75,000	-	(125,000)	75,000	(37.5%)
<b>TOTAL REVENUES</b>	<b>(655,004)</b>	<b>(655,004)</b>	<b>-</b>	<b>77,904</b>	<b>-</b>	<b>(577,100)</b>	<b>77,904</b>	<b>(11.9%)</b>
<b>EXPENSES</b>								
<b>SALARIES AND BENEFITS</b>								
SALARIES	2,085,356	2,137,495	-	62,476	310,418	2,510,389	372,894	17.4%
BENEFITS	588,741	593,325	-	82,676	100,313	776,314	182,989	30.8%
CAPITAL PROJECT ALLOCATION	(1,300,000)	(1,000,000)	-	(350,000)	(295,572)	(1,645,572)	(645,572)	64.6%
GAPPING ALLOCATION	-	(20,000)	20,000	-	(63,000)	(63,000)	(43,000)	215.0%
<b>TOTAL SALARIES AND BENEFITS</b>	<b>1,374,097</b>	<b>1,710,820</b>	<b>20,000</b>	<b>(204,848)</b>	<b>52,159</b>	<b>1,578,131</b>	<b>(132,689)</b>	<b>(7.8%)</b>
<b>OPERATING EXPENSES</b>								
MATERIALS	117,068	108,050	(4,300)	11,855	12,875	128,480	20,430	18.9%
<b>TOTAL OPERATING EXPENSES</b>	<b>117,068</b>	<b>108,050</b>	<b>(4,300)</b>	<b>11,855</b>	<b>12,875</b>	<b>128,480</b>	<b>20,430</b>	<b>18.9%</b>
<b>INTERDEPARTMENTAL CHARGES</b>								
INTERDEPARTMENTAL CHARGES	275,043	279,942	-	38,741	24,970	343,653	63,711	22.8%
DEPARTMENTAL CHARGES	97,194	97,385	-	4,096	-	101,481	4,096	4.2%
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>372,237</b>	<b>377,327</b>	<b>-</b>	<b>42,837</b>	<b>24,970</b>	<b>445,134</b>	<b>67,807</b>	<b>18.0%</b>
<b>TOTAL EXPENSES</b>	<b>1,863,402</b>	<b>2,196,197</b>	<b>15,700</b>	<b>(150,156)</b>	<b>90,004</b>	<b>2,151,745</b>	<b>(44,452)</b>	<b>(2.0%)</b>
<b>NET OPERATING</b>	<b>1,208,398</b>	<b>1,541,193</b>	<b>15,700</b>	<b>(72,252)</b>	<b>90,004</b>	<b>1,574,645</b>	<b>33,452</b>	<b>2.2%</b>
<b>CAPITAL</b>								
<b>CAPITAL REVENUES</b>								
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%)
<b>TOTAL CAPITAL REVENUES</b>	<b>(300,820)</b>	<b>(309,915)</b>	<b>145,000</b>	<b>159,915</b>	<b>-</b>	<b>(5,000)</b>	<b>304,915</b>	<b>(98.4%)</b>
<b>CAPITAL EXPENSES</b>	<b>302,177</b>	<b>311,915</b>	<b>(147,000)</b>	<b>(152,915)</b>	<b>49,200</b>	<b>61,200</b>	<b>(250,715)</b>	<b>(80.4%)</b>
<b>NET CAPITAL</b>	<b>1,357</b>	<b>2,000</b>	<b>(2,000)</b>	<b>7,000</b>	<b>49,200</b>	<b>56,200</b>	<b>54,200</b>	<b>2,710.0%</b>

	2024	2024	LESS: 2024	2025	2025		\$ OVER	% OVER
	FORECAST	BUDGET*	NON-RECURRING	BASE BUDGET	BUDGET IMPACTS	2025 BUDGET	2024 BUDGET	2024 BUDGET
<b>SUMMARY</b>								
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)	(303,071)	139,204	2,212,945	(295,167)	(11.8%)
<b>TOTAL LEVY</b>	<b>1,209,755</b>	<b>1,543,193</b>	<b>13,700</b>	<b>(65,252)</b>	<b>139,204</b>	<b>1,630,845</b>	<b>87,652</b>	<b>5.7%</b>
% BUDGET INCREASE (DECREASE)			0.9%	(4.2%)	9.0%	5.7%		

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

### Budget Impact Details

	REFERENCE	OPERATING EXPENSES	CAPITAL EXPENSES	TOTAL EXPENSES	TAXATION	%
<b>SERVICE LEVEL</b>						
ENG-Project Engineer FTE	FTE 2025-02	49,086	4,000	53,086	53,086	3.4%
ENG-Public Works Technician FTE	FTE 2025-03	58,318	45,200	103,518	103,518	6.7%
		<b>107,404</b>	<b>49,200</b>	<b>156,604</b>	<b>156,604</b>	<b>10.1%</b>
<b>INITIATIVE GAPPING</b>						
ENG-Project Engineer FTE	FTE 2025-02	(9,450)	-	(9,450)	(9,450)	(0.6%)
ENG-Public Works Technician FTE	FTE 2025-03	(7,950)	-	(7,950)	(7,950)	(0.5%)
		<b>(17,400)</b>	<b>-</b>	<b>(17,400)</b>	<b>(17,400)</b>	<b>(1.1%)</b>
<b>TOTAL</b>		<b>90,004</b>	<b>49,200</b>	<b>139,204</b>	<b>139,204</b>	<b>9.0%</b>

### Capital Budget

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


\*\* 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**

<b>SUMMARY</b>	
<b>Type of FTE request</b>	Maintain Service Level
<b>Classification</b>	Full-time - Permanent
<b>Job Title</b>	Project Engineer
<b>FTE</b>	2.0
<b>Description</b>	This proposal is to add two 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.

<b>STRATEGIC PLAN</b>

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

<b>REQUEST DETAILS</b>
<p><b>Background</b></p> <p>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 two Project Engineer staff to provide essential relief to the current team of five Project Engineers, which is currently overcommitted.</p> <p>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.</p> <p>Further, Key Performance Indicators are not being met with the current Project Engineering staffing complement given the increased volume and complexity of capital assignments.</p> <p><b>Challenges with Current Solution</b></p> <p>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:</p> <p><u>Limited Oversight</u>: Consultants spend minimal time in the office, making it difficult to maintain adequate oversight and integration with our internal processes</p>

## REQUEST DETAILS

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 two 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 two 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
<b>Revenues</b>			
Capital Project Reserve Funding - Staff time	\$-	\$240,189	\$240,189
Capital Project Reserve Funding - Contractor time	-	(350,000)	(350,000)
<b>Total revenues</b>	<b>-</b>	<b>(109,811)</b>	<b>(109,811)</b>
<b>Salaries and benefits</b>			
Salary and benefits (2)	-	282,575	282,575
<b>Total salaries and benefits</b>	<b>-</b>	<b>282,575</b>	<b>282,575</b>
<b>Operating expenses</b>			
Membership Dues & Subscriptions (2)	-	500	500
Advertising	1,000	-	1,000
Contractor Expenses	-	(350,000)	(350,000)
Telecommunications (2)	600	600	1,200
Training (2)	1,500	2,500	4,000
<b>Total operating expenses</b>	<b>3,100</b>	<b>(346,400)</b>	<b>(343,300)</b>
<b>Capital</b>			
Computer Equipment: Laptop (2)	4,000	-	4,000
<b>Total capital</b>	<b>4,000</b>	<b>-</b>	<b>4,000</b>
<b>County Levy</b>	<b>\$7,100</b>	<b>\$45,986</b>	<b>\$53,086</b>
<i>Initiative Gapping – position start April 1</i>			
<b>2026 Budget Impact</b>	<b>-</b>	<b>(9,450)</b>	<b>(9,450)</b>
<b>2025 Budget Impact</b>	<b>\$7,100</b>	<b>\$36,536</b>	<b>\$43,636</b>

**FTE – Public Works Technician**

**FTE 2025-03**

<b>SUMMARY</b>	
<b>Type of FTE request</b>	Maintain Service Level
<b>Classification</b>	Full-time - Permanent
<b>Job Title</b>	Public Works Technician
<b>FTE</b>	1.0
<b>Description</b>	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.

<b>STRATEGIC PLAN</b>

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

<b>REQUEST DETAILS</b>
<p><b>Background</b></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><b>Issue Analysis</b></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
<b>Revenues</b>			
Reserve Funding - Staff time PW Technician time (85%) allocated to capital projects	\$-	\$108,933	\$108,933
Reserve Funding - Contractor time	-	(68,000)	(68,000)
<b>Total revenues</b>	<b>-</b>	<b>40,933</b>	<b>40,933</b>
<b>Salaries and benefits</b>			
Public Works Technician – Full-Time	-	128,156	128,156
<b>Total salaries and benefits</b>	<b>-</b>	<b>128,156</b>	<b>128,156</b>
<b>Operating expenses</b>			
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**

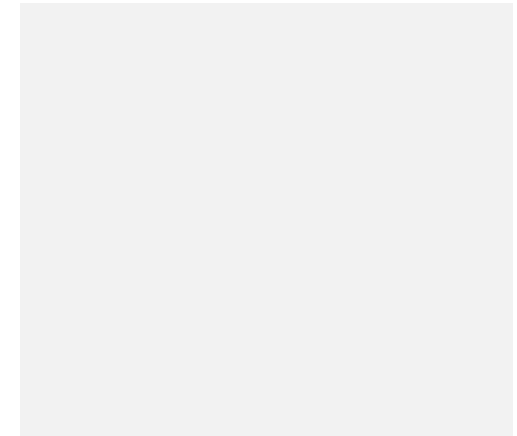
	One-time	Base	Total Budget
<b>Total operating expenses</b>	<b>21,800</b>	<b>(50,705)</b>	<b>(28,905)</b>
<b>Capital</b>			
Vehicle – Compact Crew Cab HEV	42,200	-	42,200
Vehicle – Up-Fit Cost, GPS, Fuel System, Decals	1,000	-	1,000
Computer Equipment: Laptop	2,000	-	2,000
<b>Total capital</b>	<b>45,200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



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.	<b>1,331</b> Lane kilometers of roadway operated and maintained <b>40</b> Lane kilometers of new road resurfacing / reconstruction <b>18</b> New traffic speed feedback signs installed <b>1</b> New controlled pedestrian crossing implemented <b>53</b> 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><b>Development of County-Wide Automated Speed Enforcement Program</b>                      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><b>Ongoing Implementation of County-Wide Traffic Calming/Speed Management Measures</b>                      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><b>Cycling Master Plan Implementation</b>                      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><b>2025 Road Needs Study</b>                      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><b>Storm Sewer Closed Circuit Television Inspection Program</b>                      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
<b>OPERATING</b>								
<b>REVENUES</b>								
<b>GENERAL REVENUES</b>								
USER FEES AND CHARGES	(510,330)	(483,150)	-	(20,890)	-	(504,040)	(20,890)	4.3%
<b>TOTAL GENERAL REVENUES</b>	(510,330)	(483,150)	-	(20,890)	-	(504,040)	(20,890)	4.3%
<b>OTHER REVENUES</b>								
RESERVE TRANSFER	-	(74,500)	-	74,500	(67,000)	(67,000)	7,500	(10.1%)
DEVELOPMENT CHARGES	-	-	-	-	-	-	-	-
<b>TOTAL OTHER REVENUES</b>	-	(74,500)	-	74,500	(67,000)	(67,000)	7,500	(10.1%)
<b>TOTAL REVENUES</b>	<b>(510,330)</b>	<b>(557,650)</b>	<b>-</b>	<b>53,610</b>	<b>(67,000)</b>	<b>(571,040)</b>	<b>(13,390)</b>	<b>2.4%</b>
<b>EXPENSES</b>								
<b>SALARIES AND BENEFITS</b>								
SALARIES	2,795,561	2,821,837	-	83,174	-	2,905,011	83,174	2.9%
BENEFITS	811,309	844,564	-	53,512	-	898,076	53,512	6.3%
<b>TOTAL SALARIES AND BENEFITS</b>	<b>3,606,870</b>	<b>3,666,401</b>	<b>-</b>	<b>136,686</b>	<b>-</b>	<b>3,803,087</b>	<b>136,686</b>	<b>3.7%</b>
<b>OPERATING EXPENSES</b>								
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%
<b>TOTAL OPERATING EXPENSES</b>	<b>4,627,219</b>	<b>5,029,944</b>	<b>(132,000)</b>	<b>(65,561)</b>	<b>321,440</b>	<b>5,153,823</b>	<b>123,879</b>	<b>2.5%</b>
<b>DEBT REPAYMENT</b>								
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%)
<b>TOTAL DEBT REPAYMENT</b>	<b>181,308</b>	<b>181,308</b>	<b>-</b>	<b>(147,536)</b>	<b>-</b>	<b>33,772</b>	<b>(147,536)</b>	<b>(81.4%)</b>
<b>RESERVE TRANSFERS</b>								
CONTRIBUTIONS TO CAPITAL RESERVES	12,213,000	12,213,000	-	460,000	250,000	12,923,000	710,000	5.8%
DEVELOPMENT CHARGES EXEMPTIONS	-	-	-	-	-	-	-	-
<b>TOTAL RESERVE TRANSFERS</b>	<b>12,213,000</b>	<b>12,213,000</b>	<b>-</b>	<b>460,000</b>	<b>250,000</b>	<b>12,923,000</b>	<b>710,000</b>	<b>5.8%</b>
<b>INTERDEPARTMENTAL CHARGES</b>								
INTERDEPARTMENTAL CHARGES	3,585,487	3,509,482	2,400	278,903	4,000	3,794,785	285,303	8.1%
DEPARTMENTAL CHARGES	184,294	184,485	-	(13,704)	-	170,781	(13,704)	(7.4%)
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>3,769,781</b>	<b>3,693,967</b>	<b>2,400</b>	<b>265,199</b>	<b>4,000</b>	<b>3,965,566</b>	<b>271,599</b>	<b>7.4%</b>
<b>TOTAL EXPENSES</b>	<b>24,398,178</b>	<b>24,784,620</b>	<b>(129,600)</b>	<b>648,788</b>	<b>575,440</b>	<b>25,879,248</b>	<b>1,094,628</b>	<b>4.4%</b>
<b>NET OPERATING</b>	<b>23,887,848</b>	<b>24,226,970</b>	<b>(129,600)</b>	<b>702,398</b>	<b>508,440</b>	<b>25,308,208</b>	<b>1,081,238</b>	<b>4.5%</b>

	2024	2024	LESS: 2024	2025	2025		\$ OVER	% OVER
	2024	2024	NON-	BASE	BUDGET	2025	2024	2024
	FORECAST	BUDGET*	RECURRING	BUDGET	IMPACTS	BUDGET	BUDGET	BUDGET
<b>CAPITAL</b>								
<b>CAPITAL REVENUES</b>								
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	639,229	(1,288,303)	(20,391,408)	59,926	(0.3%)
CAPITAL DEVELOPMENT CHARGES	(8,473,646)	(5,955,562)	300,000	707,167	(435,633)	(5,384,028)	571,534	(9.6%)
CAPITAL CONTRIBUTIONS	(2,353,425)	(2,330,000)	703,500	1,260,500	(190,000)	(556,000)	1,774,000	(76.1%)
<b>TOTAL CAPITAL REVENUES</b>	<b>(40,625,854)</b>	<b>(43,749,396)</b>	<b>2,263,500</b>	<b>4,219,396</b>	<b>(2,301,613)</b>	<b>(39,568,113)</b>	<b>4,181,283</b>	<b>(9.6%)</b>
<b>CAPITAL EXPENSES</b>	<b>41,098,911</b>	<b>44,483,696</b>	<b>(2,987,800)</b>	<b>(4,229,396)</b>	<b>3,485,000</b>	<b>40,751,500</b>	<b>(3,732,196)</b>	<b>(8.4%)</b>
<b>NET CAPITAL</b>	<b>473,057</b>	<b>734,300</b>	<b>(724,300)</b>	<b>(10,000)</b>	<b>1,183,387</b>	<b>1,183,387</b>	<b>449,087</b>	<b>61.2%</b>
<b>SUMMARY</b>								
TOTAL REVENUES	(41,136,184)	(44,307,046)	2,263,500	4,273,006	(2,368,613)	(40,139,153)	4,167,893	(9.4%)
TOTAL EXPENSES	65,497,089	69,268,316	(3,117,400)	(3,580,608)	4,060,440	66,630,748	(2,637,568)	(3.8%)
<b>TOTAL LEVY</b>	<b>24,360,905</b>	<b>24,961,270</b>	<b>(853,900)</b>	<b>692,398</b>	<b>1,691,827</b>	<b>26,491,595</b>	<b>1,530,325</b>	<b>6.1%</b>
<b>% BUDGET INCREASE (DECREASE)</b>			<b>(3.4%)</b>	<b>2.8%</b>	<b>6.8%</b>	<b>6.1%</b>		

\* 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	%
<b>ONE-TIME ITEMS</b>							
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%
		<b>114,400</b>	-	<b>114,400</b>	<b>67,000</b>	<b>47,400</b>	<b>0.2%</b>
<b>SERVICE LEVEL</b>							
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%
		<b>91,040</b>	-	<b>91,040</b>	-	<b>91,040</b>	<b>0.4%</b>
<b>NEW INITIATIVES</b>							
RDS-Benchmark Traffic Data - Automated Speed Enforcement Program	<a href="#">NI 2025-02</a>	75,000	-	75,000	-	75,000	0.3%
RDS-Storm Sewer Closed-Circuit Television (CCTV) Inspection Program	<a href="#">NI 2025-03</a>	45,000	-	45,000	-	45,000	0.2%
		<b>120,000</b>	-	<b>120,000</b>	-	<b>120,000</b>	<b>0.5%</b>
<b>CAPITAL CONTRIBUTION</b>							
RDS-Transportation Capital Increase (AMP)		250,000	-	250,000	-	250,000	1.0%
		<b>250,000</b>	-	<b>250,000</b>	-	<b>250,000</b>	<b>1.0%</b>
<b>INFRASTRUCTURE CAPITAL</b>							
RDS-New Pedestrian Crossings	<a href="#">CAP 930076</a>	-	325,000	325,000	60,000	265,000	1.1%
RDS-New Guiderails (roads)	<a href="#">CAP 930070</a>	-	275,000	275,000	-	275,000	1.1%
RDS-Intersection Illumination	<a href="#">CAP 930078</a>	-	200,000	200,000	70,000	130,000	0.5%
RDS-Bike Lanes	<a href="#">CAP 930079</a>	-	675,000	675,000	675,000	-	
RDS-Traffic Signals	<a href="#">CAP 930300</a>	-	745,000	745,000	511,613	233,387	0.9%
RDS-Traffic Calming	<a href="#">CAP 930301</a>	-	450,000	450,000	170,000	280,000	1.1%
RDS-New Guiderails (bridges)	<a href="#">CAP 930200</a>	-	350,000	350,000	350,000	-	
RDS-Pad Mount Generator Design Update (Various Sites)	<a href="#">CAP 911300</a>	-	15,000	15,000	15,000	-	
RDS-Pad Mount Generator (Springford Yard)	<a href="#">CAP 911303</a>	-	250,000	250,000	250,000	-	
RDS-Pad Mount Generator (Woodstock Yard)	<a href="#">CAP 911304</a>	-	200,000	200,000	200,000	-	
		-	<b>3,485,000</b>	<b>3,485,000</b>	<b>2,301,613</b>	<b>1,183,387</b>	<b>4.7%</b>
<b>TOTAL</b>		<b>575,440</b>	<b>3,485,000</b>	<b>4,060,440</b>	<b>2,368,613</b>	<b>1,691,827</b>	<b>6.8%</b>

Capital Budget

PROJECT # AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2025 REQUEST**	2026	2027-2034
<b>BRIDGES AND CULVERTS</b>							
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	-	-
<b>BUILDING</b>							
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	-	-
<b>EQUIPMENT</b>							
230000 - Equipment	Replace County gateway signs	Replacement	Poor	\$17,500	17,500	-	-
<b>ROADS</b>							
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  <b>Area municipality owned assets</b>	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
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 - <b>This project is growth driven and to be included in the next Development Charge Background Study</b> - OR 2 and Middleton - Thamesford - 2025 design, 2026 construction - OR 9 and OR 10 - Ingersoll - 2025 construction - <b>This project is growth driven and to be included in the next Development Charge Background Study</b> - OR 2 and George St - Thamesford - 2025 design, 2026 construction - <b>This project is growth driven and to be included in the next Development Charge Background Study</b> - OR 2 and OR 119 - Thamesford - 2025 design, 2026 construction	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	-	-
<b>STORMWATER</b>							
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	-
<b>CARRY FORWARD BUDGET</b>	Prior year's approved budget not spent.			\$1,684,000	\$1,684,000	-	-
				\$96,406,500	\$40,751,500	\$22,900,000	\$32,755,000

\*\* 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
<b>Operating expenses</b>			
Purchased Service: Benchmark traffic data collection	\$75,000	\$-	\$75,000
<b>Total operating expenses</b>	<b>75,000</b>	<b>-</b>	<b>75,000</b>
<b>County Levy</b>	<b>\$75,000</b>	<b>\$-</b>	<b>\$75,000</b>

**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
<b>Operating expenses</b>			
Purchased Service: Contracted CCTV Inspection	-	\$45,000	\$45,000
<b>Total operating expenses</b>	-	<b>\$45,000</b>	<b>\$45,000</b>
<b>County Levy</b>	<b>\$-</b>	<b>\$45,000</b>	<b>\$45,000</b>

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.	<b>18,430</b> Tonnes of waste and large article collected (includes Woodstock Enviro Depot) <b>7,910</b> Tonnes of recycling material collected	Environment
Waste Diversion and Disposal	An external service that diverts and disposes of waste for Oxford County.	<b>83,355</b> Tonnes of waste processed (disposed plus diverted) <b>34,440</b> Tonnes of waste diverted from landfill <b>15,820</b> 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 <sup>1</sup>	57%	51%	51%	52%	53%	70%
Average operating cost per tonne waste collection, disposal, and diversion	\$110	\$131	\$130	\$140	\$145	↓

<sup>1</sup> 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><b>Transition of Municipal Blue Box Program to Full Producer Responsibility</b></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><b>Changes to Curbside Collection Services</b></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><b>Expansion of Landfill Gas Collection and Flaring System</b></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><b>South Fill Area Expansion</b></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-	BASE	BUDGET	BUDGET	2024	2024
OPERATING			RECURRING	BUDGET	IMPACTS	BUDGET	BUDGET	BUDGET
<b>REVENUES</b>								
<b>GENERAL REVENUES</b>								
USER FEES AND CHARGES	(12,420,345)	(12,587,461)	-	(9,596)	-	(12,597,057)	(9,596)	0.1%
<b>TOTAL GENERAL REVENUES</b>	(12,420,345)	(12,587,461)	-	(9,596)	-	(12,597,057)	(9,596)	0.1%
<b>OTHER REVENUES</b>								
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%
<b>TOTAL OTHER REVENUES</b>	(933,683)	(907,358)	-	44,797	-	(862,561)	44,797	(4.9%)
<b>TOTAL REVENUES</b>	<b>(13,354,028)</b>	<b>(13,494,819)</b>	<b>-</b>	<b>35,201</b>	<b>-</b>	<b>(13,459,618)</b>	<b>35,201</b>	<b>(0.3%)</b>
<b>EXPENSES</b>								
<b>SALARIES AND BENEFITS</b>								
SALARIES	1,310,559	1,351,262	(71,128)	51,963	74,955	1,407,052	55,790	4.1%
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%)
<b>TOTAL SALARIES AND BENEFITS</b>	<b>1,731,865</b>	<b>1,760,157</b>	<b>(57,705)</b>	<b>88,461</b>	<b>101,798</b>	<b>1,892,711</b>	<b>132,554</b>	<b>7.5%</b>
<b>OPERATING EXPENSES</b>								
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%)
<b>TOTAL OPERATING EXPENSES</b>	<b>13,310,279</b>	<b>13,234,695</b>	<b>(7,100)</b>	<b>442,198</b>	<b>11,800</b>	<b>13,681,593</b>	<b>446,898</b>	<b>3.4%</b>
<b>RESERVE TRANSFERS</b>								
CONTRIBUTIONS TO CAPITAL RESERVES	338,450	338,450	-	16,550	-	355,000	16,550	4.9%
<b>TOTAL RESERVE TRANSFERS</b>	<b>338,450</b>	<b>338,450</b>	<b>-</b>	<b>16,550</b>	<b>-</b>	<b>355,000</b>	<b>16,550</b>	<b>4.9%</b>
<b>INTERDEPARTMENTAL CHARGES</b>								
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%
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>1,921,655</b>	<b>1,881,104</b>	<b>52,090</b>	<b>(100,840)</b>	<b>-</b>	<b>1,832,354</b>	<b>(48,750)</b>	<b>(2.6%)</b>
<b>TOTAL EXPENSES</b>	<b>17,302,249</b>	<b>17,214,406</b>	<b>(12,715)</b>	<b>446,369</b>	<b>113,598</b>	<b>17,761,658</b>	<b>547,252</b>	<b>3.2%</b>
<b>PROGRAM SURPLUS/DEFICIT</b>								
RESERVE CONTRIBUTION-DEFICIT	(63,678)	-	-	-	-	-	-	-
<b>TOTAL PROGRAM SURPLUS/DEFICIT</b>	<b>(63,678)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET OPERATING</b>	<b>3,884,543</b>	<b>3,719,587</b>	<b>(12,715)</b>	<b>481,570</b>	<b>113,598</b>	<b>4,302,040</b>	<b>582,453</b>	<b>15.7%</b>



	2024	2024	LESS: 2024	2025	2025	2025	\$ OVER	% OVER
	FORECAST	BUDGET*	NON-	BASE	BUDGET	2025	2024	2024
CAPITAL			RECURRING	BUDGET	IMPACTS	BUDGET	BUDGET	BUDGET
<b>CAPITAL REVENUES</b>								
CAPITAL RESERVE TRANSFER	(2,176,507)	(2,598,341)	150,000	197,341	(765,000)	(3,016,000)	(417,659)	16.1%
<b>TOTAL CAPITAL REVENUES</b>	(2,176,507)	(2,598,341)	150,000	197,341	(765,000)	(3,016,000)	(417,659)	16.1%
<b>CAPITAL EXPENSES</b>	<b>2,351,507</b>	<b>2,773,341</b>	<b>(325,000)</b>	<b>(197,341)</b>	<b>785,000</b>	<b>3,036,000</b>	<b>262,659</b>	<b>9.5%</b>
<b>NET CAPITAL</b>	<b>175,000</b>	<b>175,000</b>	<b>(175,000)</b>	<b>-</b>	<b>20,000</b>	<b>20,000</b>	<b>(155,000)</b>	<b>(88.6%)</b>
<b>SUMMARY</b>								
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)	249,028	898,598	20,797,658	809,911	4.1%
TOTAL PROGRAM SURPLUS/DEFICIT	(63,678)	-	-	-	-	-	-	-
<b>TOTAL LEVY</b>	<b>4,059,543</b>	<b>3,894,587</b>	<b>(187,715)</b>	<b>481,570</b>	<b>133,598</b>	<b>4,322,040</b>	<b>427,453</b>	<b>11.0%</b>
<b>% BUDGET INCREASE (DECREASE)</b>			<b>(4.8%)</b>	<b>12.4%</b>	<b>3.4%</b>	<b>11.0%</b>		

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

Capital Budget

PROJECT # AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2025 REQUEST**	2026	2027-2034
<b>BUILDING</b>							
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
<b>EQUIPMENT</b>							
280000 - Equipment	Air compressor, survey GPS Equipment	Replacement	Poor	\$30,000	30,000	-	-
280000 - Equipment	Water Tank	Expansion	N/A	\$20,000	20,000	-	-
<b>STUDIES</b>							
918700 - Landfill South Operating Area	Landfill Cell Expansion - approvals and design	Expansion	N/A	\$55,000	55,000	-	-
<b>VEHICLES</b>							
280000 - Waste Management New Vehicle	Front End Loader - Diesel (1) (NI 2024-15)	Expansion	N/A	\$650,000	650,000	-	-
<b>CARRY FORWARD BUDGET</b>	Prior year's approved budget not spent.			\$545,000	\$545,000	-	-
				<b>\$3,536,000</b>	<b>\$3,036,000</b>	<b>\$0</b>	<b>\$500,000</b>

\*\* 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	\$	%
<b>LANDFILL</b>					
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	1,056,134	36,967	3.6
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
<b>TOTAL</b>	<b>265,737</b>	<b>73,755</b>	<b>232,475</b>	<b>158,720</b>	<b>215.2</b>
<b>RECYCLING ADMINISTRATION</b>					
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
<b>TOTAL</b>	<b>290,458</b>	<b>300,246</b>	<b>326,298</b>	<b>26,052</b>	<b>8.7</b>
<b>RECYCLING COLLECTION</b>					
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	-	-	-	-	-
<b>TOTAL</b>	<b>890,568</b>	<b>900,139</b>	<b>922,864</b>	<b>22,725</b>	<b>2.5</b>
<b>RECYCLING PROCESSING</b>					
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
<b>TOTAL</b>	<b>654,893</b>	<b>756,144</b>	<b>853,980</b>	<b>97,836</b>	<b>12.9</b>
<b>COUNTY WASTE MANAGEMENT ADMINISTRATION</b>					
SALARIES	175,002	165,320	174,808	9,488	5.7%

	2024	2024	2025	VARIANCE	VARIANCE
	FORECAST	BUDGET*	BUDGET	\$	%
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
<b>TOTAL</b>	<b>525,938</b>	<b>500,486</b>	<b>520,804</b>	<b>20,318</b>	<b>4.1</b>
COUNTY WASTE MANAGEMENT ADMIN ALLOCATION	(525,938)	(500,486)	(520,804)	(20,318)	4.1
<b>TOTAL UNALLOCATED COUNTY WASTE MANAGEMENT ADMIN</b>	<b>0</b>	<b>0</b>	<b>-</b>	<b>0</b>	<b>0.0</b>
<b>SPECIAL WASTE DEPOTS &amp; EVENTS</b>					
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
<b>TOTAL</b>	<b>838,118</b>	<b>965,961</b>	<b>978,141</b>	<b>12,180</b>	<b>1.3</b>
COUNTY WASTE MANAGEMENT ADMIN ALLOCATION (25%)	131,485	125,122	130,201	5,080	4.1
<b>TOTAL SPECIAL WASTE DEPOTS &amp; EVENTS</b>	<b>969,603</b>	<b>1,091,083</b>	<b>1,108,342</b>	<b>17,260</b>	<b>1.6</b>
<b>COMPOST OPERATIONS</b>					
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
<b>TOTAL</b>	<b>412,518</b>	<b>207,510</b>	<b>446,960</b>	<b>239,450</b>	<b>115.4</b>
COUNTY WASTE MANAGEMENT ADMIN ALLOCATION (25%)	131,485	125,122	130,201	5,080	4.1
<b>TOTAL COMPOST OPERATIONS</b>	<b>544,003</b>	<b>332,632</b>	<b>577,161</b>	<b>244,530</b>	<b>73.5</b>
<b>LARGE ARTICLE</b>					
MATERIALS	86,750	86,750	89,580	2,830	3.3%
CONTRACTED SERVICES	156,235	153,815	165,300	11,485	7.5
<b>TOTAL</b>	<b>242,985</b>	<b>240,565</b>	<b>254,880</b>	<b>14,315</b>	<b>6.0</b>
COUNTY WASTE MANAGEMENT ADMIN ALLOCATION (5%)	26,297	25,024	26,040	1,016	4.1
<b>TOTAL LARGE ARTICLE</b>	<b>269,282</b>	<b>265,589</b>	<b>280,920</b>	<b>15,331</b>	<b>5.8</b>
<b>WASTE COLLECTION</b>					
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)
<b>TOTAL</b>	<b>513,555</b>	<b>461,330</b>	<b>587,025</b>	<b>125,695</b>	<b>27.2</b>


	2024	2024	2025	VARIANCE	VARIANCE
	FORECAST	BUDGET*	BUDGET	\$	%
<b>WASTE COLLECTION RESEVE (BAG TAG)</b>					
RESERVE TRANSFER	(686,549)	(686,549)	(821,387)	(134,838)	19.6%
RESERVE CONTRIBUTION-DEFICIT	(63,678)	-	-	-	-
<b>TOTAL</b>	<b>(750,227)</b>	<b>(686,549)</b>	<b>(821,387)</b>	<b>(134,838)</b>	<b>19.6</b>
<b>SUBTOTAL WASTE COLLECTION</b>	<b>(236,672)</b>	<b>(225,219)</b>	<b>(234,362)</b>	<b>(9,143)</b>	<b>4.1</b>
COUNTY WASTE MANAGEMENT ADMIN ALLOCATION (45%)	236,672	225,219	234,362	9,143	4.1
<b>TOTAL WASTE COLLECTION DEFICIT (SURPLUS)</b>	<b>0</b>	<b>(0)</b>	<b>(0)</b>	<b>0</b>	<b>(33.3)</b>
<b>CAPITAL</b>					
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	-	-	-	-
<b>TOTAL</b>	<b>175,000</b>	<b>175,000</b>	<b>20,000</b>	<b>(155,000)</b>	<b>(88.6)</b>
<b>TOTAL LANDFILL &amp; WASTE MANAGEMENT</b>	<b>4,059,543</b>	<b>3,894,587</b>	<b>4,322,040</b>	<b>427,453</b>	<b>11.0</b>

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
<p>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.</p> <p>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.</p> <p><a href="#">Source Separated Organics (Green Bin) Curbside Collection Program</a></p> <p>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.</p>

## 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
<b>Salaries and benefits</b>			
Salaries and benefits	-	\$101,798	\$101,798
<b>Total salaries and benefits</b>	-	<b>101,798</b>	<b>101,798</b>
<b>Operating expenses</b>			
Telecommunications: Monthly phone plan	-	300	300
<b>Total operating expenses</b>	-	<b>300</b>	<b>300</b>
<b>County Levy</b>	<b>\$-</b>	<b>\$102,098</b>	<b>\$102,098</b>

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.	<b>17</b> Municipal Drinking Water Systems operated and maintained <b>10,700</b> Mega-litres of drinking water supplied <b>4,500</b> Regulatory drinking water quality tests performed to ensure compliance with rigorous provincial health standards	Environment
Municipal Wastewater Collection and Treatment	An external service that collects and treats wastewater from customers, including disposal management of wastewater biosolids.	<b>11</b> Municipal Wastewater Systems operated and maintained <b>15,000</b> Mega-litres of wastewater treated <b>4,800</b> Tests of treated wastewater effluent performed to ensure regulatory compliance	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><b>SCADA Masterplan Implementation</b></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><b>Sanitary Sewer Infiltration and Inflow Reduction Program</b></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><b>Wastewater System Modeling Development</b></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><b>Tavistock Wastewater Treatment Plant Expansion/Upgrade</b></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><b>Woodstock Feedermain Relining at 401 Crossing</b></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
<b>OPERATING</b>								
<b>REVENUES</b>								
<b>GENERAL REVENUES</b>								
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)	-	-	-	-	-	-	-
<b>TOTAL GENERAL REVENUES</b>	<b>(22,928,547)</b>	<b>(22,953,854)</b>	-	<b>(1,940,518)</b>	-	<b>(24,894,372)</b>	<b>(1,940,518)</b>	<b>8.5%</b>
<b>OTHER REVENUES</b>								
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%
<b>TOTAL OTHER REVENUES</b>	<b>(836,764)</b>	<b>(781,673)</b>	<b>25,000</b>	<b>(429,976)</b>	-	<b>(1,186,649)</b>	<b>(404,976)</b>	<b>51.8%</b>
<b>TOTAL REVENUES</b>	<b>(23,765,311)</b>	<b>(23,735,527)</b>	<b>25,000</b>	<b>(2,370,494)</b>	-	<b>(26,081,021)</b>	<b>(2,345,494)</b>	<b>9.9%</b>
<b>EXPENSES</b>								
<b>SALARIES AND BENEFITS</b>								
SALARIES	2,932,126	2,947,940	-	131,224	67,433	3,146,597	198,657	6.7%
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)	-
<b>TOTAL SALARIES AND BENEFITS</b>	<b>4,186,374</b>	<b>4,170,280</b>	-	<b>272,313</b>	<b>77,444</b>	<b>4,520,037</b>	<b>349,757</b>	<b>8.4%</b>
<b>OPERATING EXPENSES</b>								
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	-	-
<b>TOTAL OPERATING EXPENSES</b>	<b>7,115,421</b>	<b>7,326,726</b>	<b>(26,100)</b>	<b>245,860</b>	<b>304,235</b>	<b>7,850,721</b>	<b>523,995</b>	<b>7.2%</b>
<b>DEBT REPAYMENT</b>								
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%
<b>TOTAL DEBT REPAYMENT</b>	<b>869,544</b>	<b>813,781</b>	-	<b>301,774</b>	-	<b>1,115,555</b>	<b>301,774</b>	<b>37.1%</b>
<b>RESERVE TRANSFERS</b>								
CONTRIBUTIONS TO RESERVES	-	-	-	-	-	-	-	-
CONTRIBUTIONS TO CAPITAL RESERVES	7,583,923	7,352,308	(1,235)	1,252,354	(267,858)	8,335,569	983,261	13.4%
DEVELOPMENT CHARGES EXEMPTIONS	3,813,766	120,000	-	-	(120,000)	-	(120,000)	(100.0%)
<b>TOTAL RESERVE TRANSFERS</b>	<b>11,397,689</b>	<b>7,472,308</b>	<b>(1,235)</b>	<b>1,252,354</b>	<b>(387,858)</b>	<b>8,335,569</b>	<b>863,261</b>	<b>11.6%</b>

	2024	2024	LESS: 2024	2025	2025		\$ OVER	% OVER
	2024	2024	NON-	BASE	BUDGET	2025	2024	2024
	FORECAST	BUDGET*	RECURRING	BUDGET	IMPACTS	BUDGET	BUDGET	BUDGET
<b>INTERDEPARTMENTAL CHARGES</b>								
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%
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>4,136,452</b>	<b>3,952,432</b>	<b>2,335</b>	<b>298,193</b>	<b>6,179</b>	<b>4,259,139</b>	<b>306,707</b>	<b>7.8%</b>
<b>TOTAL EXPENSES</b>	<b>27,705,480</b>	<b>23,735,527</b>	<b>(25,000)</b>	<b>2,370,494</b>	<b>-</b>	<b>26,081,021</b>	<b>2,345,494</b>	<b>9.9%</b>
<b>PROGRAM SURPLUS/DEFICIT</b>								
<b>RESERVE CONTRIBUTION TO (FROM)</b>								
RESERVE CONTRIBUTION-DEFICIT	(3,940,169)	-	-	-	-	-	-	-
<b>TOTAL RESERVE CONTRIBUTION TO (FROM)</b>	<b>(3,940,169)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL PROGRAM SURPLUS/DEFICIT</b>	<b>(3,940,169)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET OPERATING</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>CAPITAL</b>								
<b>CAPITAL REVENUES</b>								
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	1,661,744	(2,688,203)	(19,679,521)	(743,709)	3.9%
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)	-	-	-	-	-	-	-
<b>TOTAL CAPITAL REVENUES</b>	<b>(16,726,560)</b>	<b>(23,123,188)</b>	<b>282,750</b>	<b>(784,462)</b>	<b>(6,234,598)</b>	<b>(29,859,498)</b>	<b>(6,736,310)</b>	<b>29.1%</b>
<b>CAPITAL EXPENSES</b>	<b>16,726,560</b>	<b>23,123,188</b>	<b>(282,750)</b>	<b>784,462</b>	<b>6,234,598</b>	<b>29,859,498</b>	<b>6,736,310</b>	<b>29.1%</b>
<b>NET CAPITAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>SUMMARY</b>								
TOTAL REVENUES	(40,491,871)	(46,858,715)	307,750	(3,154,956)	(6,234,598)	(55,940,519)	(9,081,804)	19.4%
TOTAL EXPENSES	44,432,040	46,858,715	(307,750)	3,154,956	6,234,598	55,940,519	9,081,804	19.4%
TOTAL PROGRAM SURPLUS/DEFICIT	(3,940,169)	-	-	-	-	-	-	-
<b>TOTAL LEVY</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>% BUDGET INCREASE (DECREASE)</b>								

\* 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	%
<b>ONE-TIME ITEMS</b>							
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 Studentto 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%
		<b>216,200</b>	<b>500</b>	<b>216,700</b>	<b>500</b>	<b>216,200</b>	<b>1.0%</b>
<b>SERVICE LEVEL</b>							
WAT-SCADA Technician FTE	<a href="#">FTE 2025-05</a>	57,599	10,000	67,599	10,000	57,599	0.3%
WAT-Technical Services Co-op Student FTE	<a href="#">FTE 2025-06</a>	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%
		<b>119,523</b>	<b>12,000</b>	<b>131,523</b>	<b>12,000</b>	<b>119,523</b>	<b>0.5%</b>
<b>NEW INITIATIVES</b>							
WAT-Tillsonburg Watermain Swabbing and Sanitary De-rooting	<a href="#">NI 2025-04</a>	50,500	-	50,500	-	50,500	0.2%
WAT-Water Wastewater Electronic Logbooks	<a href="#">NI 2025-05</a>	13,000	-	13,000	-	13,000	0.1%
		<b>63,500</b>	<b>-</b>	<b>63,500</b>	<b>-</b>	<b>63,500</b>	<b>0.3%</b>
<b>INITIATIVE GAPPING</b>							
WAT-SCADA Technician FTE	<a href="#">FTE 2025-05</a>	(11,364)	-	(11,364)	-	(11,364)	(0.1%)
		<b>(11,364)</b>	<b>-</b>	<b>(11,364)</b>	<b>-</b>	<b>(11,364)</b>	<b>(0.1%)</b>
<b>DEVELOPMENT CHARGE EXEMPTIONS</b>							
WAT-Water Development Charge Exemptions moved to Taxation		(120,000)	-	(120,000)	-	(120,000)	(0.5%)
		<b>(120,000)</b>	<b>-</b>	<b>(120,000)</b>	<b>-</b>	<b>(120,000)</b>	<b>(0.5%)</b>
<b>INFRASTRUCTURE CAPITAL</b>							
WAT-NE Industrial Park Servicing (Woodstock)	<a href="#">CAP 960135</a>	-	3,399,000	3,399,000	3,399,000	-	

	REFERENCE	OPERATING EXPENSES	CAPITAL EXPENSES	TOTAL EXPENSES	REVENUES	RATES	%
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	-	
		-	<b>8,602,000</b>	<b>8,602,000</b>	<b>8,602,000</b>	-	
<b>TOTAL</b>		<b>267,859</b>	<b>8,614,500</b>	<b>8,882,359</b>	<b>8,614,500</b>	<b>267,859</b>	<b>1.2%</b>

Wastewater Budget

	2024	2024	LESS: 2024	2025	2025	2025	\$ OVER	% OVER
	FORECAST	BUDGET*	NON-RECURRING	BASE BUDGET	BUDGET IMPACTS	BUDGET	2024 BUDGET	2024 BUDGET
<b>OPERATING</b>								
<b>REVENUES</b>								
<b>GENERAL REVENUES</b>								
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%
<b>TOTAL GENERAL REVENUES</b>	<b>(24,889,054)</b>	<b>(23,854,265)</b>	-	<b>(2,323,306)</b>	-	<b>(26,177,571)</b>	<b>(2,323,306)</b>	<b>9.7%</b>
<b>OTHER REVENUES</b>								
DEVELOPMENT CHARGES	(261,896)	(473,294)	-	(262,415)	(78,522)	(814,231)	(340,937)	72.0%
UNFINANCED CAPITAL	(52,337)	-	-	256,168	-	256,168	256,168	-
<b>TOTAL OTHER REVENUES</b>	<b>(314,233)</b>	<b>(473,294)</b>	-	<b>(6,247)</b>	<b>(78,522)</b>	<b>(558,063)</b>	<b>(84,769)</b>	<b>17.9%</b>
<b>TOTAL REVENUES</b>	<b>(25,203,287)</b>	<b>(24,327,559)</b>	-	<b>(2,329,553)</b>	<b>(78,522)</b>	<b>(26,735,634)</b>	<b>(2,408,075)</b>	<b>9.9%</b>
<b>EXPENSES</b>								
<b>SALARIES AND BENEFITS</b>								
SALARIES	2,734,346	2,845,067	-	51,485	41,365	2,937,917	92,850	3.3%
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%)
<b>TOTAL SALARIES AND BENEFITS</b>	<b>3,826,580</b>	<b>3,936,510</b>	<b>53,617</b>	<b>65,216</b>	<b>46,129</b>	<b>4,101,472</b>	<b>164,962</b>	<b>4.2%</b>
<b>OPERATING EXPENSES</b>								
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%
<b>TOTAL OPERATING EXPENSES</b>	<b>6,241,555</b>	<b>6,044,152</b>	<b>(134,070)</b>	<b>270,987</b>	<b>294,205</b>	<b>6,475,274</b>	<b>431,122</b>	<b>7.1%</b>
<b>DEBT REPAYMENT</b>								
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%)
<b>TOTAL DEBT REPAYMENT</b>	<b>2,551,576</b>	<b>2,555,948</b>	-	<b>(247,134)</b>	-	<b>2,308,814</b>	<b>(247,134)</b>	<b>(9.7%)</b>
<b>RESERVE TRANSFERS</b>								
CONTRIBUTIONS TO CAPITAL RESERVES	6,967,178	6,707,449	83,233	1,971,218	(53,041)	8,708,859	2,001,410	29.8%
DEVELOPMENT CHARGES EXEMPTIONS	5,944,650	212,000	-	-	(212,000)	-	(212,000)	(100.0%)
<b>TOTAL RESERVE TRANSFERS</b>	<b>12,911,828</b>	<b>6,919,449</b>	<b>83,233</b>	<b>1,971,218</b>	<b>(265,041)</b>	<b>8,708,859</b>	<b>1,789,410</b>	<b>25.9%</b>
<b>INTERDEPARTMENTAL CHARGES</b>								
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
<b>OPERATING</b>								
DEPARTMENTAL CHARGES	349,503	349,786	-	12,942	(1)	362,727	12,941	3.7%
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>5,021,554</b>	<b>4,956,394</b>	<b>(3,470)</b>	<b>185,062</b>	<b>3,229</b>	<b>5,141,215</b>	<b>184,821</b>	<b>3.7%</b>
<b>TOTAL EXPENSES</b>	<b>30,553,093</b>	<b>24,412,453</b>	<b>(690)</b>	<b>2,245,349</b>	<b>78,522</b>	<b>26,735,634</b>	<b>2,323,181</b>	<b>9.5%</b>
<b>PROGRAM SURPLUS/DEFICIT</b>								
<b>RESERVE CONTRIBUTION TO (FROM)</b>								
RESERVE CONTRIBUTION-SURPLUS	835,866	-	-	-	-	-	-	-
RESERVE CONTRIBUTION-DEFICIT	(6,185,672)	(84,894)	690	84,204	-	-	84,894	(100.0%)
<b>TOTAL RESERVE CONTRIBUTION TO (FROM)</b>	<b>(5,349,806)</b>	<b>(84,894)</b>	<b>690</b>	<b>84,204</b>	<b>-</b>	<b>-</b>	<b>84,894</b>	<b>(100.0%)</b>
<b>TOTAL PROGRAM SURPLUS/DEFICIT</b>	<b>(5,349,806)</b>	<b>(84,894)</b>	<b>690</b>	<b>84,204</b>	<b>-</b>	<b>-</b>	<b>84,894</b>	<b>(100.0%)</b>
<b>NET OPERATING</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>CAPITAL</b>								
<b>CAPITAL REVENUES</b>								
CAPITAL PROVINCIAL GRANTS	(804)	-	-	-	-	-	-	-
CAPITAL RESERVE TRANSFER	(9,586,020)	(14,853,970)	1,137,500	(6,160,601)	(6,388,345)	(26,265,416)	(11,411,446)	76.8%
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%)
<b>TOTAL CAPITAL REVENUES</b>	<b>(17,773,349)</b>	<b>(28,757,556)</b>	<b>5,020,000</b>	<b>82,973</b>	<b>(15,500,867)</b>	<b>(39,155,450)</b>	<b>(10,397,894)</b>	<b>36.2%</b>
<b>CAPITAL EXPENSES</b>	<b>17,773,349</b>	<b>28,757,556</b>	<b>(5,020,000)</b>	<b>(82,973)</b>	<b>15,500,867</b>	<b>39,155,450</b>	<b>10,397,894</b>	<b>36.2%</b>
<b>NET CAPITAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>SUMMARY</b>								
TOTAL REVENUES	(42,976,636)	(53,085,115)	5,020,000	(2,246,580)	(15,579,389)	(65,891,084)	(12,805,969)	24.1%
TOTAL EXPENSES	48,326,442	53,170,009	(5,020,690)	2,162,376	15,579,389	65,891,084	12,721,075	23.9%
TOTAL PROGRAM SURPLUS/DEFICIT	(5,349,806)	(84,894)	690	84,204	-	-	84,894	(100.0%)
<b>TOTAL LEVY</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>% BUDGET INCREASE (DECREASE)</b>								

\* 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	%
<b>ONE-TIME ITEMS</b>							
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%
		<b>213,670</b>	<b>1,500</b>	<b>215,170</b>	<b>80,022</b>	<b>135,148</b>	<b>0.6%</b>
<b>SERVICE LEVEL</b>							
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%
		<b>50,780</b>	<b>2,000</b>	<b>52,780</b>	<b>2,000</b>	<b>50,780</b>	<b>0.2%</b>
<b>NEW INITIATIVES</b>							
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%
		<b>86,700</b>	<b>-</b>	<b>86,700</b>	<b>-</b>	<b>86,700</b>	<b>0.4%</b>
<b>INITIATIVE GAPPING</b>							
WW-SCADA Technician FTE	FTE 2025-05	(7,586)	-	(7,586)	-	(7,586)	(0.0%)
		<b>(7,586)</b>	<b>-</b>	<b>(7,586)</b>	<b>-</b>	<b>(7,586)</b>	<b>(0.0%)</b>
<b>DEVELOPMENT CHARGE EXEMPTIONS</b>							
WW-Wastewater Development Charge Exemptions moved to Taxation		(212,000)	-	(212,000)	-	(212,000)	(1.0%)
		<b>(212,000)</b>	<b>-</b>	<b>(212,000)</b>	<b>-</b>	<b>(212,000)</b>	<b>(1.0%)</b>
<b>INFRASTRUCTURE CAPITAL</b>							
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	-	
WW-Cranberry Road Extension (Tillsonburg)	CAP 950216	-	1,159,000	1,159,000	1,159,000	-	

	REFERENCE	OPERATING EXPENSES	CAPITAL EXPENSES	TOTAL EXPENSES	REVENUES	RATES	%
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	-	
		-	<b>21,331,000</b>	<b>21,331,000</b>	<b>21,331,000</b>	-	
<b>TOTAL</b>		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
<b>BUILDING</b>							
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	-	-
<b>COMPUTER EQUIPMENT</b>							
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	-	-
<b>EQUIPMENT</b>							
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	-	-
<b>FURNISHINGS</b>							
260000 - Furnishings	Furnishings for SCADA Technician (FTE 2025-05)	Expansion	N/A	\$3,000	3,000	-	-
<b>GREEN INITIATIVES</b>							
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	-	-
<b>STUDIES</b>							
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
<b>WASTEWATER</b>							
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 <b>Debt funding is required on project completion</b>	Expansion	N/A	\$6,036,000	6,036,000	-	-
950163 Wdstk - LANSDOWNE PS	New sewage pumping station to service development - construction 2024-2026 <b>Debt funding is required on project completion</b>	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 (Woodcock and Pheasant, Ball, John Pound, Charlotte and Clarence)	Replacement	Poor	\$2,499,000	2,499,000	-	-

PROJECT # AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2025 REQUEST**	2026	2027-2034
950250 TBURG - Trunk I and I Reduction	Sanitary trunk sewer infiltration and inflow reduction	Replacement	Poor	\$63,000	63,000	-	-
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 <b>Debt funding is required on project completion</b> - 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 <b>Debt funding is required on project completion</b>	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) <b>Debt funding may be required on project completion</b>	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 <b>Debt funding is required on project completion</b>	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) <b>Debt funding is required on project completion</b>	Expansion	N/A	\$1,820,000	1,820,000	-	-
<b>WATER</b>							
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 <b>Debt funding is required on project completion</b>	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 FEEDERMAIN 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	-	-
960235 TBURG - TOWN PROJECTS	Construction of water mains in conjunction with Town road reconstruction projects (Woodcock and Pheasant, Ball, Charlotte and Clarence)	Replacement	Poor	\$1,720,000	1,720,000	-	-
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	-	-



PROJECT # AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2025 REQUEST**	2026	2027-2034
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	-	-
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) <b>Debt funding is required on project completion</b>	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	-
<b>CARRY FORWARD BUDGET</b>	Prior year's approved budget not spent.			\$13,486,978	\$13,486,978	-	-
<b>UNFINANCED CAPITAL</b>	Projects financed in a different year than expenses incurred.			(\$11,865,930)	(\$11,865,930)	-	-
				\$181,691,948	\$69,014,948	\$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

General			LESS: 2024	2025	2025		\$ OVER	% OVER
	2024	2024	NON-	BASE	BUDGET	2025	2024	2024
	FORECAST	BUDGET*	RECURRING	BUDGET	IMPACTS	BUDGET	BUDGET	BUDGET
<b>OPERATING</b>								
<b>REVENUES</b>								
<b>GENERAL REVENUES</b>								
USER FEES AND CHARGES	(247,137)	(244,969)	-	1,538	-	(243,431)	1,538	(0.6%)
OTHER REVENUE	(50,000)	-	-	-	-	-	-	-
<b>TOTAL GENERAL REVENUES</b>	<b>(297,137)</b>	<b>(244,969)</b>	<b>-</b>	<b>1,538</b>	<b>-</b>	<b>(243,431)</b>	<b>1,538</b>	<b>(0.6%)</b>
<b>OTHER REVENUES</b>	<b>(288,921)</b>	<b>(288,921)</b>	<b>25,000</b>	<b>79,043</b>	<b>-</b>	<b>(184,878)</b>	<b>104,043</b>	<b>(36.0%)</b>
<b>TOTAL REVENUES</b>	<b>(586,058)</b>	<b>(533,890)</b>	<b>25,000</b>	<b>80,581</b>	<b>-</b>	<b>(428,309)</b>	<b>105,581</b>	<b>(19.8%)</b>
<b>EXPENSES</b>								
SALARIES AND BENEFITS	2,040,710	2,044,616	-	172,427	77,444	2,294,487	249,871	12.2%
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	(220,568)	(169,479)	(2,945,913)	(388,947)	15.2%
<b>TOTAL EXPENSES</b>	<b>586,058</b>	<b>533,890</b>	<b>(25,000)</b>	<b>(80,581)</b>	<b>-</b>	<b>428,309</b>	<b>(105,581)</b>	<b>(19.8%)</b>
<b>NET OPERATING</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>CAPITAL</b>								
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%
<b>NET CAPITAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>SUMMARY</b>								
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%)
<b>TOTAL LEVY</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>% BUDGET INCREASE (DECREASE)</b>								

Water – Woodstock

	2024	2024	LESS: 2024	2025	2025	\$ OVER	% OVER
	FORECAST	BUDGET*	NON-	BASE	BUDGET	2025	2024
			RECURRING	BUDGET	IMPACTS	BUDGET	BUDGET
<b>OPERATING</b>							
<b>REVENUES</b>							
<b>GENERAL REVENUES</b>							
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%
<b>TOTAL GENERAL REVENUES</b>	<b>(9,442,039)</b>	<b>(9,532,286)</b>	<b>-</b>	<b>(875,756)</b>	<b>-</b>	<b>(10,408,042)</b>	<b>(875,756) 9.2%</b>
<b>OTHER REVENUES</b>	<b>(410,121)</b>	<b>(355,030)</b>	<b>-</b>	<b>(412,576)</b>	<b>-</b>	<b>(767,606)</b>	<b>(412,576) 116.2%</b>
<b>TOTAL REVENUES</b>	<b>(9,852,160)</b>	<b>(9,887,316)</b>	<b>-</b>	<b>(1,288,332)</b>	<b>-</b>	<b>(11,175,648)</b>	<b>(1,288,332) 13.0%</b>
<b>EXPENSES</b>							
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%
<b>TOTAL EXPENSES</b>	<b>12,902,999</b>	<b>9,887,316</b>	<b>-</b>	<b>1,288,332</b>	<b>-</b>	<b>11,175,648</b>	<b>1,288,332 13.0%</b>
<b>PROGRAM SURPLUS/DEFICIT</b>							
RESERVE CONTRIBUTION TO (FROM)	(3,050,839)	-	-	-	-	-	- -
<b>TOTAL PROGRAM SURPLUS/DEFICIT</b>	<b>(3,050,839)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>- -</b>
<b>NET OPERATING</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>- -</b>
<b>CAPITAL</b>							
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%)
<b>NET CAPITAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>- -</b>
<b>SUMMARY</b>							
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)	-	-	-	-	-	- -
<b>TOTAL LEVY</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>- -</b>
<b>% BUDGET INCREASE (DECREASE)</b>							

**Water – Tillsonburg**

	2024	2024	LESS: 2024	2025	2025	\$ OVER	% OVER	
	FORECAST	BUDGET*	NON-RECURRING	BASE BUDGET	BUDGET IMPACTS	2025 BUDGET	2024 BUDGET	
<b>OPERATING</b>								
<b>REVENUES</b>								
<b>GENERAL REVENUES</b>								
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%
<b>TOTAL GENERAL REVENUES</b>	<b>(4,621,773)</b>	<b>(4,669,089)</b>	<b>-</b>	<b>(327,933)</b>	<b>-</b>	<b>(4,997,022)</b>	<b>(327,933)</b>	<b>7.0%</b>
OTHER REVENUES	-	-	-	(50,000)	-	(50,000)	(50,000)	-
<b>TOTAL REVENUES</b>	<b>(4,621,773)</b>	<b>(4,669,089)</b>	<b>-</b>	<b>(377,933)</b>	<b>-</b>	<b>(5,047,022)</b>	<b>(377,933)</b>	<b>8.1%</b>
<b>EXPENSES</b>								
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)	225,872	(85,504)	1,803,180	140,234	8.4%
INTERDEPARTMENTAL CHARGES	1,073,364	1,036,282	134	66,192	31,404	1,134,012	97,730	9.4%
<b>TOTAL EXPENSES</b>	<b>5,317,887</b>	<b>4,669,089</b>	<b>-</b>	<b>377,933</b>	<b>-</b>	<b>5,047,022</b>	<b>377,933</b>	<b>8.1%</b>
<b>PROGRAM SURPLUS/DEFICIT</b>								
RESERVE CONTRIBUTION TO (FROM)	(696,114)	-	-	-	-	-	-	-
<b>TOTAL PROGRAM SURPLUS/DEFICIT</b>	<b>(696,114)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET OPERATING</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>CAPITAL</b>								
CAPITAL REVENUES	(2,810,499)	(4,315,310)	68,000	(1,670,890)	(2,510,865)	(8,429,065)	(4,113,755)	95.3%
CAPITAL EXPENSES	2,810,499	4,315,310	(68,000)	1,670,890	2,510,865	8,429,065	4,113,755	95.3%
<b>NET CAPITAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>SUMMARY</b>								
TOTAL REVENUES	(7,432,272)	(8,984,399)	68,000	(2,048,823)	(2,510,865)	(13,476,087)	(4,491,688)	50.0%
TOTAL EXPENSES	8,128,386	8,984,399	(68,000)	2,048,823	2,510,865	13,476,087	4,491,688	50.0%
TOTAL PROGRAM SURPLUS/DEFICIT	(696,114)	-	-	-	-	-	-	-
<b>TOTAL LEVY</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>% BUDGET INCREASE (DECREASE)</b>								

Water – Ingersoll

	2024	2024	LESS: 2024	2025	2025	\$ OVER	% OVER
	FORECAST	BUDGET*	NON-	BASE	BUDGET	2025	2024
			RECURRING	BUDGET	IMPACTS	BUDGET	BUDGET
							BUDGET
<b>OPERATING</b>							
<b>REVENUES</b>							
<b>GENERAL REVENUES</b>							
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%
<b>TOTAL GENERAL REVENUES</b>	<b>(3,505,635)</b>	<b>(3,572,444)</b>	<b>-</b>	<b>(221,082)</b>	<b>-</b>	<b>(3,793,526)</b>	<b>(221,082) 6.2%</b>
OTHER REVENUES	-	-	-	(50,000)	-	(50,000)	(50,000) -
<b>TOTAL REVENUES</b>	<b>(3,505,635)</b>	<b>(3,572,444)</b>	<b>-</b>	<b>(271,082)</b>	<b>-</b>	<b>(3,843,526)</b>	<b>(271,082) 7.6%</b>
<b>EXPENSES</b>							
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%
<b>TOTAL EXPENSES</b>	<b>3,593,993</b>	<b>3,572,444</b>	<b>-</b>	<b>271,082</b>	<b>-</b>	<b>3,843,526</b>	<b>271,082 7.6%</b>
<b>PROGRAM SURPLUS/DEFICIT</b>							
RESERVE CONTRIBUTION TO (FROM)	(88,358)	-	-	-	-	-	- -
<b>TOTAL PROGRAM SURPLUS/DEFICIT</b>	<b>(88,358)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>- -</b>
<b>NET OPERATING</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>- -</b>
<b>CAPITAL</b>							
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	-	-	-	-	-	-	- -
<b>SUMMARY</b>							
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)	-	-	-	-	-	- -
<b>TOTAL LEVY</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>- -</b>
<b>% BUDGET INCREASE (DECREASE)</b>							

Water – Townships

	2024	2024	LESS: 2024	2025	2025	\$ OVER	% OVER
	FORECAST	BUDGET*	NON-	BASE	BUDGET	2025	2024
			RECURRING	BUDGET	IMPACTS	BUDGET	BUDGET
<b>OPERATING</b>							
<b>REVENUES</b>							
<b>GENERAL REVENUES</b>							
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%
<b>TOTAL GENERAL REVENUES</b>	<b>(5,061,963)</b>	<b>(4,935,066)</b>	<b>-</b>	<b>(517,285)</b>	<b>-</b>	<b>(5,452,351)</b>	<b>(517,285) 10.5%</b>
OTHER REVENUES	(137,722)	(137,722)	-	3,557	-	(134,165)	3,557 (2.6%)
<b>TOTAL REVENUES</b>	<b>(5,199,685)</b>	<b>(5,072,788)</b>	<b>-</b>	<b>(513,728)</b>	<b>-</b>	<b>(5,586,516)</b>	<b>(513,728) 10.1%</b>
<b>EXPENSES</b>							
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%
<b>TOTAL EXPENSES</b>	<b>5,304,543</b>	<b>5,072,788</b>	<b>-</b>	<b>513,728</b>	<b>-</b>	<b>5,586,516</b>	<b>513,728 10.1%</b>
<b>PROGRAM SURPLUS/DEFICIT</b>							
RESERVE CONTRIBUTION TO (FROM)	(104,858)	-	-	-	-	-	- -
<b>TOTAL PROGRAM SURPLUS/DEFICIT</b>	<b>(104,858)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>- -</b>
<b>NET OPERATING</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>- -</b>
<b>CAPITAL</b>							
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%
<b>NET CAPITAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>- -</b>
<b>SUMMARY</b>							
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)	-	-	-	-	-	- -
<b>TOTAL LEVY</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>- -</b>
<b>% BUDGET INCREASE (DECREASE)</b>							

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
<b>OPERATING</b>								
<b>REVENUES</b>								
<b>GENERAL REVENUES</b>								
USER FEES AND CHARGES	(51,956)	(66,870)	-	14,890	-	(51,980)	14,890	(22.3%)
<b>TOTAL GENERAL REVENUES</b>	(51,956)	(66,870)	-	14,890	-	(51,980)	14,890	(22.3%)
<b>OTHER REVENUES</b>	-	-	-	-	-	-	-	-
<b>TOTAL REVENUES</b>	(51,956)	(66,870)	-	14,890	-	(51,980)	14,890	(22.3%)
<b>EXPENSES</b>								
SALARIES AND BENEFITS	1,496,782	1,691,712	-	(30,842)	46,129	1,706,999	15,287	0.9%
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	(16,828)	(92,814)	(2,009,614)	(82,582)	4.3%
<b>TOTAL EXPENSES</b>	51,956	66,870	-	(14,890)	-	51,980	(14,890)	(22.3%)
<b>NET OPERATING</b>	-	-	-	-	-	-	-	-
<b>CAPITAL</b>								
<b>CAPITAL REVENUES</b>	(2,075,600)	(2,409,624)	18,000	(754,454)	(43,500)	(3,189,578)	(779,954)	32.4%
<b>CAPITAL EXPENSES</b>	2,075,600	2,409,624	(18,000)	754,454	43,500	3,189,578	779,954	32.4%
<b>NET CAPITAL</b>	-	-	-	-	-	-	-	-
<b>SUMMARY</b>								
<b>TOTAL REVENUES</b>	(2,127,556)	(2,476,494)	18,000	(739,564)	(43,500)	(3,241,558)	(765,064)	30.9%
<b>TOTAL EXPENSES</b>	2,127,556	2,476,494	(18,000)	739,564	43,500	3,241,558	765,064	30.9%
<b>TOTAL LEVY</b>	-	-	-	-	-	-	-	-
<b>% BUDGET INCREASE (DECREASE)</b>								

Wastewater – Woodstock

	2024	2024	LESS: 2024	2025	2025		\$ OVER	% OVER
	FORECAST	BUDGET*	NON-	BASE	BUDGET	2025	2024	2024
			RECURRING	BUDGET	IMPACTS	BUDGET	BUDGET	BUDGET
<b>OPERATING</b>								
<b>REVENUES</b>								
<b>GENERAL REVENUES</b>								
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%)
<b>TOTAL GENERAL REVENUES</b>	<b>(8,298,024)</b>	<b>(8,377,981)</b>	-	<b>(616,679)</b>	-	<b>(8,994,660)</b>	<b>(616,679)</b>	<b>7.4%</b>
OTHER REVENUES	(9,194)	-	-	-	(3,437)	(3,437)	(3,437)	-
<b>TOTAL REVENUES</b>	<b>(8,307,218)</b>	<b>(8,377,981)</b>	-	<b>(616,679)</b>	<b>(3,437)</b>	<b>(8,998,097)</b>	<b>(620,116)</b>	<b>7.4%</b>
<b>EXPENSES</b>								
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%
<b>TOTAL EXPENSES</b>	<b>11,798,887</b>	<b>8,377,981</b>	-	<b>616,679</b>	<b>3,437</b>	<b>8,998,097</b>	<b>620,116</b>	<b>7.4%</b>
<b>PROGRAM SURPLUS/DEFICIT</b>								
RESERVE CONTRIBUTION TO (FROM)	(3,491,669)	-	-	-	-	-	-	-
<b>TOTAL PROGRAM SURPLUS/DEFICIT</b>	<b>(3,491,669)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET OPERATING</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>CAPITAL</b>								
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%
<b>NET CAPITAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>SUMMARY</b>								
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)	-	-	-	-	-	-	-
<b>TOTAL LEVY</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>% BUDGET INCREASE (DECREASE)</b>								



Wastewater – Tillsonburg

	2024	2024	LESS: 2024	2025	2025	\$ OVER	% OVER
	FORECAST	BUDGET*	NON-	BASE	BUDGET	2024	2024
			RECURRING	BUDGET	IMPACTS	BUDGET	BUDGET
<b>OPERATING</b>							
<b>REVENUES</b>							
<b>GENERAL REVENUES</b>							
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%
<b>TOTAL GENERAL REVENUES</b>	<b>(4,229,194)</b>	<b>(4,208,818)</b>	<b>-</b>	<b>(557,273)</b>	<b>-</b>	<b>(4,766,091)</b>	<b>(557,273) 13.2%</b>
OTHER REVENUES	(1,412)	-	-	-	(47,482)	(47,482)	(47,482) -
<b>TOTAL REVENUES</b>	<b>(4,230,606)</b>	<b>(4,208,818)</b>	<b>-</b>	<b>(557,273)</b>	<b>(47,482)</b>	<b>(4,813,573)</b>	<b>(604,755) 14.4%</b>
<b>EXPENSES</b>							
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%
<b>TOTAL EXPENSES</b>	<b>6,043,450</b>	<b>4,208,818</b>	<b>-</b>	<b>557,273</b>	<b>47,482</b>	<b>4,813,573</b>	<b>604,755 14.4%</b>
<b>PROGRAM SURPLUS/DEFICIT</b>							
RESERVE CONTRIBUTION TO (FROM)	(1,812,844)	-	-	-	-	-	- -
<b>TOTAL PROGRAM SURPLUS/DEFICIT</b>	<b>(1,812,844)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>- -</b>
<b>NET OPERATING</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>- -</b>
<b>CAPITAL</b>							
CAPITAL REVENUES	(3,282,000)	(3,989,895)	128,000	(563,605)	(1,733,080)	(6,158,580)	(2,168,685) 54.4%
CAPITAL EXPENSES	3,282,000	3,989,895	(128,000)	563,605	1,733,080	6,158,580	2,168,685 54.4%
<b>NET CAPITAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>- -</b>
<b>SUMMARY</b>							
TOTAL REVENUES	(7,512,606)	(8,198,713)	128,000	(1,120,878)	(1,780,562)	(10,972,153)	(2,773,440) 33.8%
TOTAL EXPENSES	9,325,450	8,198,713	(128,000)	1,120,878	1,780,562	10,972,153	2,773,440 33.8%
TOTAL PROGRAM SURPLUS/DEFICIT	(1,812,844)	-	-	-	-	-	- -
<b>TOTAL LEVY</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>- -</b>
<b>% BUDGET INCREASE (DECREASE)</b>							

**Wastewater – Ingersoll**

	2024	2024	LESS: 2024	2025	2025	\$ OVER	% OVER
	FORECAST	BUDGET*	NON-	BASE	BUDGET	2025	2024
			RECURRING	BUDGET	IMPACTS	BUDGET	BUDGET
<b>OPERATING</b>							
<b>REVENUES</b>							
<b>GENERAL REVENUES</b>							
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%
<b>TOTAL GENERAL REVENUES</b>	<b>(4,617,168)</b>	<b>(4,616,104)</b>	<b>-</b>	<b>(115,056)</b>	<b>-</b>	<b>(4,731,160)</b>	<b>(115,056) 2.5%</b>
<b>OTHER REVENUES</b>	<b>(98,219)</b>	<b>(297,377)</b>	<b>-</b>	<b>7,166</b>	<b>(1,061)</b>	<b>(291,272)</b>	<b>6,105 (2.1%)</b>
<b>TOTAL REVENUES</b>	<b>(4,715,387)</b>	<b>(4,913,481)</b>	<b>-</b>	<b>(107,890)</b>	<b>(1,061)</b>	<b>(5,022,432)</b>	<b>(108,951) 2.2%</b>
<b>EXPENSES</b>							
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%
<b>TOTAL EXPENSES</b>	<b>5,253,937</b>	<b>4,913,481</b>	<b>-</b>	<b>107,890</b>	<b>1,061</b>	<b>5,022,432</b>	<b>108,951 2.2%</b>
<b>PROGRAM SURPLUS/DEFICIT</b>							
RESERVE CONTRIBUTION TO (FROM)	(538,550)	-	-	-	-	-	-
<b>TOTAL PROGRAM SURPLUS/DEFICIT</b>	<b>(538,550)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET OPERATING</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>CAPITAL</b>							
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%
<b>NET CAPITAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>SUMMARY</b>							
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)	-	-	-	-	-	-
<b>TOTAL LEVY</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>% BUDGET INCREASE (DECREASE)</b>							

**Wastewater – Norwich**

	2024	2024	LESS: 2024	2025	2025	\$ OVER	% OVER
	FORECAST	BUDGET*	NON-	BASE	BUDGET	2025	2024
			RECURRING	BUDGET	IMPACTS	BUDGET	BUDGET
<b>OPERATING</b>							
<b>REVENUES</b>							
<b>GENERAL REVENUES</b>							
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%
<b>TOTAL GENERAL REVENUES</b>	<b>(998,050)</b>	<b>(977,410)</b>	<b>-</b>	<b>(60,860)</b>	<b>-</b>	<b>(1,038,270)</b>	<b>(60,860) 6.2%</b>
OTHER REVENUES	(730)	-	-	-	(285)	(285)	(285) -
<b>TOTAL REVENUES</b>	<b>(998,780)</b>	<b>(977,410)</b>	<b>-</b>	<b>(60,860)</b>	<b>(285)</b>	<b>(1,038,555)</b>	<b>(61,145) 6.3%</b>
<b>EXPENSES</b>							
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%
<b>TOTAL EXPENSES</b>	<b>1,029,333</b>	<b>977,410</b>	<b>-</b>	<b>60,860</b>	<b>285</b>	<b>1,038,555</b>	<b>61,145 6.3%</b>
<b>PROGRAM SURPLUS/DEFICIT</b>							
RESERVE CONTRIBUTION TO (FROM)	(30,553)	-	-	-	-	-	- -
<b>TOTAL PROGRAM SURPLUS/DEFICIT</b>	<b>(30,553)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>- -</b>
<b>NET OPERATING</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>- -</b>
<b>CAPITAL</b>							
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%
<b>NET CAPITAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>- -</b>
<b>SUMMARY</b>							
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)	-	-	-	-	-	- -
<b>TOTAL LEVY</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>- -</b>
<b>% BUDGET INCREASE (DECREASE)</b>							

**Wastewater – Tavistock**

	2024	2024	LESS: 2024	2025	2025	\$ OVER	% OVER	
	FORECAST	BUDGET*	NON-RECURRING	BASE BUDGET	BUDGET IMPACTS	2025 BUDGET	2024 BUDGET	
<b>OPERATING</b>								
<b>REVENUES</b>								
<b>GENERAL REVENUES</b>								
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%
<b>TOTAL GENERAL REVENUES</b>	<b>(3,543,048)</b>	<b>(2,527,591)</b>	<b>-</b>	<b>(669,783)</b>	<b>-</b>	<b>(3,197,374)</b>	<b>(669,783)</b>	<b>26.5%</b>
OTHER REVENUES	(167,861)	(167,171)	-	-	(25,604)	(192,775)	(25,604)	15.3%
<b>TOTAL REVENUES</b>	<b>(3,710,909)</b>	<b>(2,694,762)</b>	<b>-</b>	<b>(669,783)</b>	<b>(25,604)</b>	<b>(3,390,149)</b>	<b>(695,387)</b>	<b>25.8%</b>
<b>EXPENSES</b>								
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%
DEBT REPAYMENT	840,377	840,377	-	(32,435)	-	807,942	(32,435)	(3.9%)
RESERVE TRANSFERS	1,066,170	887,448	(170)	644,117	(14,042)	1,517,353	629,905	71.0%
INTERDEPARTMENTAL CHARGES	535,846	529,326	(1,448)	25,698	5,906	559,482	30,156	5.7%
<b>TOTAL EXPENSES</b>	<b>2,979,704</b>	<b>2,694,762</b>	<b>-</b>	<b>669,783</b>	<b>25,604</b>	<b>3,390,149</b>	<b>695,387</b>	<b>25.8%</b>
<b>PROGRAM SURPLUS/DEFICIT</b>								
RESERVE CONTRIBUTION TO (FROM)	731,205	-	-	-	-	-	-	-
<b>TOTAL PROGRAM SURPLUS/DEFICIT</b>	<b>731,205</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET OPERATING</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>CAPITAL</b>								
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%
<b>NET CAPITAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>SUMMARY</b>								
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	-	-	-	-	-	-	-
<b>TOTAL LEVY</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>% BUDGET INCREASE (DECREASE)</b>								

Wastewater – Plattsville

	2024	2024	LESS: 2024	2025	2025		\$ OVER	% OVER
	FORECAST	BUDGET*	NON-	BASE	BUDGET	2025	2024	2024
			RECURRING	BUDGET	IMPACTS	BUDGET	BUDGET	BUDGET
<b>OPERATING</b>								
<b>REVENUES</b>								
<b>GENERAL REVENUES</b>								
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%
<b>TOTAL GENERAL REVENUES</b>	<b>(595,572)</b>	<b>(589,149)</b>	<b>-</b>	<b>(72,623)</b>	<b>-</b>	<b>(661,772)</b>	<b>(72,623)</b>	<b>12.3%</b>
OTHER REVENUES	(9,074)	(8,746)	-	8,746	(122)	(122)	8,624	(98.6%)
<b>TOTAL REVENUES</b>	<b>(604,646)</b>	<b>(597,895)</b>	<b>-</b>	<b>(63,877)</b>	<b>(122)</b>	<b>(661,894)</b>	<b>(63,999)</b>	<b>10.7%</b>
<b>EXPENSES</b>								
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%
<b>TOTAL EXPENSES</b>	<b>695,703</b>	<b>682,789</b>	<b>(690)</b>	<b>(20,327)</b>	<b>122</b>	<b>661,894</b>	<b>(20,895)</b>	<b>(3.1%)</b>
<b>PROGRAM SURPLUS/DEFICIT</b>								
RESERVE CONTRIBUTION TO (FROM)	(91,057)	(84,894)	690	84,204	-	-	84,894	(100.0%)
<b>TOTAL PROGRAM SURPLUS/DEFICIT</b>	<b>(91,057)</b>	<b>(84,894)</b>	<b>690</b>	<b>84,204</b>	<b>-</b>	<b>-</b>	<b>84,894</b>	<b>(100.0%)</b>
<b>NET OPERATING</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>CAPITAL</b>								
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%
<b>NET CAPITAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>SUMMARY</b>								
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%)
<b>TOTAL LEVY</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>% BUDGET INCREASE (DECREASE)</b>								

Wastewater – Thamesford

	2024	2024	LESS: 2024	2025	2025	\$ OVER	% OVER	
	FORECAST	BUDGET*	NON-RECURRING	BASE BUDGET	BUDGET IMPACTS	2025 BUDGET	2024 BUDGET	
<b>OPERATING</b>								
<b>REVENUES</b>								
<b>GENERAL REVENUES</b>								
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%
<b>TOTAL GENERAL REVENUES</b>	<b>(1,151,236)</b>	<b>(1,038,750)</b>	<b>-</b>	<b>(131,331)</b>	<b>-</b>	<b>(1,170,081)</b>	<b>(131,331)</b>	<b>12.6%</b>
OTHER REVENUES	(571)	-	-	-	(229)	(229)	(229)	-
<b>TOTAL REVENUES</b>	<b>(1,151,807)</b>	<b>(1,038,750)</b>	<b>-</b>	<b>(131,331)</b>	<b>(229)</b>	<b>(1,170,310)</b>	<b>(131,560)</b>	<b>12.7%</b>
<b>EXPENSES</b>								
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%)
<b>TOTAL EXPENSES</b>	<b>1,047,146</b>	<b>1,038,750</b>	<b>-</b>	<b>131,331</b>	<b>229</b>	<b>1,170,310</b>	<b>131,560</b>	<b>12.7%</b>
<b>PROGRAM SURPLUS/DEFICIT</b>								
RESERVE CONTRIBUTION TO (FROM)	104,661	-	-	-	-	-	-	-
<b>TOTAL PROGRAM SURPLUS/DEFICIT</b>	<b>104,661</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET OPERATING</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>CAPITAL</b>								
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%
<b>NET CAPITAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>SUMMARY</b>								
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	-	-	-	-	-	-	-
<b>TOTAL LEVY</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>% BUDGET INCREASE (DECREASE)</b>								

**Wastewater – Drumbo**

	2024	2024	LESS: 2024	2025	2025	\$ OVER	% OVER	
	FORECAST	BUDGET*	NON-RECURRING	BASE BUDGET	BUDGET IMPACTS	2025 BUDGET	2024 BUDGET	
<b>OPERATING</b>								
<b>REVENUES</b>								
<b>GENERAL REVENUES</b>								
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)	-	-
<b>TOTAL GENERAL REVENUES</b>	(390,122)	(417,400)	-	(16,643)	-	(434,043)	(16,643)	4.0%
<b>OTHER REVENUES</b>	(26,574)	-	-	(22,159)	(71)	(22,230)	(22,230)	-
<b>TOTAL REVENUES</b>	(416,696)	(417,400)	-	(38,802)	(71)	(456,273)	(38,873)	9.3%
<b>EXPENSES</b>								
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%
<b>TOTAL EXPENSES</b>	492,539	417,400	-	38,802	71	456,273	38,873	9.3%
<b>PROGRAM SURPLUS/DEFICIT</b>								
RESERVE CONTRIBUTION TO (FROM)	(75,843)	-	-	-	-	-	-	-
<b>TOTAL PROGRAM SURPLUS/DEFICIT</b>	(75,843)	-	-	-	-	-	-	-
<b>NET OPERATING</b>	-	-	-	-	-	-	-	-
<b>CAPITAL</b>								
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%
<b>NET CAPITAL</b>	-	-	-	-	-	-	-	-
<b>SUMMARY</b>								
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)	-	-	-	-	-	-	-
<b>TOTAL LEVY</b>	-	-	-	-	-	-	-	-
<b>% BUDGET INCREASE (DECREASE)</b>								

Wastewater - Mt. Elgin

	2024	2024	LESS: 2024	2025	2025	\$ OVER	% OVER
	FORECAST	BUDGET*	NON-	BASE	BUDGET	2024	2024
			RECURRING	BUDGET	IMPACTS	BUDGET	BUDGET
<b>OPERATING</b>							
<b>REVENUES</b>							
<b>GENERAL REVENUES</b>							
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%
<b>TOTAL GENERAL REVENUES</b>	<b>(303,529)</b>	<b>(300,478)</b>	<b>-</b>	<b>(33,444)</b>	<b>-</b>	<b>(333,922)</b>	<b>(33,444) 11.1%</b>
OTHER REVENUES	(114)	-	-	-	(48)	(48)	(48) -
<b>TOTAL REVENUES</b>	<b>(303,643)</b>	<b>(300,478)</b>	<b>-</b>	<b>(33,444)</b>	<b>(48)</b>	<b>(333,970)</b>	<b>(33,492) 11.1%</b>
<b>EXPENSES</b>							
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%
<b>TOTAL EXPENSES</b>	<b>366,402</b>	<b>300,478</b>	<b>-</b>	<b>33,444</b>	<b>48</b>	<b>333,970</b>	<b>33,492 11.1%</b>
<b>PROGRAM SURPLUS/DEFICIT</b>							
RESERVE CONTRIBUTION TO (FROM)	(62,759)	-	-	-	-	-	- -
<b>TOTAL PROGRAM SURPLUS/DEFICIT</b>	<b>(62,759)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>- -</b>
<b>NET OPERATING</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>- -</b>
<b>CAPITAL</b>							
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%)
<b>NET CAPITAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>- -</b>
<b>SUMMARY</b>							
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)	-	-	-	-	-	- -
<b>TOTAL LEVY</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>- -</b>
<b>% BUDGET INCREASE (DECREASE)</b>							



Wastewater – Embro

	2024	2024	LESS: 2024	2025	2025	\$ OVER	% OVER	
	FORECAST	BUDGET*	NON-RECURRING	BASE BUDGET	BUDGET IMPACTS	2025 BUDGET	2024 BUDGET	
<b>OPERATING</b>								
<b>REVENUES</b>								
<b>GENERAL REVENUES</b>								
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%)
<b>TOTAL GENERAL REVENUES</b>	<b>(323,263)</b>	<b>(325,289)</b>	<b>-</b>	<b>(21,526)</b>	<b>-</b>	<b>(346,815)</b>	<b>(21,526)</b>	<b>6.6%</b>
OTHER REVENUES	(183)	-	-	-	(69)	(69)	(69)	-
<b>TOTAL REVENUES</b>	<b>(323,446)</b>	<b>(325,289)</b>	<b>-</b>	<b>(21,526)</b>	<b>(69)</b>	<b>(346,884)</b>	<b>(21,595)</b>	<b>6.6%</b>
<b>EXPENSES</b>								
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%
<b>TOTAL EXPENSES</b>	<b>345,771</b>	<b>325,289</b>	<b>-</b>	<b>21,526</b>	<b>69</b>	<b>346,884</b>	<b>21,595</b>	<b>6.6%</b>
<b>PROGRAM SURPLUS/DEFICIT</b>								
RESERVE CONTRIBUTION TO (FROM)	(22,325)	-	-	-	-	-	-	-
<b>TOTAL PROGRAM SURPLUS/DEFICIT</b>	<b>(22,325)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET OPERATING</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>CAPITAL</b>								
CAPITAL REVENUES	(62,500)	(62,500)	-	62,500	-	-	62,500	(100.0%)
CAPITAL EXPENSES	62,500	62,500	-	(62,500)	-	-	(62,500)	(100.0%)
<b>NET CAPITAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>SUMMARY</b>								
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)	-	-	-	-	-	-	-
<b>TOTAL LEVY</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>% BUDGET INCREASE (DECREASE)</b>								

Wastewater – Innerkip

	2024	2024	LESS: 2024	2025	2025	\$ OVER	% OVER	
	FORECAST	BUDGET*	NON-RECURRING	BASE BUDGET	BUDGET IMPACTS	2025 BUDGET	2024 BUDGET	
<b>OPERATING</b>								
<b>REVENUES</b>								
<b>GENERAL REVENUES</b>								
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)	-	-
<b>TOTAL GENERAL REVENUES</b>	<b>(387,892)</b>	<b>(408,425)</b>	<b>-</b>	<b>(42,978)</b>	<b>-</b>	<b>(451,403)</b>	<b>(42,978)</b>	<b>10.5%</b>
OTHER REVENUES	(301)	-	-	-	(114)	(114)	(114)	-
<b>TOTAL REVENUES</b>	<b>(388,193)</b>	<b>(408,425)</b>	<b>-</b>	<b>(42,978)</b>	<b>(114)</b>	<b>(451,517)</b>	<b>(43,092)</b>	<b>10.6%</b>
<b>EXPENSES</b>								
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%
<b>TOTAL EXPENSES</b>	<b>448,265</b>	<b>408,425</b>	<b>-</b>	<b>42,978</b>	<b>114</b>	<b>451,517</b>	<b>43,092</b>	<b>10.6%</b>
<b>PROGRAM SURPLUS/DEFICIT</b>								
RESERVE CONTRIBUTION TO (FROM)	(60,072)	-	-	-	-	-	-	-
<b>TOTAL PROGRAM SURPLUS/DEFICIT</b>	<b>(60,072)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET OPERATING</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>CAPITAL</b>								
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%)
<b>NET CAPITAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>SUMMARY</b>								
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)	-	-	-	-	-	-	-
<b>TOTAL LEVY</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>% BUDGET INCREASE (DECREASE)</b>								

**FTE – SCADA Technician**

**FTE 2025-05**

<b>SUMMARY</b>	
<b>Type of FTE request</b>	Maintain Service Level
<b>Classification</b>	Full-time - Permanent
<b>Job Title</b>	SCADA Technician
<b>FTE</b>	1.0 FTE
<b>Description</b>	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.

<b>STRATEGIC PLAN</b>

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

<b>REQUEST DETAILS</b>
<p><b>Importance of Water and Wastewater SCADA Systems:</b></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
<b># of SCADA Master Plan Projects</b>	8	17	12	9	8	5	3
<b>SCADA Master Plan Projects Cost</b>	\$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
<b>Revenues</b>			
Reserve Funding – Water and Wastewater Reserves	\$10,000	\$-	\$10,000
<b>Total revenues</b>	<b>10,000</b>	<b>-</b>	<b>10,000</b>
<b>Salaries and benefits</b>			
<b>Total salaries and benefits</b>	<b>-</b>	<b>113,398</b>	<b>113,398</b>
<b>Operating expenses</b>			
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
<b>Total operating expenses</b>	<b>7,520</b>	<b>(24,100)</b>	<b>(16,580)</b>
<b>Capital</b>			
Laptop and Monitors	2,000	-	2,000
Office Modifications	5,000	-	5,000
Office Furniture	3,000	-	3,000
<b>Total capital</b>	<b>10,000</b>	<b>-</b>	<b>10,000</b>
<b>Water and Wastewater Rates</b>	<b>\$7,520</b>	<b>\$89,298</b>	<b>\$96,818</b>
Initiative Gapping – March 1, 2025 <b>2026 Budget Impact</b>	-	18,950	18,950
<b>2025 Budget Impact</b>	<b>\$7,520</b>	<b>\$70,348</b>	<b>\$77,868</b>

**FTE – Water and Wastewater Technical Services Co-op Student**

**FTE 2025-06**

<b>SUMMARY</b>	
<b>Type of FTE request</b>	Expand Service Level
<b>Classification</b>	Student - Permanent
<b>Job Title</b>	Water and Wastewater Technical Services Co-op Student
<b>FTE</b>	0.3
<b>Description</b>	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.

<b>STRATEGIC PLAN</b>

<p><i>Goal 3.3: Attract, retain and engage staff</i></p>

<b>REQUEST DETAILS</b>
<p><b>Background</b></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
<b>Salaries and benefits</b>			
<b>Total salaries and benefits</b>	-	\$16,662	\$16,662
<b>Water and Wastewater Rates</b>	\$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
<b>Operating expenses</b>			
Watermain Swabbing	-	\$50,500	\$50,500
Sanitary Sewer de-rooting	-	75,500	75,500
<b>Total operating expenses</b>	-	<b>126,000</b>	<b>\$126,000</b>
<b>Water and Wastewater Rates</b>	<b>\$-</b>	<b>\$126,000</b>	<b>\$126,000</b>

**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**

<b>Activity</b>	<b>Yearly Estimated Staff Time Savings</b>	<b>Estimated Yearly Cost Eliminated</b>
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	
<b>Annual Saving Projections</b>	<b>1,420 staff hours</b>	<b>\$1,800</b>

\*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
<b>Operating expenses</b>			
eRIS Electronic Logbook License	20,000	-	20,000
Annual Partner Fees	-	6,000	6,000
Physical Logbook Yearly Purchases		(1,800)	(1,800)
<b>Total operating expenses</b>	<b>20,000</b>	<b>4,200</b>	<b>24,200</b>
<b>Water and Wastewater Rates</b>	<b>\$20,000</b>	<b>\$4,200</b>	<b>\$24,200</b>

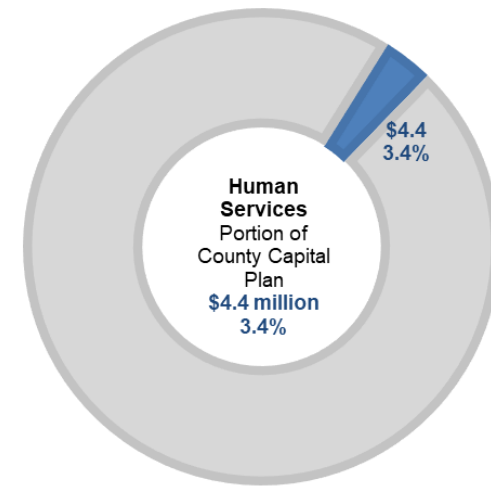
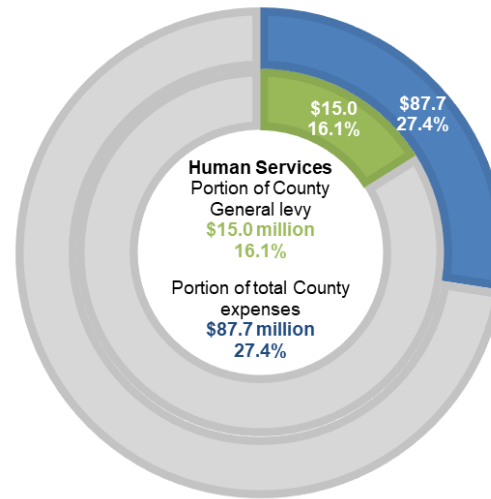
# 2025 Budget

## 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	<b>Community Services</b>	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"> <li>Ontario Works</li> <li>Supportive Housing</li> <li>Discretionary Benefits</li> </ul>	29.4	1.0
	<b>Child Care and EarlyON</b>	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"> <li>Licensed Child Care Service System Management</li> <li>Child Care Subsidy</li> <li>EarlyON Child and Family Centres</li> <li>Special Needs Resourcing (SNR)</li> <li>CWELCC/Growth Plan</li> </ul>	14.5	-
	<b>Housing Services</b>	Housing Services offers various programs to help people who don't have suitable housing.	<ul style="list-style-type: none"> <li>Shelter (Direct Delivered)</li> <li>Housing Service System Management</li> <li>Homelessness Prevention Programs</li> </ul>	5.1	-
<b>Total</b>				<b>49.0</b>	<b>1.0</b>

5 Year Projected Budget

	2025	2026	2027	2028	2029
	BUDGET	PROJECTED BUDGET	PROJECTED BUDGET	PROJECTED BUDGET	PROJECTED BUDGET
<b>OPERATING</b>					
<b>REVENUES</b>					
GENERAL REVENUES	(65,885,474)	(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)
<b>TOTAL REVENUES</b>	<b>(68,325,474)</b>	<b>(67,240,644)</b>	<b>(67,130,837)</b>	<b>(67,155,780)</b>	<b>(67,185,061)</b>
<b>EXPENSES</b>					
SALARIES AND BENEFITS	5,529,088	5,698,615	5,886,938	6,057,351	6,224,094
OPERATING EXPENSES	71,799,364	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
<b>TOTAL EXPENSES</b>	<b>83,302,006</b>	<b>82,815,025</b>	<b>83,108,911</b>	<b>80,465,947</b>	<b>80,839,586</b>
<b>NET OPERATING</b>	<b>14,976,532</b>	<b>15,574,381</b>	<b>15,978,074</b>	<b>13,310,167</b>	<b>13,654,525</b>
<b>CAPITAL</b>					
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
<b>NET CAPITAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>SUMMARY</b>					
<b>TOTAL REVENUES</b>	<b>(72,735,474)</b>	<b>(68,638,644)</b>	<b>(67,983,237)</b>	<b>(68,508,780)</b>	<b>(68,111,561)</b>
<b>TOTAL EXPENSES</b>	<b>87,712,006</b>	<b>84,213,025</b>	<b>83,961,311</b>	<b>81,818,947</b>	<b>81,766,086</b>
<b>TOTAL LEVY</b>	<b>14,976,532</b>	<b>15,574,381</b>	<b>15,978,074</b>	<b>13,310,167</b>	<b>13,654,525</b>

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.	<b>\$11,579,891</b> Payment (\$ of financial assistance)	Community
Supportive Housing	Provision of housing for people who require assistance with the activities of daily living, with financial subsidy.	<b>\$286,094</b> Payment (\$ of financial assistance)	Community
Discretionary Benefits	Provision of funeral costs, health, mobility and assistive devices for those eligible Oxford residents.	<b>\$361,022</b> 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><b>Social Assistance Modernization - Employment Services Transformation</b></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><b>Social Assistance Modernization – Centralized Intake</b></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><b>Review of Service Delivery</b></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><b>Develop an Onboarding Toolkit and Resource Library</b></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>	●			 <i>Goal 3.3: Attract, retain and engage staff</i>	
<p><b>Community Awareness Resources</b></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 on developing community resources and awareness to push a more proactive approach out in our communities.</p>	●			 <i>Goal 1.3: Community health, safety and well-being</i>	

Budget

	2024	2024	LESS: 2024	2025	2025	2025	\$ OVER	% OVER
	FORECAST	BUDGET*	NON-RECURRING	BASE BUDGET	BUDGET IMPACTS	BUDGET	2024 BUDGET	2024 BUDGET
<b>OPERATING</b>								
<b>REVENUES</b>								
<b>GENERAL REVENUES</b>								
PROVINCIAL GRANTS	(13,830,700)	(13,830,700)	58,286	(456,489)	(2,900)	(14,231,803)	(401,103)	2.9%
USER FEES AND CHARGES	(355,200)	(229,200)	-	(20,100)	(51,000)	(300,300)	(71,100)	31.0%
<b>TOTAL GENERAL REVENUES</b>	(14,185,900)	(14,059,900)	58,286	(476,589)	(53,900)	(14,532,103)	(472,203)	3.4%
<b>TOTAL REVENUES</b>	(14,185,900)	(14,059,900)	58,286	(476,589)	(53,900)	(14,532,103)	(472,203)	3.4%
<b>EXPENSES</b>								
<b>SALARIES AND BENEFITS</b>								
SALARIES	2,492,520	2,544,010	(52,860)	65,672	-	2,556,822	12,812	0.5%
BENEFITS	862,120	836,569	(5,426)	92,395	-	923,538	86,969	10.4%
<b>TOTAL SALARIES AND BENEFITS</b>	3,354,640	3,380,579	(58,286)	158,067	-	3,480,360	99,781	3.0%
<b>OPERATING EXPENSES</b>								
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%
<b>TOTAL OPERATING EXPENSES</b>	12,233,342	12,081,403	-	488,277	56,800	12,626,480	545,077	4.5%
<b>INTERDEPARTMENTAL CHARGES</b>								
INTERDEPARTMENTAL CHARGES	597,088	597,088	-	6,848	-	603,936	6,848	1.1%
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	597,088	597,088	-	6,848	-	603,936	6,848	1.1%
<b>TOTAL EXPENSES</b>	16,185,070	16,059,070	(58,286)	653,192	56,800	16,710,776	651,706	4.1%
<b>NET OPERATING</b>	1,999,170	1,999,170	-	176,603	2,900	2,178,673	179,503	9.0%
<b>SUMMARY</b>								
TOTAL REVENUES	(14,185,900)	(14,059,900)	58,286	(476,589)	(53,900)	(14,532,103)	(472,203)	3.4%
TOTAL EXPENSES	16,185,070	16,059,070	(58,286)	653,192	56,800	16,710,776	651,706	4.1%
<b>TOTAL LEVY</b>	1,999,170	1,999,170	-	176,603	2,900	2,178,673	179,503	9.0%
<b>% BUDGET INCREASE (DECREASE)</b>			-	8.8%	0.1%	9.0%		

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

Budget Impact Details

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

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.	<b>2,546</b> Child Care Spaces <b>11</b> 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.	<b>519</b> 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.	<b>3,289</b> Parents/Caregivers & Children Served <b>27,175</b> 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.	<b>192</b> 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.	<b>86</b> 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><b>EarlyON Child and Family Centres</b></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><b>Child Care Expansion/Growth Plan/Canada Wide Early Learning and Childcare Program</b></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><b>Implementation of Revised/Renewed/Updated Child Care and Early Years 5-Year Plan</b></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><b>Review of Service Delivery</b></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: Attract, retain and engage staff	
<p><b>Child Care Cost Based Funding Implementation</b></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: Continuous improvement and results-driven solutions	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
<b>OPERATING</b>								
<b>REVENUES</b>								
<b>GENERAL REVENUES</b>								
PROVINCIAL GRANTS	(22,936,307)	(17,186,616)	-	(26,002,161)	(50,882)	(43,239,659)	(26,053,043)	151.6%
<b>TOTAL GENERAL REVENUES</b>	(22,936,307)	(17,186,616)	-	(26,002,161)	(50,882)	(43,239,659)	(26,053,043)	151.6%
<b>TOTAL REVENUES</b>	(22,936,307)	(17,186,616)	-	(26,002,161)	(50,882)	(43,239,659)	(26,053,043)	151.6%
<b>EXPENSES</b>								
<b>SALARIES AND BENEFITS</b>								
SALARIES	904,538	931,158	-	46,134	37,464	1,014,756	83,598	9.0%
BENEFITS	328,511	341,269	-	39,116	13,418	393,803	52,534	15.4%
<b>TOTAL SALARIES AND BENEFITS</b>	1,233,049	1,272,427	-	85,250	50,882	1,408,559	136,132	10.7%
<b>OPERATING EXPENSES</b>								
MATERIALS	158,060	153,460	-	(43,050)	-	110,410	(43,050)	(28.1%)
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%
<b>TOTAL OPERATING EXPENSES</b>	22,320,873	16,516,582	-	25,941,951	-	42,458,533	25,941,951	157.1%
<b>INTERDEPARTMENTAL CHARGES</b>								
INTERDEPARTMENTAL CHARGES	324,092	306,040	-	24,346	-	330,386	24,346	8.0%
DEPARTMENTAL CHARGES	-	-	-	-	-	-	-	-
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	324,092	306,040	-	24,346	-	330,386	24,346	8.0%
<b>TOTAL EXPENSES</b>	23,878,014	18,095,049	-	26,051,547	50,882	44,197,478	26,102,429	144.3%
<b>NET OPERATING</b>	941,707	908,433	-	49,386	-	957,819	49,386	5.4%
<b>CAPITAL</b>								
<b>CAPITAL REVENUES</b>								
CAPITAL PROVINCIAL GRANTS	-	-	-	-	(65,000)	(65,000)	(65,000)	-
<b>TOTAL CAPITAL REVENUES</b>	-	-	-	-	(65,000)	(65,000)	(65,000)	-
<b>CAPITAL EXPENSES</b>								
<b>NET CAPITAL</b>	-	-	-	-	65,000	65,000	65,000	-
<b>SUMMARY</b>								
<b>TOTAL REVENUES</b>	(22,936,307)	(17,186,616)	-	(26,002,161)	(115,882)	(43,304,659)	(26,118,043)	152.0%
<b>TOTAL EXPENSES</b>	23,878,014	18,095,049	-	26,051,547	115,882	44,262,478	26,167,429	144.6%
<b>TOTAL LEVY</b>	941,707	908,433	-	49,386	-	957,819	49,386	5.4%
<b>% BUDGET INCREASE (DECREASE)</b>			-	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	%
<b>SERVICE LEVEL</b>							
CC-Integrated Program Coordinator FTE	<b>FTE 2025-07</b>	50,882	-	50,882	50,882	-	
		<b>50,882</b>	<b>-</b>	<b>50,882</b>	<b>50,882</b>	<b>-</b>	
<b>MINOR CAPITAL</b>							
CC-Meeting Room Technology	<b>CAP 310500</b>	-	65,000	65,000	65,000	-	
		<b>-</b>	<b>65,000</b>	<b>65,000</b>	<b>65,000</b>	<b>-</b>	
<b>TOTAL</b>		<b>50,882</b>	<b>65,000</b>	<b>115,882</b>	<b>115,882</b>	<b>-</b>	

Capital Budget

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

\*\* 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-gearred-to-income) throughout the County to eligible residents.	<b>636</b> 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.	<b>\$2,921,287</b> Shelter (Subsidy) <b>1,300</b> 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.	<b>\$2,922,000</b> Provincial and Federal funding <b>12</b> 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><b>Support Affordable / Supportive Housing Projects / Programs</b></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><b>Collaborate with Community Partners and Advocate for Housing Opportunities</b></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><b>Promote Community Housing Redevelopment and Negotiate New Operating Agreements</b></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

Description	2025	2026	2027	Strategic Plan	Other Plan Alignment
<p><b>Homelessness Response Strategy</b>                      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
<p><b>Review of Service Delivery</b>                      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>	●			 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
<b>OPERATING REVENUES</b>								
<b>GENERAL REVENUES</b>								
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%
<b>TOTAL GENERAL REVENUES</b>	<b>(12,650,871)</b>	<b>(11,870,257)</b>	<b>359,924</b>	<b>3,609,190</b>	<b>(212,569)</b>	<b>(8,113,712)</b>	<b>3,756,545</b>	<b>(31.6%)</b>
<b>OTHER REVENUES</b>								
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%)
<b>TOTAL OTHER REVENUES</b>	<b>(6,746,931)</b>	<b>(6,746,931)</b>	<b>3,365,000</b>	<b>3,181,931</b>	<b>(2,240,000)</b>	<b>(2,440,000)</b>	<b>4,306,931</b>	<b>(63.8%)</b>
<b>TOTAL REVENUES</b>	<b>(19,397,802)</b>	<b>(18,617,188)</b>	<b>3,724,924</b>	<b>6,791,121</b>	<b>(2,452,569)</b>	<b>(10,553,712)</b>	<b>8,063,476</b>	<b>(43.3%)</b>
<b>EXPENSES</b>								
<b>SALARIES AND BENEFITS</b>								
SALARIES	293,940	384,138	(49,540)	106,595	37,464	478,657	94,519	24.6%
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%)
<b>TOTAL SALARIES AND BENEFITS</b>	<b>384,290</b>	<b>463,053</b>	<b>(24,617)</b>	<b>150,851</b>	<b>50,882</b>	<b>640,169</b>	<b>177,116</b>	<b>38.2%</b>
<b>OPERATING EXPENSES</b>								
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%)
<b>TOTAL OPERATING EXPENSES</b>	<b>24,060,796</b>	<b>24,375,302</b>	<b>(3,565,000)</b>	<b>(6,228,904)</b>	<b>2,132,953</b>	<b>16,714,351</b>	<b>(7,660,951)</b>	<b>(31.4%)</b>
<b>DEBT REPAYMENT</b>								
PRINCIPAL REPAYMENT	158,860	158,860	-	(158,860)	-	-	(158,860)	(100.0%)
INTEREST REPAYMENT	35,272	35,272	-	(35,272)	-	-	(35,272)	(100.0%)
<b>TOTAL DEBT REPAYMENT</b>	<b>194,132</b>	<b>194,132</b>	<b>-</b>	<b>(194,132)</b>	<b>-</b>	<b>-</b>	<b>(194,132)</b>	<b>(100.0%)</b>
<b>RESERVE TRANSFERS</b>								
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%
<b>TOTAL RESERVE TRANSFERS</b>	<b>5,023,261</b>	<b>4,045,000</b>	<b>-</b>	<b>51,000</b>	<b>259,000</b>	<b>4,355,000</b>	<b>310,000</b>	<b>7.7%</b>

	2024	2024	LESS: 2024	2025	2025		\$ OVER	% OVER
	2024	2024	NON-	BASE	BUDGET	2025	2024	2024
	FORECAST	BUDGET*	RECURRING	BUDGET	IMPACTS	BUDGET	BUDGET	BUDGET
<b>INTERDEPARTMENTAL CHARGES</b>								
INTERDEPARTMENTAL CHARGES	546,955	546,955	-	137,277	-	684,232	137,277	25.1%
DEPARTMENTAL CHARGES	-	-	-	-	-	-	-	-
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	546,955	546,955	-	137,277	-	684,232	137,277	25.1%
<b>TOTAL EXPENSES</b>	<b>30,209,434</b>	<b>29,624,442</b>	<b>(3,589,617)</b>	<b>(6,083,908)</b>	<b>2,442,835</b>	<b>22,393,752</b>	<b>(7,230,690)</b>	<b>(24.4%)</b>
<b>PROGRAM SURPLUS/DEFICIT</b>								
<b>RESERVE CONTRIBUTION TO (FROM)</b>								
RESERVE CONTRIBUTION-SURPLUS	195,622	-	-	-	-	-	-	-
<b>TOTAL RESERVE CONTRIBUTION TO (FROM)</b>	195,622	-	-	-	-	-	-	-
<b>TOTAL PROGRAM SURPLUS/DEFICIT</b>	<b>195,622</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET OPERATING</b>	<b>11,007,254</b>	<b>11,007,254</b>	<b>135,307</b>	<b>707,213</b>	<b>(9,734)</b>	<b>11,840,040</b>	<b>832,786</b>	<b>7.6%</b>
<b>CAPITAL</b>								
<b>CAPITAL REVENUES</b>								
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%)
<b>TOTAL CAPITAL REVENUES</b>	<b>(6,337,132)</b>	<b>(6,512,194)</b>	<b>2,608,000</b>	<b>1,532,694</b>	<b>(1,973,500)</b>	<b>(4,345,000)</b>	<b>2,167,194</b>	<b>(33.3%)</b>
<b>CAPITAL EXPENSES</b>	<b>6,339,132</b>	<b>6,514,194</b>	<b>(2,610,000)</b>	<b>(1,532,694)</b>	<b>1,973,500</b>	<b>4,345,000</b>	<b>(2,169,194)</b>	<b>(33.3%)</b>
<b>NET CAPITAL</b>	<b>2,000</b>	<b>2,000</b>	<b>(2,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(2,000)</b>	<b>(100.0%)</b>
<b>SUMMARY</b>								
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)	(7,616,602)	4,416,335	26,738,752	(9,399,884)	(26.0%)
<b>TOTAL LEVY</b>	<b>11,009,254</b>	<b>11,009,254</b>	<b>133,307</b>	<b>707,213</b>	<b>(9,734)</b>	<b>11,840,040</b>	<b>830,786</b>	<b>7.5%</b>
<b>% BUDGET INCREASE (DECREASE)</b>			<b>1.2%</b>	<b>6.4%</b>	<b>(0.1%)</b>	<b>7.5%</b>		

\* 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	%
<b>ONE-TIME ITEMS</b>							
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	-	
		<b>2,000,000</b>	<b>70,000</b>	<b>2,070,000</b>	<b>2,191,500</b>	<b>(121,500)</b>	<b>(1.1%)</b>
<b>SERVICE LEVEL</b>							
HSG-Integrated Program Co-ordinator FTE	<b>FTE 2025-07</b>	50,882	-	50,882	-	<b>50,882</b>	0.5%
		<b>50,882</b>	<b>-</b>	<b>50,882</b>	<b>-</b>	<b>50,882</b>	<b>0.5%</b>
<b>CAPITAL CONTRIBUTION</b>							
HSG-Social Housing Capital Increase (AMP)		50,000	-	50,000	-	<b>50,000</b>	0.5%
		<b>50,000</b>	<b>-</b>	<b>50,000</b>	<b>-</b>	<b>50,000</b>	<b>0.5%</b>
<b>CARRYOVER/IN-YEAR APPROVAL</b>							
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	<b>5,000</b>	0.0%
		<b>311,953</b>	<b>-</b>	<b>311,953</b>	<b>311,069</b>	<b>884</b>	<b>0.0%</b>
<b>INFRASTRUCTURE CAPITAL</b>							
HSG-Tillsonburg AHP Project	<b>CAP 361060</b>	30,000	1,500,000	1,530,000	1,520,000	<b>10,000</b>	0.1%
HSG-Capital impact of additional municipal housing units	<b>CAP Housing</b>	-	403,500	403,500	403,500	-	
		<b>30,000</b>	<b>1,903,500</b>	<b>1,933,500</b>	<b>1,923,500</b>	<b>10,000</b>	<b>0.1%</b>
<b>TOTAL</b>		<b>2,442,835</b>	<b>1,973,500</b>	<b>4,416,335</b>	<b>4,426,069</b>	<b>(9,734)</b>	<b>(0.1%)</b>

Capital Budget

PROJECT # AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2025 REQUEST**	2026	2027-2034
<b>BUILDING</b>							
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	-	-
<b>EQUIPMENT</b>							
360476 - 82 Finkle Equipment	Kitchen Range Hoods	Replacement	Poor	\$16,500	16,500	-	-
<b>FURNISHINGS</b>							
360000 - Furnishings	All housing sites appliance replacements	Replacement	Poor	\$35,000	35,000	-	-
				<b>\$4,345,000</b>	<b>\$4,345,000</b>	<b>\$0</b>	<b>\$0</b>

\*\* 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**

<b>SUMMARY</b>	
<b>Type of FTE request</b>	Maintain Service Level
<b>Classification</b>	Full-time - Permanent
<b>Job Title</b>	Integrated Programs Coordinator
<b>FTE</b>	1.0
<b>Description</b>	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**



*Goal 3.1: Continuous improvement and results-driven solutions*

**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.

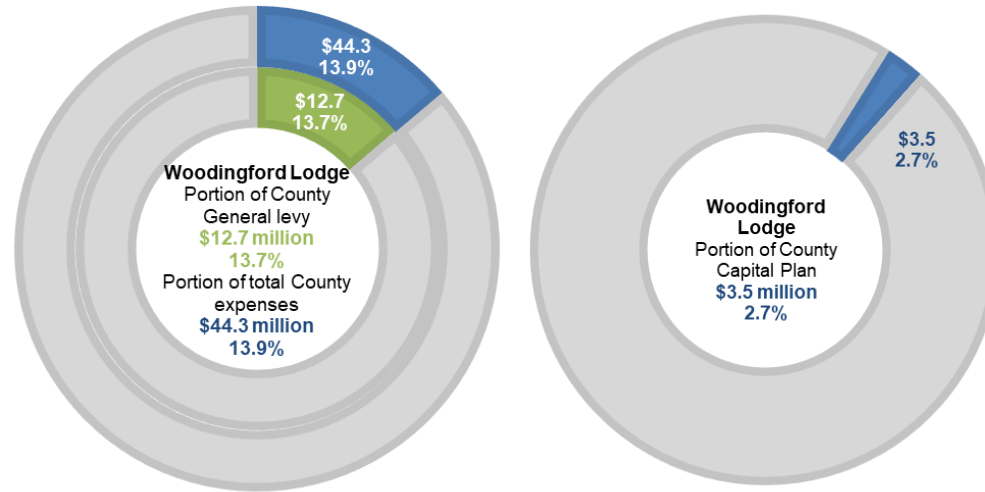
**BUDGET REQUIREMENTS**

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



Woodingford  
Lodge





	Division	Division Description	Services	2025 FTE Base	2025 FTE Temp
<b>Woodingford Lodge</b> Director of Woodingford Lodge	<b>Woodingford Lodge</b>	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"> <li>Long Term Care</li> </ul>	238.4	0.8
<b>Total</b>				<b>238.4</b>	<b>0.8</b>

5 Year Projected Budget

	2025	2026	2027	2028	2029
	PROJECTED	PROJECTED	PROJECTED	PROJECTED	PROJECTED
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
<b>OPERATING</b>					
<b>REVENUES</b>					
GENERAL REVENUES	(28,109,315)	(28,457,110)	(28,956,882)	(28,869,948)	(30,627,686)
OTHER REVENUES	-	-	-	-	(269,261)
<b>TOTAL REVENUES</b>	<b>(28,109,315)</b>	<b>(28,457,110)</b>	<b>(28,956,882)</b>	<b>(28,869,948)</b>	<b>(30,896,947)</b>
<b>EXPENSES</b>					
SALARIES AND BENEFITS	29,772,969	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	-	3,638,349
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
<b>TOTAL EXPENSES</b>	<b>40,797,044</b>	<b>41,719,294</b>	<b>42,646,073</b>	<b>43,003,248</b>	<b>47,658,332</b>
<b>NET OPERATING</b>	<b>12,687,729</b>	<b>13,262,184</b>	<b>13,689,191</b>	<b>14,133,300</b>	<b>16,761,385</b>
<b>CAPITAL</b>					
CAPITAL REVENUES	(3,436,963)	(6,331,611)	(3,838,690)	(6,877,900)	(89,812,246)
CAPITAL EXPENSES	3,485,563	6,370,611	3,838,690	6,877,900	89,812,246
<b>NET CAPITAL</b>	<b>48,600</b>	<b>39,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>SUMMARY</b>					
<b>TOTAL REVENUES</b>	<b>(31,546,278)</b>	<b>(34,788,721)</b>	<b>(32,795,572)</b>	<b>(35,747,848)</b>	<b>(120,709,193)</b>
<b>TOTAL EXPENSES</b>	<b>44,282,607</b>	<b>48,089,905</b>	<b>46,484,763</b>	<b>49,881,148</b>	<b>137,470,578</b>
<b>TOTAL LEVY</b>	<b>12,736,329</b>	<b>13,301,184</b>	<b>13,689,191</b>	<b>14,133,300</b>	<b>16,761,385</b>

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><b>Continual Assessment of Long Term Care Needs</b> 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><b>Promote Quality Excellence through Accreditation</b> 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><b>Develop a Thorough Emergency Preparedness Program</b> 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><b>Development of Continuous Quality Improvement Initiatives</b> 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><b>Evaluate Long Term Care Needs and Services</b> 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
<b>OPERATING</b>								
<b>REVENUES</b>								
<b>GENERAL REVENUES</b>								
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)	-	-
<b>TOTAL GENERAL REVENUES</b>	<b>(27,679,242)</b>	<b>(25,772,518)</b>	<b>141,745</b>	<b>(1,384,400)</b>	<b>(1,094,142)</b>	<b>(28,109,315)</b>	<b>(2,336,797)</b>	<b>9.1%</b>
<b>TOTAL REVENUES</b>	<b>(27,679,242)</b>	<b>(25,772,518)</b>	<b>141,745</b>	<b>(1,384,400)</b>	<b>(1,094,142)</b>	<b>(28,109,315)</b>	<b>(2,336,797)</b>	<b>9.1%</b>
<b>EXPENSES</b>								
<b>SALARIES AND BENEFITS</b>								
SALARIES	22,011,831	21,773,098	(90,556)	311,149	764,003	22,757,694	984,596	4.5%
BENEFITS	6,129,239	6,212,571	(23,787)	593,181	233,310	7,015,275	802,704	12.9%
<b>TOTAL SALARIES AND BENEFITS</b>	<b>28,141,070</b>	<b>27,985,669</b>	<b>(114,343)</b>	<b>904,330</b>	<b>997,313</b>	<b>29,772,969</b>	<b>1,787,300</b>	<b>6.4%</b>
<b>OPERATING EXPENSES</b>								
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%
<b>TOTAL OPERATING EXPENSES</b>	<b>6,168,120</b>	<b>6,125,267</b>	<b>(35,170)</b>	<b>50,858</b>	<b>102,105</b>	<b>6,243,060</b>	<b>117,793</b>	<b>1.9%</b>
<b>DEBT REPAYMENT</b>								
PRINCIPAL REPAYMENT	661,107	661,107	-	-	-	661,107	-	-
INTEREST REPAYMENT	114,926	114,926	-	(35,176)	-	79,750	(35,176)	(30.6%)
<b>TOTAL DEBT REPAYMENT</b>	<b>776,033</b>	<b>776,033</b>	<b>-</b>	<b>(35,176)</b>	<b>-</b>	<b>740,857</b>	<b>(35,176)</b>	<b>(4.5%)</b>
<b>RESERVE TRANSFERS</b>								
CONTRIBUTIONS TO CAPITAL RESERVES	1,364,000	1,364,000	-	102,000	288,000	1,754,000	390,000	28.6%
<b>TOTAL RESERVE TRANSFERS</b>	<b>1,364,000</b>	<b>1,364,000</b>	<b>-</b>	<b>102,000</b>	<b>288,000</b>	<b>1,754,000</b>	<b>390,000</b>	<b>28.6%</b>
<b>INTERDEPARTMENTAL CHARGES</b>								
INTERDEPARTMENTAL CHARGES	2,037,597	2,037,597	-	248,561	-	2,286,158	248,561	12.2%
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>2,037,597</b>	<b>2,037,597</b>	<b>-</b>	<b>248,561</b>	<b>-</b>	<b>2,286,158</b>	<b>248,561</b>	<b>12.2%</b>
<b>TOTAL EXPENSES</b>	<b>38,486,820</b>	<b>38,288,566</b>	<b>(149,513)</b>	<b>1,270,573</b>	<b>1,387,418</b>	<b>40,797,044</b>	<b>2,508,478</b>	<b>6.6%</b>
<b>NET OPERATING</b>	<b>10,807,578</b>	<b>12,516,048</b>	<b>(7,768)</b>	<b>(113,827)</b>	<b>293,276</b>	<b>12,687,729</b>	<b>171,681</b>	<b>1.4%</b>

	2024	2024	LESS: 2024	2025	2025		\$ OVER	% OVER
	FORECAST	BUDGET*	NON-	BASE	BUDGET	2025	2024	2024
<b>CAPITAL</b>			RECURRING	BUDGET	IMPACTS	BUDGET	BUDGET	BUDGET
<b>CAPITAL REVENUES</b>								
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)	(1,000,000)	(3,244,810)	(1,548,778)	91.3%
CAPITAL DEVELOPMENT CHARGES	-	-	-	-	(182,153)	(182,153)	(182,153)	-
CAPITAL CONTRIBUTIONS	(8,500)	-	-	-	-	-	-	-
CAPITAL DONATIONS	-	-	-	-	(10,000)	(10,000)	(10,000)	-
<b>TOTAL CAPITAL REVENUES</b>	<b>(2,669,590)</b>	<b>(2,852,686)</b>	<b>77,000</b>	<b>530,876</b>	<b>(1,192,153)</b>	<b>(3,436,963)</b>	<b>(584,277)</b>	<b>20.5%</b>
<b>CAPITAL EXPENSES</b>	<b>2,711,403</b>	<b>2,891,892</b>	<b>(116,206)</b>	<b>(530,876)</b>	<b>1,240,753</b>	<b>3,485,563</b>	<b>593,671</b>	<b>20.5%</b>
<b>NET CAPITAL</b>	<b>41,813</b>	<b>39,206</b>	<b>(39,206)</b>	<b>-</b>	<b>48,600</b>	<b>48,600</b>	<b>9,394</b>	<b>24.0%</b>
<b>SUMMARY</b>								
TOTAL REVENUES	(30,348,832)	(28,625,204)	218,745	(853,524)	(2,286,295)	(31,546,278)	(2,921,074)	10.2%
TOTAL EXPENSES	41,198,223	41,180,458	(265,719)	739,697	2,628,171	44,282,607	3,102,149	7.5%
<b>TOTAL LEVY</b>	<b>10,849,391</b>	<b>12,555,254</b>	<b>(46,974)</b>	<b>(113,827)</b>	<b>341,876</b>	<b>12,736,329</b>	<b>181,075</b>	<b>1.4%</b>
<b>% BUDGET INCREASE (DECREASE)</b>			<b>(0.4%)</b>	<b>(0.9%)</b>	<b>2.7%</b>	<b>1.4%</b>		

\* 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	%
<b>SERVICE LEVEL</b>							
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%
		<b>309,748</b>	<b>-</b>	<b>309,748</b>	<b>301,873</b>	<b>7,875</b>	<b>0.1%</b>
<b>CAPITAL CONTRIBUTION</b>							
WFL-Woodingford Lodge Capital Increase (AMP)		288,000	-	288,000	-	288,000	2.3%
		<b>288,000</b>	<b>-</b>	<b>288,000</b>	<b>-</b>	<b>288,000</b>	<b>2.3%</b>
<b>CARRYOVER/IN-YEAR APPROVAL</b>							
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	-	-
		<b>789,669</b>	<b>2,600</b>	<b>792,269</b>	<b>792,269</b>	<b>0</b>	<b>0.0%</b>
<b>MINOR CAPITAL</b>							
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%
		<b>-</b>	<b>56,000</b>	<b>56,000</b>	<b>10,000</b>	<b>46,000</b>	<b>0.4%</b>
<b>INFRASTRUCTURE CAPITAL</b>							
WFL-LTC Expansion (New Build)	CAP 911095	-	1,283,000	1,283,000	1,283,000	-	-
		<b>-</b>	<b>1,283,000</b>	<b>1,283,000</b>	<b>1,283,000</b>	<b>-</b>	<b>-</b>
<b>TOTAL</b>		<b>1,387,418</b>	<b>1,341,600</b>	<b>2,729,018</b>	<b>2,387,142</b>	<b>341,876</b>	<b>2.7%</b>



Capital Budget

PROJECT # AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2025 REQUEST**	2026	2027-2034
<b>BUILDING</b>							
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	-	-
911095 - Woodingford Lodge Expansion	New long-term care facility - 160 beds <b>Project will require debt funding on completion</b>	Expansion	N/A	\$106,652,000	1,283,000	31,450,000	73,919,000
<b>COMPUTER EQUIPMENT</b>							
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	-	-
<b>EQUIPMENT</b>							
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	-	-
<b>FURNISHINGS</b>							
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	-	-

PROJECT # AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2025 REQUEST**	2026	2027-2034
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	-	-
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	-	-
<b>UNFINANCED CAPITAL</b>	Projects financed in a different year than expenses incurred.			<b>(\$100,847)</b>	<b>(\$100,847)</b>	<b>-</b>	<b>-</b>
				<b>\$108,892,063</b>	<b>\$3,485,563</b>	<b>\$31,487,500</b>	<b>\$73,919,000</b>

\*\* 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	FORECAST	BUDGET	BUDGET
<b>NURSING AND PERSONAL CARE</b>						
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	19,972,115	223.43	222.82	239.99
OPERATING COSTS	659,754	562,142	645,436	7.91	6.74	7.76
<b>TOTAL NURSING AND PERSONAL CARE</b>	<b>4,252,886</b>	<b>5,086,984</b>	<b>5,110,959</b>	<b>50.96</b>	<b>60.96</b>	<b>61.42</b>
<b>PROGRAM AND SUPPORT SERVICES</b>						
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
<b>TOTAL PROGRAM AND SUPPORT SERVICES</b>	<b>158,041</b>	<b>141,621</b>	<b>240,072</b>	<b>1.89</b>	<b>1.70</b>	<b>2.88</b>
<b>RAW FOOD</b>						
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
<b>TOTAL RAW FOOD</b>	<b>89,397</b>	<b>96,582</b>	<b>98,926</b>	<b>1.07</b>	<b>1.16</b>	<b>1.19</b>
<b>OTHER ACCOMODATIONS</b>						
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	6,337,967	70.41	74.59	76.16
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
<b>TOTAL OTHER ACCOMODATIONS</b>	<b>6,094,584</b>	<b>6,865,789</b>	<b>6,937,749</b>	<b>73.03</b>	<b>82.28</b>	<b>83.37</b>
<b>DEBT REPAYMENT</b>						
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
<b>TOTAL DEBT REPAYMENT</b>	<b>146,886</b>	<b>171,605</b>	<b>136,429</b>	<b>1.76</b>	<b>2.06</b>	<b>1.64</b>
<b>OTHER LTCH FUNDING</b>						
MINISTRY FUNDING	(2,201,983)	(2,481,871)	(1,756,593)	(26.39)	(29.74)	(21.11)
OTHER REVENUES	36	-	-	0.00	-	-
SALARIES AND BENEFITS	1,681,611	1,768,200	1,844,202	20.15	21.19	22.16
OPERATING COSTS	665,533	873,331	100,349	7.98	10.47	1.21
<b>TOTAL OTHER LTCH FUNDING</b>	<b>145,197</b>	<b>159,660</b>	<b>187,958</b>	<b>1.74</b>	<b>1.91</b>	<b>2.26</b>

	2024	2024	2025	PER DIEM	PER DIEM	PER DIEM
	FORECAST	BUDGET*	BUDGET	2024	2024	2025
				FORECAST	BUDGET	BUDGET
<b>ONE TIME FUNDING AND OTHER INITIATIVES</b>						
MINISTRY FUNDING	(1,175,253)	(811,050)	(323,992)	(14.08)	(9.72)	(3.89)
OTHER REVENUES	(40,634)	-	-	(0.49)	-	-
SALARIES AND BENEFITS	363,145	114,343	97,025	4.35	1.37	1.17
OPERATING COSTS	870,811	728,106	249,583	10.44	8.73	3.00
<b>TOTAL ONE TIME FUNDING AND OTHER INITIATIVES</b>	<b>18,069</b>	<b>31,399</b>	<b>22,616</b>	<b>0.22</b>	<b>0.38</b>	<b>0.27</b>
<b>OTHER FUNDING - OUTSIDE OF LTCH</b>						
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
<b>TOTAL OTHER FUNDING - OUTSIDE OF LTCH</b>	<b>(56,670)</b>	<b>(2,400)</b>	<b>(140)</b>	<b>(0.68)</b>	<b>(0.03)</b>	<b>(0.00)</b>
<b>ACCREDITATION</b>						
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
<b>TOTAL ACCREDITATION</b>	<b>1,001</b>	<b>4,016</b>	<b>1,760</b>	<b>0.01</b>	<b>0.05</b>	<b>0.02</b>
<b>FUNDRAISING/DONATIONS</b>						
OTHER REVENUES	-	-	(5,000)	-	-	(0.06)
OPERATING COSTS	-	-	5,000	-	-	0.06
<b>TOTAL FUNDRAISING/DONATIONS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>CAPITAL</b>						
RESERVE FUNDING	-	-	(1,283,000)	-	-	(15.42)
OPERATING COSTS	-	-	1,283,000	-	-	15.42
<b>TOTAL CAPITAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL WOODINGFORD LODGE</b>	<b>10,849,391</b>	<b>12,555,256</b>	<b>12,736,329</b>	<b>130.01</b>	<b>150.46</b>	<b>153.04</b>

**FTE – Personal Support Worker**

**FTE 2025-08**

<b>SUMMARY</b>	
<b>Type of FTE request</b>	Expand Service Level
<b>Classification</b>	Part-time - Permanent
<b>Job Title</b>	Personal Support Worker - Woodstock
<b>FTE</b>	1.4 (8 hours, 7 days a week)
<b>Description</b>	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.

<b>STRATEGIC PLAN</b>

<p><i>Goal 3.3: Attract, retain and engage staff</i></p>

<b>REQUEST DETAILS</b>
<p><b>Background</b></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 31<sup>st</sup> 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
<b>Revenues</b>			
Provincial Funding: RN, RPN, PSW Supplement Funding	\$-	\$138,173	\$138,173
<b>Total revenues</b>	-	<b>138,173</b>	<b>138,173</b>
<b>Salaries and benefits</b>			
<b>Total salaries and benefits</b>	-	<b>138,173</b>	<b>138,173</b>
<b>County Levy</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>

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

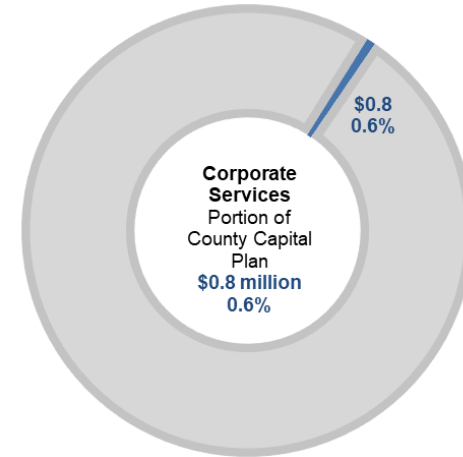
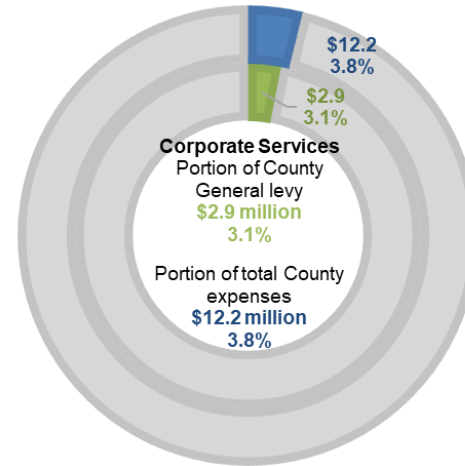


# 2025 Budget

## 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
<b>Corporate Services</b> Director of Corporate Services	<b>Customer Service</b>	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"> <li>Administrative Support and public information</li> </ul>	4.2	-
	<b>Information Technology</b>	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"> <li>IT Infrastructure</li> </ul>	12.0	-
	<b>Information Services</b>	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"> <li>Archives and records management and support</li> <li>Council support</li> <li>Business Applications</li> <li>Risk Management</li> </ul>	18.3	-

Division	Division Description	Services	2025 FTE Base	2025 FTE Temp
<b>Provincial Offences Administration</b>	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"> <li>▪ Court Administration and Prosecution</li> </ul>	5.0	-
<b>Finance</b>	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"> <li>▪ Accounting</li> <li>▪ Payroll</li> <li>▪ Fiscal Management</li> <li>▪ Treasury</li> <li>▪ Asset Management</li> </ul>	20.0	-
<b>Assessment Management</b>	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"> <li>▪ Assessment Base Management</li> </ul>	-	-
<b>Total</b>			<b>59.5</b>	<b>0.0</b>

5 Year Projected Budget

	2025	2026	2027	2028	2029
	BUDGET	PROJECTED BUDGET	PROJECTED BUDGET	PROJECTED BUDGET	PROJECTED BUDGET
<b>OPERATING</b>					
<b>REVENUES</b>					
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	(6,801,716)	(7,054,741)	(7,288,026)	(7,482,635)	(7,687,837)
<b>TOTAL REVENUES</b>	<b>(8,517,916)</b>	<b>(8,292,111)</b>	<b>(8,509,836)</b>	<b>(8,892,335)</b>	<b>(8,975,477)</b>
<b>EXPENSES</b>					
SALARIES AND BENEFITS	7,137,878	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
<b>TOTAL EXPENSES</b>	<b>11,379,272</b>	<b>11,290,276</b>	<b>11,641,284</b>	<b>12,117,180</b>	<b>12,319,343</b>
<b>NET OPERATING</b>	<b>2,861,356</b>	<b>2,998,165</b>	<b>3,131,448</b>	<b>3,224,845</b>	<b>3,343,866</b>
<b>CAPITAL</b>					
CAPITAL REVENUES	(838,577)	(206,350)	(402,450)	(295,250)	(466,100)
CAPITAL EXPENSES	844,577	206,350	402,450	295,250	466,100
<b>NET CAPITAL</b>	<b>6,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>SUMMARY</b>					
<b>TOTAL REVENUES</b>	<b>(9,356,493)</b>	<b>(8,498,461)</b>	<b>(8,912,286)</b>	<b>(9,187,585)</b>	<b>(9,441,577)</b>
<b>TOTAL EXPENSES</b>	<b>12,223,849</b>	<b>11,496,626</b>	<b>12,043,734</b>	<b>12,412,430</b>	<b>12,785,443</b>
<b>TOTAL LEVY</b>	<b>2,867,356</b>	<b>2,998,165</b>	<b>3,131,448</b>	<b>3,224,845</b>	<b>3,343,866</b>

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	BUDGET	2024	2024
			RECURRING	BUDGET	IMPACTS		BUDGET	BUDGET
<b>OPERATING EXPENSES</b>								
OPERATING EXPENSES								
CONTRACTED SERVICES	100,000	100,000	-	-	-	100,000	-	-
<b>TOTAL OPERATING EXPENSES</b>	100,000	100,000	-	-	-	100,000	-	-
<b>TOTAL EXPENSES</b>	100,000	100,000	-	-	-	100,000	-	-
<b>SUMMARY</b>								
TOTAL EXPENSES	100,000	100,000	-	-	-	100,000	-	-
<b>TOTAL LEVY</b>	100,000	100,000	-	-	-	100,000	-	-
% BUDGET INCREASE (DECREASE)			-	-	-	-		

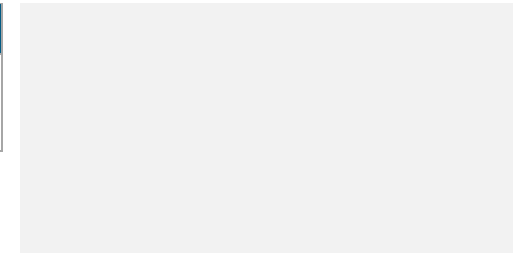
\* May include in-year approved transfer and/or account reclassifications in accordance with Purchasing Policy No. 6.07

## 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
<b>Customer Relationship Manager Software</b> 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
<b>OPERATING</b>								
<b>REVENUES</b>								
<b>GENERAL REVENUES</b>								
PROVINCIAL GRANTS	(34,091)	(34,091)	34,091	-	-	-	34,091	(100.0%)
USER FEES AND CHARGES	(1,500)	(500)	-	(400)	-	(900)	(400)	80.0%
<b>TOTAL GENERAL REVENUES</b>	<b>(35,591)</b>	<b>(34,591)</b>	<b>34,091</b>	<b>(400)</b>	<b>-</b>	<b>(900)</b>	<b>33,691</b>	<b>(97.4%)</b>
<b>INTERDEPARTMENTAL RECOVERIES</b>								
INTERDEPARTMENTAL RECOVERIES	(759,313)	(759,313)	11,509	46,371	-	(701,433)	57,880	(7.6%)
<b>TOTAL INTERDEPARTMENTAL RECOVERIES</b>	<b>(759,313)</b>	<b>(759,313)</b>	<b>11,509</b>	<b>46,371</b>	<b>-</b>	<b>(701,433)</b>	<b>57,880</b>	<b>(7.6%)</b>
<b>TOTAL REVENUES</b>	<b>(794,904)</b>	<b>(793,904)</b>	<b>45,600</b>	<b>45,971</b>	<b>-</b>	<b>(702,333)</b>	<b>91,571</b>	<b>(11.5%)</b>
<b>EXPENSES</b>								
<b>SALARIES AND BENEFITS</b>								
SALARIES	458,410	463,291	-	(38,633)	-	424,658	(38,633)	(8.3%)
BENEFITS	136,450	137,673	-	(9,450)	-	128,223	(9,450)	(6.9%)
<b>TOTAL SALARIES AND BENEFITS</b>	<b>594,860</b>	<b>600,964</b>	<b>-</b>	<b>(48,083)</b>	<b>-</b>	<b>552,881</b>	<b>(48,083)</b>	<b>(8.0%)</b>
<b>OPERATING EXPENSES</b>								
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%
<b>TOTAL OPERATING EXPENSES</b>	<b>163,307</b>	<b>158,640</b>	<b>(43,600)</b>	<b>11,081</b>	<b>-</b>	<b>126,121</b>	<b>(32,519)</b>	<b>(20.5%)</b>
<b>INTERDEPARTMENTAL CHARGES</b>								
INTERDEPARTMENTAL CHARGES	32,300	32,300	-	1,300	-	33,600	1,300	4.0%
DEPARTMENTAL CHARGES	-	-	-	(10,269)	-	(10,269)	(10,269)	-
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>32,300</b>	<b>32,300</b>	<b>-</b>	<b>(8,969)</b>	<b>-</b>	<b>23,331</b>	<b>(8,969)</b>	<b>(27.8%)</b>
<b>TOTAL EXPENSES</b>	<b>790,467</b>	<b>791,904</b>	<b>(43,600)</b>	<b>(45,971)</b>	<b>-</b>	<b>702,333</b>	<b>(89,571)</b>	<b>(11.3%)</b>
<b>NET OPERATING</b>	<b>(4,437)</b>	<b>(2,000)</b>	<b>2,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,000</b>	<b>(100.0%)</b>
<b>CAPITAL</b>								
<b>CAPITAL EXPENSES</b>	<b>1,357</b>	<b>2,000</b>	<b>(2,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(2,000)</b>	<b>(100.0%)</b>
<b>NET CAPITAL</b>	<b>1,357</b>	<b>2,000</b>	<b>(2,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(2,000)</b>	<b>(100.0%)</b>
<b>SUMMARY</b>								
<b>TOTAL REVENUES</b>	<b>(794,904)</b>	<b>(793,904)</b>	<b>45,600</b>	<b>45,971</b>	<b>-</b>	<b>(702,333)</b>	<b>91,571</b>	<b>(11.5%)</b>
<b>TOTAL EXPENSES</b>	<b>791,824</b>	<b>793,904</b>	<b>(45,600)</b>	<b>(45,971)</b>	<b>-</b>	<b>702,333</b>	<b>(91,571)</b>	<b>(11.5%)</b>
<b>TOTAL LEVY</b>	<b>(3,080)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>% BUDGET INCREASE (DECREASE)</b>			<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		

\* 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.	<b>31</b> 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.	<b>13</b> Programmed activities	Information
Archives Reference and Information	An external service that provides access to the inactive historical records of the County of Oxford.	<b>1,211</b> 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.	<b>3,450</b> sq. ft of records managed <b>940,819</b> electronic records managed	Support
Council Support	An internal service that supports County Council's lawful decision making process for the County of Oxford.	<b>32</b> 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.	<b>1</b> 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><b>Support Implementation of Asset Management Systems Enhancement Project</b>                      Mobile workforce - Increased visibility, compliance and streamlined workflow.</p>	●	●		 Goal 3.1: Continuous improvement and results-driven solutions	Asset Management Plan
<p><b>Upgrade Water and Wastewater Utility Data</b>                      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><b>Oxford Anniversaries</b>                      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><b>Online Exhibits</b>                      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><b>Records Management Program Review</b>                      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
<b>OPERATING</b>								
<b>REVENUES</b>								
<b>GENERAL REVENUES</b>								
PROVINCIAL GRANTS	(12,974)	-	-	-	-	-	-	-
USER FEES AND CHARGES	(5,031)	(5,000)	-	1,000	-	(4,000)	1,000	(20.0%)
<b>TOTAL GENERAL REVENUES</b>	<b>(18,005)</b>	<b>(5,000)</b>	-	<b>1,000</b>	-	<b>(4,000)</b>	<b>1,000</b>	<b>(20.0%)</b>
<b>INTERDEPARTMENTAL RECOVERIES</b>								
DEPARTMENTAL RECOVERIES	(317,200)	(317,200)	-	(84,800)	-	(402,000)	(84,800)	26.7%
<b>TOTAL INTERDEPARTMENTAL RECOVERIES</b>	<b>(317,200)</b>	<b>(317,200)</b>	-	<b>(84,800)</b>	-	<b>(402,000)</b>	<b>(84,800)</b>	<b>26.7%</b>
<b>TOTAL REVENUES</b>	<b>(335,205)</b>	<b>(322,200)</b>	-	<b>(83,800)</b>	-	<b>(406,000)</b>	<b>(83,800)</b>	<b>26.0%</b>
<b>EXPENSES</b>								
<b>SALARIES AND BENEFITS</b>								
SALARIES	1,265,124	1,335,270	-	197,371	84,279	1,616,920	281,650	21.1%
BENEFITS	400,630	401,422	-	94,489	29,119	525,030	123,608	30.8%
GAPPING ALLOCATION	-	-	-	-	(28,349)	(28,349)	(28,349)	-
<b>TOTAL SALARIES AND BENEFITS</b>	<b>1,665,754</b>	<b>1,736,692</b>	-	<b>291,860</b>	<b>85,049</b>	<b>2,113,601</b>	<b>376,909</b>	<b>21.7%</b>
<b>OPERATING EXPENSES</b>								
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%)
<b>TOTAL OPERATING EXPENSES</b>	<b>560,618</b>	<b>641,565</b>	<b>(8,500)</b>	<b>(133,880)</b>	<b>24,675</b>	<b>523,860</b>	<b>(117,705)</b>	<b>(18.3%)</b>
<b>INTERDEPARTMENTAL CHARGES</b>								
INTERDEPARTMENTAL CHARGES	275,326	275,326	-	47,820	-	323,146	47,820	17.4%
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>275,326</b>	<b>275,326</b>	-	<b>47,820</b>	-	<b>323,146</b>	<b>47,820</b>	<b>17.4%</b>
<b>TOTAL EXPENSES</b>	<b>2,501,698</b>	<b>2,653,583</b>	<b>(8,500)</b>	<b>205,800</b>	<b>109,724</b>	<b>2,960,607</b>	<b>307,024</b>	<b>11.6%</b>
<b>NET OPERATING</b>	<b>2,166,493</b>	<b>2,331,383</b>	<b>(8,500)</b>	<b>122,000</b>	<b>109,724</b>	<b>2,554,607</b>	<b>223,224</b>	<b>9.6%</b>
<b>CAPITAL</b>								
<b>CAPITAL EXPENSES</b>	<b>5,500</b>	<b>5,500</b>	<b>(5,500)</b>	-	<b>2,000</b>	<b>2,000</b>	<b>(3,500)</b>	<b>(63.6%)</b>
<b>NET CAPITAL</b>	<b>5,500</b>	<b>5,500</b>	<b>(5,500)</b>	-	<b>2,000</b>	<b>2,000</b>	<b>(3,500)</b>	<b>(63.6%)</b>
<b>SUMMARY</b>								
<b>TOTAL REVENUES</b>	<b>(335,205)</b>	<b>(322,200)</b>	-	<b>(83,800)</b>	-	<b>(406,000)</b>	<b>(83,800)</b>	<b>26.0%</b>
<b>TOTAL EXPENSES</b>	<b>2,507,198</b>	<b>2,659,083</b>	<b>(14,000)</b>	<b>205,800</b>	<b>111,724</b>	<b>2,962,607</b>	<b>303,524</b>	<b>11.4%</b>
<b>TOTAL LEVY</b>	<b>2,171,993</b>	<b>2,336,883</b>	<b>(14,000)</b>	<b>122,000</b>	<b>111,724</b>	<b>2,556,607</b>	<b>219,724</b>	<b>9.4%</b>
<b>% BUDGET INCREASE (DECREASE)</b>			<b>(0.6%)</b>	<b>5.2%</b>	<b>4.8%</b>	<b>9.4%</b>		

\* 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	%
<b>ONE-TIME ITEMS</b>						
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%
		<b>19,425</b>	<b>-</b>	<b>19,425</b>	<b>19,425</b>	<b>0.8%</b>
<b>SERVICE LEVEL</b>						
IS-Business and Policy Analyst FTE	<b>FTE 2025-10</b>	118,648	2,000	120,648	120,648	5.2%
		<b>118,648</b>	<b>2,000</b>	<b>120,648</b>	<b>120,648</b>	<b>5.2%</b>
<b>INITIATIVE GAPPING</b>						
IS-Business and Policy Analyst FTE	<b>FTE 2025-10</b>	(28,349)	-	(28,349)	(28,349)	(1.2%)
		<b>(28,349)</b>	<b>-</b>	<b>(28,349)</b>	<b>(28,349)</b>	<b>(1.2%)</b>
<b>TOTAL</b>		<b>109,724</b>	<b>2,000</b>	<b>111,724</b>	<b>111,724</b>	<b>4.8%</b>

Capital Budget

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

\*\* 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**

<b>SUMMARY</b>	
<b>Type of FTE request</b>	Expand Service Level
<b>Classification</b>	Full-time - Permanent
<b>Job Title</b>	Business and Policy Analyst
<b>FTE</b>	1.0
<b>Description</b>	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
<b>Salaries and benefits</b>			
<b>Total salaries and benefits</b>	-	113,398	113,398
<b>Operating expenses</b>			
Membership	-	1,000	1,000
Advertising	750	-	750
Training	2,500	1,000	3,500
<b>Total operating expenses</b>	<b>3,250</b>	<b>2,000</b>	<b>5,250</b>
<b>Capital</b>			
Computer Equipment: Laptop	2,000	-	2,000
<b>Total capital</b>	<b>2,000</b>	<b>-</b>	<b>2,000</b>
<b>County Levy</b>	<b>\$5,250</b>	<b>\$115,398</b>	<b>\$120,648</b>
<i>Initiative Gapping – position start April 2025</i> <b>2026 Budget Impact</b>	-	(28,349)	(28,349)
<b>2025 Budget Impact</b>	<b>\$5,250</b>	<b>\$87,049</b>	<b>\$92,299</b>

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><b>Cybersecurity Policy</b>                      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
<b>OPERATING</b>								
<b>REVENUES</b>								
<b>GENERAL REVENUES</b>								
USER FEES AND CHARGES	(157,500)	(149,000)	-	(6,000)	105,000	(50,000)	99,000	(66.4%)
<b>TOTAL GENERAL REVENUES</b>	(157,500)	(149,000)	-	(6,000)	105,000	(50,000)	99,000	(66.4%)
<b>OTHER REVENUES</b>								
RESERVE TRANSFER	-	-	-	-	(100,000)	(100,000)	(100,000)	-
<b>TOTAL OTHER REVENUES</b>	-	-	-	-	(100,000)	(100,000)	(100,000)	-
<b>INTERDEPARTMENTAL RECOVERIES</b>								
INTERDEPARTMENTAL RECOVERIES	(2,426,450)	(2,426,450)	(24,588)	(233,027)	(155,000)	(2,839,065)	(412,615)	17.0%
<b>TOTAL INTERDEPARTMENTAL RECOVERIES</b>	(2,426,450)	(2,426,450)	(24,588)	(233,027)	(155,000)	(2,839,065)	(412,615)	17.0%
<b>TOTAL REVENUES</b>	<b>(2,583,950)</b>	<b>(2,575,450)</b>	<b>(24,588)</b>	<b>(239,027)</b>	<b>(150,000)</b>	<b>(2,989,065)</b>	<b>(413,615)</b>	<b>16.1%</b>
<b>EXPENSES</b>								
<b>SALARIES AND BENEFITS</b>								
SALARIES	1,038,231	1,071,717	-	48,817	-	1,120,534	48,817	4.6%
BENEFITS	326,683	320,285	-	32,998	-	353,283	32,998	10.3%
GAPPING ALLOCATION	-	(27,088)	27,088	-	-	-	27,088	(100.0%)
<b>TOTAL SALARIES AND BENEFITS</b>	<b>1,364,914</b>	<b>1,364,914</b>	<b>27,088</b>	<b>81,815</b>	<b>-</b>	<b>1,473,817</b>	<b>108,903</b>	<b>8.0%</b>
<b>OPERATING EXPENSES</b>								
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%
<b>TOTAL OPERATING EXPENSES</b>	<b>920,332</b>	<b>901,118</b>	<b>(500)</b>	<b>146,797</b>	<b>100,000</b>	<b>1,147,415</b>	<b>246,297</b>	<b>27.3%</b>
<b>RESERVE TRANSFERS</b>								
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%
<b>TOTAL RESERVE TRANSFERS</b>	<b>260,618</b>	<b>260,618</b>	<b>-</b>	<b>8,715</b>	<b>50,000</b>	<b>319,333</b>	<b>58,715</b>	<b>22.5%</b>
<b>INTERDEPARTMENTAL CHARGES</b>								
INTERDEPARTMENTAL CHARGES	46,800	46,800	-	1,700	-	48,500	1,700	3.6%
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>46,800</b>	<b>46,800</b>	<b>-</b>	<b>1,700</b>	<b>-</b>	<b>48,500</b>	<b>1,700</b>	<b>3.6%</b>
<b>TOTAL EXPENSES</b>	<b>2,592,664</b>	<b>2,573,450</b>	<b>26,588</b>	<b>239,027</b>	<b>150,000</b>	<b>2,989,065</b>	<b>415,615</b>	<b>16.2%</b>
<b>NET OPERATING</b>	<b>8,714</b>	<b>(2,000)</b>	<b>2,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,000</b>	<b>(100.0%)</b>



	2024	2024	LESS: 2024	2025	2025		\$ OVER	% OVER
	FORECAST	BUDGET*	NON-RECURRING	BASE BUDGET	BUDGET IMPACTS	2025 BUDGET	2024 BUDGET	2024 BUDGET
<b>CAPITAL</b>								
<b>CAPITAL REVENUES</b>								
CAPITAL RESERVE TRANSFER	(102,300)	(102,300)	-	(169,800)	(65,000)	(337,100)	(234,800)	229.5%
<b>TOTAL CAPITAL REVENUES</b>	(102,300)	(102,300)	-	(169,800)	(65,000)	(337,100)	(234,800)	229.5%
<b>CAPITAL EXPENSES</b>	104,300	104,300	(2,000)	169,800	65,000	337,100	232,800	223.2%
<b>NET CAPITAL</b>	2,000	2,000	(2,000)	-	-	-	(2,000)	(100.0%)
<b>SUMMARY</b>								
TOTAL REVENUES	(2,686,250)	(2,677,750)	(24,588)	(408,827)	(215,000)	(3,326,165)	(648,415)	24.2%
TOTAL EXPENSES	2,696,964	2,677,750	24,588	408,827	215,000	3,326,165	648,415	24.2%
<b>TOTAL LEVY</b>	10,714	-	-	-	-	-	-	-
<b>% BUDGET INCREASE (DECREASE)</b>			-	-	-	-	-	-

\* 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	%
<b>ONE-TIME ITEMS</b>							
IT-Testing		100,000	-	100,000	100,000	-	
		<b>100,000</b>	-	<b>100,000</b>	<b>100,000</b>	-	
<b>SERVICE LEVEL</b>							
IT-Decrease in Support Services Revenue		-	-	-	(105,000)	105,000	4.3%
		-	-	-	(105,000)	105,000	4.3%
<b>NEW INITIATIVES</b>							
IT-Council Chamber Technology Upgrades	NI 2025-06	-	65,000	65,000	65,000	-	
		-	<b>65,000</b>	<b>65,000</b>	<b>65,000</b>	-	
<b>CAPITAL CONTRIBUTION</b>							
IT-Information Technology Capital Increase (AMP)		50,000	-	50,000	-	50,000	2.1%
		<b>50,000</b>	-	<b>50,000</b>	-	<b>50,000</b>	<b>2.1%</b>
<b>TOTAL</b>		<b>150,000</b>	<b>65,000</b>	<b>215,000</b>	<b>60,000</b>	<b>155,000</b>	<b>6.4%</b>

Capital Budget

PROJECT # AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2025 REQUEST**	2026	2027-2034
<b>COMPUTER EQUIPMENT</b>							
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 <b>(NI 2025-06)</b>	Expansion/ Replacement	Fair	\$65,000	65,000	-	-
				<b>\$337,100</b>	<b>\$337,100</b>	<b>\$0</b>	<b>\$0</b>

\*\* 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
<b>Revenue</b>			
Reserve Funding: Information Systems	\$65,000	-	\$65,000
<b>Capital</b>			
Cameras and installation	65,000	-	65,000
<b>County Levy</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>

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><b>Prosecution Model</b></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><b>Provincial Legislation Updates</b></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><b>Automated Speed Enforcement – Administration Space</b></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><b>Automated Speed Enforcement – Administrative Penalties Framework</b></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
<b>OPERATING</b>								
<b>REVENUES</b>								
<b>GENERAL REVENUES</b>								
PROVINCIAL GRANTS	(45,649)	-	-	-	-	-	-	-
USER FEES AND CHARGES	(995,000)	(995,000)	-	-	-	(995,000)	-	-
<b>TOTAL GENERAL REVENUES</b>	<b>(1,040,649)</b>	<b>(995,000)</b>	-	-	-	<b>(995,000)</b>	-	-
<b>TOTAL REVENUES</b>	<b>(1,040,649)</b>	<b>(995,000)</b>	-	-	-	<b>(995,000)</b>	-	-
<b>EXPENSES</b>								
<b>SALARIES AND BENEFITS</b>								
SALARIES	375,270	367,378	-	17,709	-	385,087	17,709	4.8%
BENEFITS	125,980	122,626	-	13,193	-	135,819	13,193	10.8%
<b>TOTAL SALARIES AND BENEFITS</b>	<b>501,250</b>	<b>490,004</b>	-	<b>30,902</b>	-	<b>520,906</b>	<b>30,902</b>	<b>6.3%</b>
<b>OPERATING EXPENSES</b>								
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%
<b>TOTAL OPERATING EXPENSES</b>	<b>453,691</b>	<b>459,392</b>	-	<b>1,252</b>	-	<b>460,644</b>	<b>1,252</b>	<b>0.3%</b>
<b>INTERDEPARTMENTAL CHARGES</b>								
INTERDEPARTMENTAL CHARGES	236,885	236,885	-	(12,686)	-	224,199	(12,686)	(5.4%)
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>236,885</b>	<b>236,885</b>	-	<b>(12,686)</b>	-	<b>224,199</b>	<b>(12,686)</b>	<b>(5.4%)</b>
<b>TOTAL EXPENSES</b>	<b>1,191,826</b>	<b>1,186,281</b>	-	<b>19,468</b>	-	<b>1,205,749</b>	<b>19,468</b>	<b>1.6%</b>
<b>NET OPERATING</b>	<b>151,177</b>	<b>191,281</b>	-	<b>19,468</b>	-	<b>210,749</b>	<b>19,468</b>	<b>10.2%</b>
<b>SUMMARY</b>								
<b>TOTAL REVENUES</b>	<b>(1,040,649)</b>	<b>(995,000)</b>	-	-	-	<b>(995,000)</b>	-	-
<b>TOTAL EXPENSES</b>	<b>1,191,826</b>	<b>1,186,281</b>	-	<b>19,468</b>	-	<b>1,205,749</b>	<b>19,468</b>	<b>1.6%</b>
<b>TOTAL LEVY</b>	<b>151,177</b>	<b>191,281</b>	-	<b>19,468</b>	-	<b>210,749</b>	<b>19,468</b>	<b>10.2%</b>
<b>% BUDGET INCREASE (DECREASE)</b>			-	<b>10.2%</b>	-	<b>10.2%</b>		

\* 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.	<b>39,445</b> AR and AP invoices processed	Support
Payroll	An internal service that provides payroll services for the County of Oxford.	<b>21,839</b> Payroll deposits	Support
Fiscal Management	An internal service that provides financial reporting for the County of Oxford.	<b>200</b> Financial reports completion	Support
Treasury	An internal service that provides cash flow, investment, purchasing coordination and debt management for the County of Oxford.	<b>\$272.0 M</b> in cash and investments managed <b>\$34.8 M</b> in County debt	Support
Asset Management	An internal service that provides long-term asset planning for the County of Oxford.	<b>\$3.7 B</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 <sup>1</sup>	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

<sup>1</sup> 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><b>Review Water and Wastewater Billing Processes</b></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><b>Implement Payroll and Scheduling System</b></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><b>2025 Asset Management Plan – Proposed Levels of Service</b></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
<b>OPERATING</b>								
<b>REVENUES</b>								
<b>GENERAL REVENUES</b>								
USER FEES AND CHARGES	(295,288)	(275,206)	-	108,906	-	(166,300)	108,906	(39.6%)
<b>TOTAL GENERAL REVENUES</b>	(295,288)	(275,206)	-	108,906	-	(166,300)	108,906	(39.6%)
<b>OTHER REVENUES</b>								
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%
<b>TOTAL OTHER REVENUES</b>	(39,950)	(44,679)	-	44,679	(400,000)	(400,000)	(355,321)	795.3%
<b>INTERDEPARTMENTAL RECOVERIES</b>								
INTERDEPARTMENTAL RECOVERIES	(2,676,350)	(2,676,350)	274,500	(222,985)	(234,383)	(2,859,218)	(182,868)	6.8%
<b>TOTAL INTERDEPARTMENTAL RECOVERIES</b>	(2,676,350)	(2,676,350)	274,500	(222,985)	(234,383)	(2,859,218)	(182,868)	6.8%
<b>TOTAL REVENUES</b>	<b>(3,011,588)</b>	<b>(2,996,235)</b>	<b>274,500</b>	<b>(69,400)</b>	<b>(634,383)</b>	<b>(3,425,518)</b>	<b>(429,283)</b>	<b>14.3%</b>
<b>EXPENSES</b>								
<b>SALARIES AND BENEFITS</b>								
SALARIES	1,581,683	1,599,926	-	93,346	176,609	1,869,881	269,955	16.9%
BENEFITS	465,865	494,058	-	60,960	60,049	615,067	121,009	24.5%
GAPPING ALLOCATION	-	-	-	-	(8,275)	(8,275)	(8,275)	-
<b>TOTAL SALARIES AND BENEFITS</b>	<b>2,047,548</b>	<b>2,093,984</b>	<b>-</b>	<b>154,306</b>	<b>228,383</b>	<b>2,476,673</b>	<b>382,689</b>	<b>18.3%</b>
<b>OPERATING EXPENSES</b>								
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%)
<b>TOTAL OPERATING EXPENSES</b>	<b>517,131</b>	<b>827,851</b>	<b>(274,500)</b>	<b>(77,306)</b>	<b>402,000</b>	<b>878,045</b>	<b>50,194</b>	<b>6.1%</b>
<b>RESERVE TRANSFERS</b>								
CONTRIBUTIONS TO RESERVES	368,400	-	-	-	-	-	-	-
<b>TOTAL RESERVE TRANSFERS</b>	<b>368,400</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>INTERDEPARTMENTAL CHARGES</b>								
INTERDEPARTMENTAL CHARGES	64,400	64,400	-	2,400	-	66,800	2,400	3.7%
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>64,400</b>	<b>64,400</b>	<b>-</b>	<b>2,400</b>	<b>-</b>	<b>66,800</b>	<b>2,400</b>	<b>3.7%</b>
<b>TOTAL EXPENSES</b>	<b>2,997,479</b>	<b>2,986,235</b>	<b>(274,500)</b>	<b>79,400</b>	<b>630,383</b>	<b>3,421,518</b>	<b>435,283</b>	<b>14.6%</b>
<b>NET OPERATING</b>	<b>(14,109)</b>	<b>(10,000)</b>	<b>-</b>	<b>10,000</b>	<b>(4,000)</b>	<b>(4,000)</b>	<b>6,000</b>	<b>(60.0%)</b>

	2024	2024	LESS: 2024	2025	2025	2025	\$ OVER	% OVER
	FORECAST	BUDGET*	NON-	BASE	BUDGET	2025	2024	2024
CAPITAL			RECURRING	BUDGET	IMPACTS	BUDGET	BUDGET	BUDGET
<b>CAPITAL REVENUES</b>								
CAPITAL RESERVE TRANSFER	(150,000)	(651,477)	-	150,000	-	(501,477)	150,000	(23.0%)
<b>TOTAL CAPITAL REVENUES</b>	(150,000)	(651,477)	-	150,000	-	(501,477)	150,000	(23.0%)
<b>CAPITAL EXPENSES</b>	150,000	651,477	-	(150,000)	4,000	505,477	(146,000)	(22.4%)
<b>NET CAPITAL</b>	-	-	-	-	4,000	4,000	4,000	-
<b>SUMMARY</b>								
TOTAL REVENUES	(3,161,588)	(3,647,712)	274,500	80,600	(634,383)	(3,926,995)	(279,283)	7.7%
TOTAL EXPENSES	3,147,479	3,637,712	(274,500)	(70,600)	634,383	3,926,995	289,283	8.0%
<b>TOTAL LEVY</b>	(14,109)	(10,000)	-	10,000	-	-	10,000	(100.0%)
<b>% BUDGET INCREASE (DECREASE)</b>			-	(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	%
<b>ONE-TIME ITEMS</b>							
FIN-DC Process and Template Review		50,000	-	50,000	50,000	-	
		<b>50,000</b>	-	<b>50,000</b>	<b>50,000</b>	-	
<b>SERVICE LEVEL</b>							
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%
		<b>238,658</b>	<b>4,000</b>	<b>242,658</b>	-	<b>242,658</b>	<b>9.1%</b>
<b>INITIATIVE GAPPING</b>							
FIN-Financial Analyst - Capital FTE	FTE 2025-11	(8,275)	-	(8,275)	-	(8,275)	(0.3%)
		<b>(8,275)</b>	-	<b>(8,275)</b>	-	<b>(8,275)</b>	<b>(0.3%)</b>
<b>CARRYOVER/IN-YEAR APPROVAL</b>							
FIN-Payroll & Scheduling Software		350,000	-	350,000	350,000	-	
		<b>350,000</b>	-	<b>350,000</b>	<b>350,000</b>	-	
<b>TOTAL</b>		<b>630,383</b>	<b>4,000</b>	<b>634,383</b>	<b>400,000</b>	<b>234,383</b>	<b>8.8%</b>

Capital Budget

PROJECT # AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2025 REQUEST**	2026	2027-2034
<b>COMPUTER EQUIPMENT</b>							
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	-	-
<b>CARRY FORWARD BUDGET</b>	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**

<b>SUMMARY</b>	
<b>Type of FTE request</b>	Maintain Service Level
<b>Classification</b>	Full-time - Permanent
<b>Job Title</b>	Financial Analyst - Capital
<b>FTE</b>	1.0
<b>Description</b>	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**



Goal 3.3: Attract, retain and engage staff

**REQUEST DETAILS**

**Background**

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.

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.

**Workload Management**

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,

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

**FTE – Supervisor of Payroll**

**FTE 2025-12**

<b>SUMMARY</b>	
<b>Type of FTE request</b>	Expand Service Level
<b>Classification</b>	Full-time - Permanent
<b>Job Title</b>	Supervisor of Payroll
<b>FTE</b>	1.0
<b>Description</b>	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
<b>Salaries and benefits</b>			
<b>Total salaries and benefits</b>	-	123,254	123,254
<b>Operating Expenses</b>			
Training	-	500	500
<b>Total operating expenses</b>	-	500	500
<b>Capital</b>			
Computer: Laptop	2,000	-	2,000
<b>Total capital</b>	<b>2,000</b>	-	<b>2,000</b>
<b>Net Interdepartmental Charge</b>	<b>\$2,000</b>	<b>\$123,754</b>	<b>\$125,754</b>

20<sup>25</sup> 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
<b>OPERATING</b>								
<b>REVENUES</b>								
<b>PROPERTY TAXATION</b>								
IN LIEU AND SUPPS	(2,367,900)	(2,409,000)	-	21,100	-	(2,387,900)	21,100	(0.9%)
<b>TOTAL PROPERTY TAXATION</b>	(2,367,900)	(2,409,000)	-	21,100	-	(2,387,900)	21,100	(0.9%)
<b>GENERAL REVENUES</b>								
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%
<b>TOTAL GENERAL REVENUES</b>	(11,597,546)	(8,569,584)	-	487,532	-	(8,082,052)	487,532	(5.7%)
<b>OTHER REVENUES</b>								
RESERVE TRANSFER	(2,753,845)	(2,548,845)	-	2,548,845	-	-	2,548,845	(100.0%)
<b>TOTAL OTHER REVENUES</b>	(2,753,845)	(2,548,845)	-	2,548,845	-	-	2,548,845	(100.0%)
<b>TOTAL REVENUES</b>	(16,719,291)	(13,527,429)	-	3,057,477	-	(10,469,952)	3,057,477	(22.6%)
<b>EXPENSES</b>								
<b>SALARIES AND BENEFITS</b>								
GAPPING ALLOCATION	-	(550,000)	-	-	-	(550,000)	-	-
<b>TOTAL SALARIES AND BENEFITS</b>	-	(550,000)	-	-	-	(550,000)	-	-
<b>OPERATING EXPENSES</b>								
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%
<b>TOTAL OPERATING EXPENSES</b>	5,961,327	5,708,945	-	(2,445,645)	-	3,263,300	(2,445,645)	(42.8%)
<b>DEBT REPAYMENT</b>								
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%)
<b>TOTAL DEBT REPAYMENT</b>	6,582,893	6,750,247	-	(500,958)	-	6,249,289	(500,958)	(7.4%)
<b>RESERVE TRANSFERS</b>								
CONTRIBUTIONS TO RESERVES	140,000	140,000	-	-	-	140,000	-	-
DEVELOPMENT CHARGES EXEMPTIONS	3,890,882	578,000	-	-	4,822,000	5,400,000	4,822,000	834.3%
<b>TOTAL RESERVE TRANSFERS</b>	4,030,882	718,000	-	-	4,822,000	5,540,000	4,822,000	671.6%
<b>TOTAL EXPENSES</b>	16,575,102	12,627,192	-	(2,946,603)	4,822,000	14,502,589	1,875,397	14.9%
<b>NET OPERATING</b>	(144,189)	(900,237)	-	110,874	4,822,000	4,032,637	4,932,874	(548.0%)

	2024	2024	LESS: 2024	2025	2025		\$ OVER	% OVER
	FORECAST	BUDGET*	NON-RECURRING	BASE BUDGET	BUDGET IMPACTS	2025 BUDGET	2024 BUDGET	2024 BUDGET
<b>SUMMARY</b>								
TOTAL REVENUES	(16,719,291)	(13,527,429)	-	3,057,477	-	(10,469,952)	3,057,477	(22.6%)
TOTAL EXPENSES	16,575,102	12,627,192	-	(2,946,603)	4,822,000	14,502,589	1,875,397	14.9%
<b>TOTAL LEVY</b>	<b>(144,189)</b>	<b>(900,237)</b>	<b>-</b>	<b>110,874</b>	<b>4,822,000</b>	<b>4,032,637</b>	<b>4,932,874</b>	<b>(548.0%)</b>
% BUDGET INCREASE (DECREASE)			-	(12.3%)	(535.6%)	(548.0%)		

\* 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	%
<b>DEVELOPMENT CHARGE EXEMPTIONS</b>					
GEN-Non-Statutory development charge exemptions		1,072,704	-	1,072,704	(119.2%)
GEN-Statutory development charge exemptions		104,594	-	104,594	(11.6%)
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		2,438,350	-	2,438,350	(270.9%)
GEN-Growth development charge reserve contribution		44,173	-	44,173	(4.9%)
		<b>4,822,000</b>	<b>-</b>	<b>4,822,000</b>	<b>(535.6%)</b>
<b>TOTAL</b>		<b>4,822,000</b>	<b>-</b>	<b>4,822,000</b>	<b>(535.6%)</b>

Grant Details

	<b>2025 BUDGET</b>
<b>GENERAL</b>	
GRANTS	
Grant Policy Allocation [6.26]	250,000
<b>TOTAL GRANTS</b>	250,000

Budget

	2024	2024	2025	\$ OVER	% OVER
	FORECAST	BUDGET	BUDGET	2024	2024
				BUDGET	BUDGET
<b>OPERATING EXPENSES</b>					
UPPER THAMES	1,447,577	1,339,493	1,556,150	216,657	16.2%
GRAND RIVER	105,841	105,841	109,020	3,179	3.0%
LONG POINT	510,690	510,690	526,010	15,320	3.0%
CATFISH CREEK	15,282	15,282	15,740	458	3.0%
<b>TOTAL OPERATING EXPENSES</b>	<b>2,079,390</b>	<b>1,971,306</b>	<b>2,206,920</b>	<b>235,614</b>	<b>12.0%</b>
<b>TOTAL CONSERVATION AUTHORITIES</b>	<b>2,079,390</b>	<b>1,971,306</b>	<b>2,206,920</b>	<b>235,614</b>	<b>12.0%</b>



Budget

	2024	2024	LESS: 2024	2025	2025	2025	\$ OVER	% OVER
	FORECAST	BUDGET*	NON-RECURRING	BASE BUDGET	BUDGET IMPACTS	BUDGET	2024 BUDGET	2024 BUDGET
<b>OPERATING EXPENSES</b>								
OPERATING EXPENSES								
EXTERNAL TRANSFERS	4,346,038	4,346,038	-	217,302	-	4,563,340	217,302	5.0%
<b>TOTAL OPERATING EXPENSES</b>	4,346,038	4,346,038	-	217,302	-	4,563,340	217,302	5.0%
<b>TOTAL EXPENSES</b>	<b>4,346,038</b>	<b>4,346,038</b>	<b>-</b>	<b>217,302</b>	<b>-</b>	<b>4,563,340</b>	<b>217,302</b>	<b>5.0%</b>
<b>SUMMARY</b>								
TOTAL EXPENSES	4,346,038	4,346,038	-	217,302	-	4,563,340	217,302	5.0%
<b>TOTAL LEVY</b>	<b>4,346,038</b>	<b>4,346,038</b>	<b>-</b>	<b>217,302</b>	<b>-</b>	<b>4,563,340</b>	<b>217,302</b>	<b>5.0%</b>
% BUDGET INCREASE (DECREASE)			-	5.0%	-	5.0%		

# 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
<b>OPERATING</b>								
<b>REVENUES</b>								
<b>GENERAL REVENUES</b>								
PROVINCIAL GRANTS	-	(247,935)	247,935	-	-	-	247,935	(100.0%)
<b>TOTAL GENERAL REVENUES</b>	-	(247,935)	247,935	-	-	-	247,935	(100.0%)
<b>OTHER REVENUES</b>								
RESERVE TRANSFER	(1,096,994)	-	-	-	-	-	-	-
<b>TOTAL OTHER REVENUES</b>	(1,096,994)	-	-	-	-	-	-	-
<b>TOTAL REVENUES</b>	<b>(1,096,994)</b>	<b>(247,935)</b>	<b>247,935</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>247,935</b>	<b>(100.0%)</b>
<b>EXPENSES</b>								
<b>SALARIES AND BENEFITS</b>								
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%
<b>TOTAL SALARIES AND BENEFITS</b>	<b>459,660</b>	<b>455,809</b>	<b>-</b>	<b>13,931</b>	<b>-</b>	<b>469,740</b>	<b>13,931</b>	<b>3.1%</b>
<b>OPERATING EXPENSES</b>								
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%)
<b>TOTAL OPERATING EXPENSES</b>	<b>1,175,671</b>	<b>323,305</b>	<b>(247,935)</b>	<b>6,330</b>	<b>-</b>	<b>81,700</b>	<b>(241,605)</b>	<b>(74.7%)</b>
<b>INTERDEPARTMENTAL CHARGES</b>								
INTERDEPARTMENTAL CHARGES	125,753	125,753	-	3,873	-	129,626	3,873	3.1%
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>125,753</b>	<b>125,753</b>	<b>-</b>	<b>3,873</b>	<b>-</b>	<b>129,626</b>	<b>3,873</b>	<b>3.1%</b>
<b>TOTAL EXPENSES</b>	<b>1,761,084</b>	<b>904,867</b>	<b>(247,935)</b>	<b>24,134</b>	<b>-</b>	<b>681,066</b>	<b>(223,801)</b>	<b>(24.7%)</b>
<b>NET OPERATING</b>	<b>664,090</b>	<b>656,932</b>	<b>-</b>	<b>24,134</b>	<b>-</b>	<b>681,066</b>	<b>24,134</b>	<b>3.7%</b>
<b>SUMMARY</b>								
<b>TOTAL REVENUES</b>	<b>(1,096,994)</b>	<b>(247,935)</b>	<b>247,935</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>247,935</b>	<b>(100.0%)</b>
<b>TOTAL EXPENSES</b>	<b>1,761,084</b>	<b>904,867</b>	<b>(247,935)</b>	<b>24,134</b>	<b>-</b>	<b>681,066</b>	<b>(223,801)</b>	<b>(24.7%)</b>
<b>TOTAL LEVY</b>	<b>664,090</b>	<b>656,932</b>	<b>-</b>	<b>24,134</b>	<b>-</b>	<b>681,066</b>	<b>24,134</b>	<b>3.7%</b>
<b>% BUDGET INCREASE (DECREASE)</b>			<b>-</b>	<b>3.7%</b>	<b>-</b>	<b>3.7%</b>		

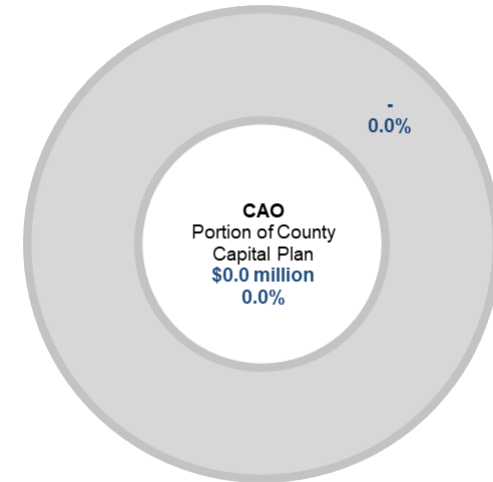
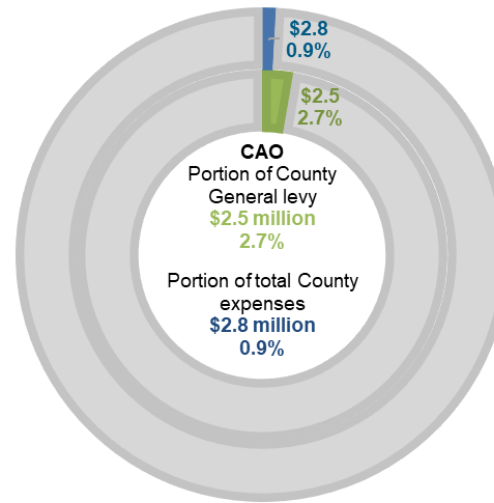
\* May include in-year approved transfer and/or account reclassifications in accordance with Purchasing Policy No. 6.071

# 2025 Budget

## 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	<b>CAO Office</b>	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"> <li>Corporate Leadership</li> </ul>	2.0	-
	<b>Strategic Initiatives</b>	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"> <li>Strategic Initiatives and Commitments</li> <li>Intergovernmental Relations</li> </ul>	3.0	-
	<b>Tourism</b>	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"> <li>Tourism Industry Support</li> <li>Tourism Visitor Support</li> </ul>	3.4	-

Division	Division Description	Services	2025 FTE Base	2025 FTE Temp
<b>Strategic Communication &amp; Engagement</b>	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"> <li>Communication and Engagement</li> </ul>	6.0	-
<b>Total</b>			<b>14.4</b>	<b>0.0</b>

## 5 Year Projected Budget

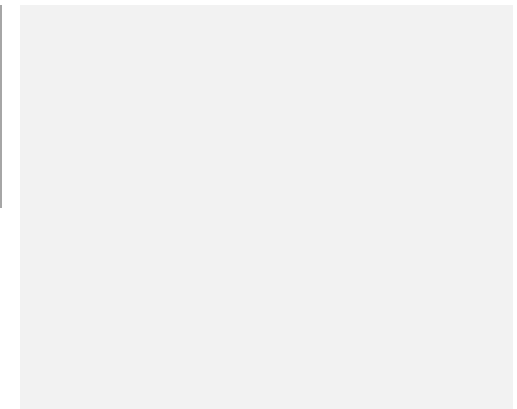
	2025	2026	2027	2028	2029
	BUDGET	PROJECTED BUDGET	PROJECTED BUDGET	PROJECTED BUDGET	PROJECTED BUDGET
<b>OPERATING</b>					
<b>REVENUES</b>					
GENERAL REVENUES	(150,400)	(31,426)	(20,400)	(31,426)	(20,400)
OTHER REVENUES	-	-	-	-	(100,000)
INTERDEPARTMENTAL RECOVERIES	(100,420)	(107,500)	(110,700)	(114,000)	(117,400)
<b>TOTAL REVENUES</b>	<b>(250,820)</b>	<b>(138,926)</b>	<b>(131,100)</b>	<b>(145,426)</b>	<b>(237,800)</b>
<b>EXPENSES</b>					
SALARIES AND BENEFITS	1,913,331	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
<b>TOTAL EXPENSES</b>	<b>2,760,570</b>	<b>2,848,762</b>	<b>2,913,028</b>	<b>3,011,433</b>	<b>3,113,060</b>
<b>NET OPERATING</b>	<b>2,509,750</b>	<b>2,709,836</b>	<b>2,781,928</b>	<b>2,866,007</b>	<b>2,875,260</b>
<b>CAPITAL</b>					
CAPITAL EXPENSES	2,000	2,400	-	-	-
<b>NET CAPITAL</b>	<b>2,000</b>	<b>2,400</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>SUMMARY</b>					
<b>TOTAL REVENUES</b>	<b>(250,820)</b>	<b>(138,926)</b>	<b>(131,100)</b>	<b>(145,426)</b>	<b>(237,800)</b>
<b>TOTAL EXPENSES</b>	<b>2,762,570</b>	<b>2,851,162</b>	<b>2,913,028</b>	<b>3,011,433</b>	<b>3,113,060</b>
<b>TOTAL LEVY</b>	<b>2,511,750</b>	<b>2,712,236</b>	<b>2,781,928</b>	<b>2,866,007</b>	<b>2,875,260</b>

## 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><b>Workforce Culture</b>                      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><b>Strategic Commitments</b>                      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><b>Continuous Improvement</b>                      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><b>Relationship Building</b>                      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
<b>OPERATING</b>								
<b>REVENUES</b>								
<b>GENERAL REVENUES</b>								
PROVINCIAL GRANTS	(8,650)	-	-	-	-	-	-	-
USER FEES AND CHARGES	(1,216)	-	-	-	-	-	-	-
<b>TOTAL GENERAL REVENUES</b>	<b>(9,866)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>OTHER REVENUES</b>								
RESERVE TRANSFER	(325,000)	-	100,000	(100,000)	-	-	-	-
<b>TOTAL OTHER REVENUES</b>	<b>(325,000)</b>	<b>-</b>	<b>100,000</b>	<b>(100,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL REVENUES</b>	<b>(334,866)</b>	<b>-</b>	<b>100,000</b>	<b>(100,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>EXPENSES</b>								
<b>SALARIES AND BENEFITS</b>								
SALARIES	334,718	334,718	-	20,657	-	355,375	20,657	6.2%
BENEFITS	83,644	83,644	-	8,001	-	91,645	8,001	9.6%
GAPPING ALLOCATION	-	-	58,930	(58,930)	-	-	-	-
<b>TOTAL SALARIES AND BENEFITS</b>	<b>418,362</b>	<b>418,362</b>	<b>58,930</b>	<b>(30,272)</b>	<b>-</b>	<b>447,020</b>	<b>28,658</b>	<b>6.9%</b>
<b>OPERATING EXPENSES</b>								
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	-	-
<b>TOTAL OPERATING EXPENSES</b>	<b>433,518</b>	<b>88,750</b>	<b>(100,300)</b>	<b>101,695</b>	<b>-</b>	<b>90,145</b>	<b>1,395</b>	<b>1.6%</b>
<b>INTERDEPARTMENTAL CHARGES</b>								
INTERDEPARTMENTAL CHARGES	33,547	33,547	-	9,254	-	42,801	9,254	27.6%
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>33,547</b>	<b>33,547</b>	<b>-</b>	<b>9,254</b>	<b>-</b>	<b>42,801</b>	<b>9,254</b>	<b>27.6%</b>
<b>TOTAL EXPENSES</b>	<b>885,427</b>	<b>540,659</b>	<b>(41,370)</b>	<b>80,677</b>	<b>-</b>	<b>579,966</b>	<b>39,307</b>	<b>7.3%</b>
<b>NET OPERATING</b>	<b>550,561</b>	<b>540,659</b>	<b>58,630</b>	<b>(19,323)</b>	<b>-</b>	<b>579,966</b>	<b>39,307</b>	<b>7.3%</b>
<b>CAPITAL</b>								
<b>CAPITAL EXPENSES</b>	<b>2,000</b>	<b>2,000</b>	<b>(2,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(2,000)</b>	<b>(100.0%)</b>
<b>NET CAPITAL</b>	<b>2,000</b>	<b>2,000</b>	<b>(2,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(2,000)</b>	<b>(100.0%)</b>
<b>SUMMARY</b>								
<b>TOTAL REVENUES</b>	<b>(334,866)</b>	<b>-</b>	<b>100,000</b>	<b>(100,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL EXPENSES</b>	<b>887,427</b>	<b>542,659</b>	<b>(43,370)</b>	<b>80,677</b>	<b>-</b>	<b>579,966</b>	<b>37,307</b>	<b>6.9%</b>
<b>TOTAL LEVY</b>	<b>552,561</b>	<b>542,659</b>	<b>56,630</b>	<b>(19,323)</b>	<b>-</b>	<b>579,966</b>	<b>37,307</b>	<b>6.9%</b>
<b>% BUDGET INCREASE (DECREASE)</b>			<b>10.4%</b>	<b>(3.6%)</b>	<b>-</b>	<b>6.9%</b>		

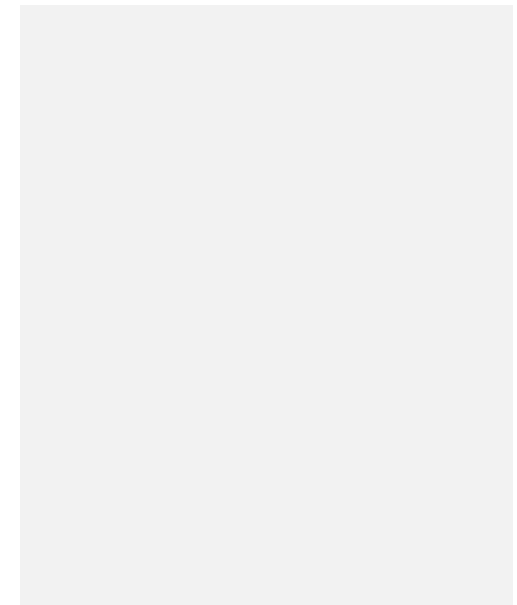
\* May include in-year approved transfer and/or account reclassifications in accordance with Purchasing Policy No. 6.07

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><b>Climate Action Plan</b></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><b>Community Environmental Sustainability</b></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><b>Internal Diversity Equity and Inclusion</b></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><b>Community Diversity Equity and Inclusion</b></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 &amp; 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><b>Safe and Well Oxford</b> Support and facilitate the goals and objectives within the <i>Safe &amp; Well Oxford: Community Safety &amp; Well-Being Plan</i> and the activities of its Action Coalitions. Facilitate and lead the development and implementation of an updated plan.</p>	●	●	●	 Goal 1.3: Community health, safety and well-being	
<p><b>Advocacy</b> Continue to implement the County's Advocacy Framework. Strengthen key relationships and establish new ones to further advance the County's Strategic Plan.</p>	●	●	●	 Goal 1.3: Community health, safety and well-being	
<p><b>Strategic Plan</b> Formalize annual strategic plan reporting and monitoring, including the establishment of Key Performance Indicators.</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
<b>OPERATING</b>								
<b>REVENUES</b>								
<b>GENERAL REVENUES</b>								
PROVINCIAL GRANTS	-	-	-	-	(130,000)	(130,000)	(130,000)	-
<b>TOTAL GENERAL REVENUES</b>	-	-	-	-	(130,000)	(130,000)	(130,000)	-
<b>OTHER REVENUES</b>								
RESERVE TRANSFER	(100,000)	(100,000)	-	100,000	-	-	100,000	(100.0%)
<b>TOTAL OTHER REVENUES</b>	(100,000)	(100,000)	-	100,000	-	-	100,000	(100.0%)
<b>TOTAL REVENUES</b>	<b>(100,000)</b>	<b>(100,000)</b>	<b>-</b>	<b>100,000</b>	<b>(130,000)</b>	<b>(130,000)</b>	<b>(30,000)</b>	<b>30.0%</b>
<b>EXPENSES</b>								
<b>SALARIES AND BENEFITS</b>								
SALARIES	261,732	308,134	-	18,037	-	326,171	18,037	5.9%
BENEFITS	80,176	88,685	-	9,094	-	97,779	9,094	10.3%
GAPPING ALLOCATION	-	(58,930)	-	58,930	-	-	58,930	(100.0%)
<b>TOTAL SALARIES AND BENEFITS</b>	<b>341,908</b>	<b>337,889</b>	<b>-</b>	<b>86,061</b>	<b>-</b>	<b>423,950</b>	<b>86,061</b>	<b>25.5%</b>
<b>OPERATING EXPENSES</b>								
MATERIALS	51,450	58,820	-	5,420	3,000	67,240	8,420	14.3%
CONTRACTED SERVICES	80,000	80,000	-	(62,000)	145,000	163,000	83,000	103.8%
<b>TOTAL OPERATING EXPENSES</b>	<b>131,450</b>	<b>138,820</b>	<b>-</b>	<b>(56,580)</b>	<b>148,000</b>	<b>230,240</b>	<b>91,420</b>	<b>65.9%</b>
<b>RESERVE TRANSFERS</b>								
CONTRIBUTIONS TO RESERVES	20,000	20,000	-	-	-	20,000	-	-
<b>TOTAL RESERVE TRANSFERS</b>	<b>20,000</b>	<b>20,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>20,000</b>	<b>-</b>	<b>-</b>
<b>INTERDEPARTMENTAL CHARGES</b>								
INTERDEPARTMENTAL CHARGES	27,664	27,669	-	8,252	-	35,921	8,252	29.8%
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>27,664</b>	<b>27,669</b>	<b>-</b>	<b>8,252</b>	<b>-</b>	<b>35,921</b>	<b>8,252</b>	<b>29.8%</b>
<b>TOTAL EXPENSES</b>	<b>521,022</b>	<b>524,378</b>	<b>-</b>	<b>37,733</b>	<b>148,000</b>	<b>710,111</b>	<b>185,733</b>	<b>35.4%</b>
<b>NET OPERATING</b>	<b>421,022</b>	<b>424,378</b>	<b>-</b>	<b>137,733</b>	<b>18,000</b>	<b>580,111</b>	<b>155,733</b>	<b>36.7%</b>
<b>SUMMARY</b>								
<b>TOTAL REVENUES</b>	<b>(100,000)</b>	<b>(100,000)</b>	<b>-</b>	<b>100,000</b>	<b>(130,000)</b>	<b>(130,000)</b>	<b>(30,000)</b>	<b>30.0%</b>
<b>TOTAL EXPENSES</b>	<b>521,022</b>	<b>524,378</b>	<b>-</b>	<b>37,733</b>	<b>148,000</b>	<b>710,111</b>	<b>185,733</b>	<b>35.4%</b>
<b>TOTAL LEVY</b>	<b>421,022</b>	<b>424,378</b>	<b>-</b>	<b>137,733</b>	<b>18,000</b>	<b>580,111</b>	<b>155,733</b>	<b>36.7%</b>
<b>% BUDGET INCREASE (DECREASE)</b>			<b>-</b>	<b>32.5%</b>	<b>4.2%</b>	<b>36.7%</b>		

\* 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	%
<b>ONE-TIME ITEMS</b>					
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%
		<b>148,000</b>	<b>130,000</b>	<b>18,000</b>	<b>3.5%</b>
<b>TOTAL</b>		<b>148,000</b>	<b>130,000</b>	<b>18,000</b>	<b>3.5%</b>

## 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.	<b>364</b> partnership activities	Community
Tourism Visitor Support	An external service that manages and supports visitation.	<b>212,402</b> 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><b>Develop Surveys and Reports to Improve Measurement, Monitoring and Reporting of Tourism Related Data</b></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><b>Investigate New Partnerships with Canada's Outdoor Farm Show</b></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><b>Complete Implementation of Your Next Stop</b></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><b>Develop a New Visiting Friends and Family Ambassador Program</b></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><b>Improve Communication with Businesses, Resident and Consumers on Sustainable Tourism</b></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
<b>OPERATING</b>								
<b>REVENUES</b>								
<b>GENERAL REVENUES</b>								
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%
<b>TOTAL GENERAL REVENUES</b>	<b>(126,442)</b>	<b>(88,832)</b>	<b>20,000</b>	<b>48,432</b>	<b>-</b>	<b>(20,400)</b>	<b>68,432</b>	<b>(77.0%)</b>
<b>TOTAL REVENUES</b>	<b>(126,442)</b>	<b>(88,832)</b>	<b>20,000</b>	<b>48,432</b>	<b>-</b>	<b>(20,400)</b>	<b>68,432</b>	<b>(77.0%)</b>
<b>EXPENSES</b>								
<b>SALARIES AND BENEFITS</b>								
SALARIES	223,476	241,077	-	9,558	9,824	260,459	19,382	8.0%
BENEFITS	69,824	72,320	-	6,172	5,026	83,518	11,198	15.5%
GAPPING ALLOCATION	-	-	-	-	(4,349)	(4,349)	(4,349)	-
<b>TOTAL SALARIES AND BENEFITS</b>	<b>293,300</b>	<b>313,397</b>	<b>-</b>	<b>15,730</b>	<b>10,501</b>	<b>339,628</b>	<b>26,231</b>	<b>8.4%</b>
<b>OPERATING EXPENSES</b>								
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%)
<b>TOTAL OPERATING EXPENSES</b>	<b>341,995</b>	<b>285,835</b>	<b>(47,000)</b>	<b>(39,055)</b>	<b>-</b>	<b>199,780</b>	<b>(86,055)</b>	<b>(30.1%)</b>
<b>INTERDEPARTMENTAL CHARGES</b>								
INTERDEPARTMENTAL CHARGES	49,704	49,704	-	456	-	50,160	456	0.9%
DEPARTMENTAL CHARGES	-	-	-	-	-	-	-	-
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>49,704</b>	<b>49,704</b>	<b>-</b>	<b>456</b>	<b>-</b>	<b>50,160</b>	<b>456</b>	<b>0.9%</b>
<b>TOTAL EXPENSES</b>	<b>684,999</b>	<b>648,936</b>	<b>(47,000)</b>	<b>(22,869)</b>	<b>10,501</b>	<b>589,568</b>	<b>(59,368)</b>	<b>(9.1%)</b>
<b>NET OPERATING</b>	<b>558,557</b>	<b>560,104</b>	<b>(27,000)</b>	<b>25,563</b>	<b>10,501</b>	<b>569,168</b>	<b>9,064</b>	<b>1.6%</b>
<b>SUMMARY</b>								
<b>TOTAL REVENUES</b>	<b>(126,442)</b>	<b>(88,832)</b>	<b>20,000</b>	<b>48,432</b>	<b>-</b>	<b>(20,400)</b>	<b>68,432</b>	<b>(77.0%)</b>
<b>TOTAL EXPENSES</b>	<b>684,999</b>	<b>648,936</b>	<b>(47,000)</b>	<b>(22,869)</b>	<b>10,501</b>	<b>589,568</b>	<b>(59,368)</b>	<b>(9.1%)</b>
<b>TOTAL LEVY</b>	<b>558,557</b>	<b>560,104</b>	<b>(27,000)</b>	<b>25,563</b>	<b>10,501</b>	<b>569,168</b>	<b>9,064</b>	<b>1.6%</b>
<b>% BUDGET INCREASE (DECREASE)</b>			<b>(4.8%)</b>	<b>4.6%</b>	<b>1.9%</b>	<b>1.6%</b>		

\* 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	%
<b>SERVICE LEVEL</b>				
TOUR-Convert Tourism Student to Part-time year-round		14,850	<b>14,850</b>	2.7%
		<b>14,850</b>	<b>14,850</b>	<b>2.7%</b>
<b>INITIATIVE GAPPING</b>				
TOUR-Convert Tourism Student to Part-time year-round		(4,349)	<b>(4,349)</b>	(0.8%)
		<b>(4,349)</b>	<b>(4,349)</b>	<b>(0.8%)</b>
<b>TOTAL</b>		<b>10,501</b>	<b>10,501</b>	<b>1.9%</b>

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 <sup>+</sup>	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.

<sup>+</sup> 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><b>Update Communication and Engagement Strategy</b></p> <p>Update Oxford County's communication and engagement strategy ("Inform and Engage: A Guideline for Effective Communication &amp; Public Participation at Oxford County," 2014) as outlined in 2023-2026 Strategic Plan: Goal 3.2 - <i>Update the County's Communication &amp; Engagement Strategy to support &amp; 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><b>Develop an Annual Communication and Engagement Update</b></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><b>Enhance Construction and Capital Project-Related Communication to the Public</b></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
<b>OPERATING</b>								
<b>REVENUES</b>								
<b>INTERDEPARTMENTAL RECOVERIES</b>								
DEPARTMENTAL RECOVERIES	(87,220)	(87,220)	-	(13,200)	-	(100,420)	(13,200)	15.1%
<b>TOTAL INTERDEPARTMENTAL RECOVERIES</b>	(87,220)	(87,220)	-	(13,200)	-	(100,420)	(13,200)	15.1%
<b>TOTAL REVENUES</b>	(87,220)	(87,220)	-	(13,200)	-	(100,420)	(13,200)	15.1%
<b>EXPENSES</b>								
<b>SALARIES AND BENEFITS</b>								
SALARIES	432,470	453,380	-	24,862	71,685	549,927	96,547	21.3%
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%
<b>TOTAL SALARIES AND BENEFITS</b>	568,780	575,740	14,144	39,603	73,246	702,733	126,993	22.1%
<b>OPERATING EXPENSES</b>								
MATERIALS	54,215	52,315	-	(2,505)	2,675	52,485	170	0.3%
CONTRACTED SERVICES	8,000	8,000	-	-	-	8,000	-	-
<b>TOTAL OPERATING EXPENSES</b>	62,215	60,315	-	(2,505)	2,675	60,485	170	0.3%
<b>INTERDEPARTMENTAL CHARGES</b>								
INTERDEPARTMENTAL CHARGES	65,648	65,648	-	4,059	-	69,707	4,059	6.2%
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	65,648	65,648	-	4,059	-	69,707	4,059	6.2%
<b>TOTAL EXPENSES</b>	696,643	701,703	14,144	41,157	75,921	832,925	131,222	18.7%
<b>NET OPERATING</b>	609,423	614,483	14,144	27,957	75,921	732,505	118,022	19.2%
<b>CAPITAL</b>								
<b>CAPITAL EXPENSES</b>	2,200	2,200	(2,200)	-	2,000	2,000	(200)	(9.1%)
<b>NET CAPITAL</b>	2,200	2,200	(2,200)	-	2,000	2,000	(200)	(9.1%)
<b>SUMMARY</b>								
TOTAL REVENUES	(87,220)	(87,220)	-	(13,200)	-	(100,420)	(13,200)	15.1%
TOTAL EXPENSES	698,843	703,903	11,944	41,157	77,921	834,925	131,022	18.6%
<b>TOTAL LEVY</b>	611,623	616,683	11,944	27,957	77,921	734,505	117,822	19.1%
<b>% BUDGET INCREASE (DECREASE)</b>			1.9%	4.5%	12.6%	19.1%		

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

Budget Impact Details

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

Capital Budget

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

\*\* 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**

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

<b>STRATEGIC PLAN</b>

<p><i>Goal 3.2: Collaborate with our partners and communities</i></p>

<b>REQUEST DETAILS</b>
<p><b>Current situation</b></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><b>Key points</b></p> <ul style="list-style-type: none"> <li>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.</li> </ul>

## 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
<b>Salaries and benefits</b>			
<b>Total salaries and benefits</b>	\$-	97,661	97,661
<b>Operating expenses</b>			
Advertising	150	-	150

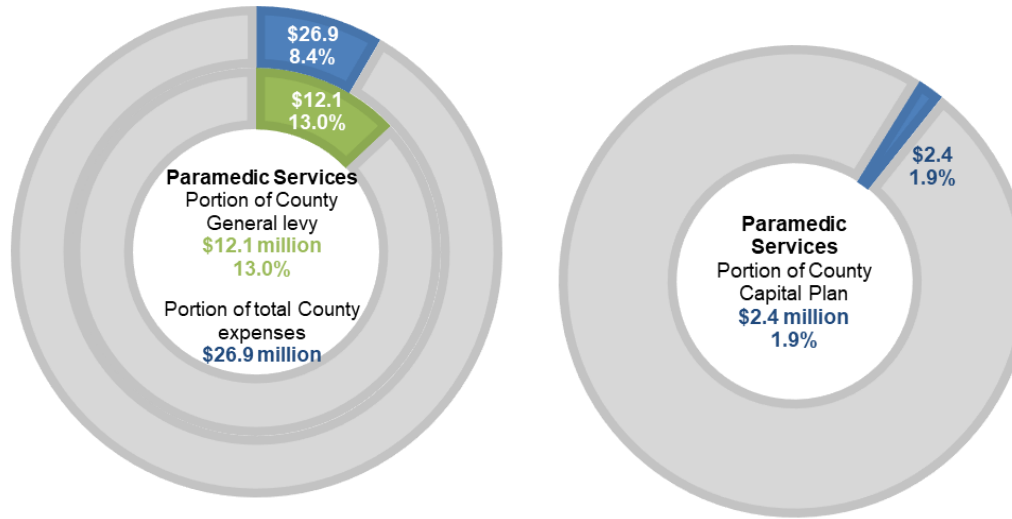
**BUDGET REQUIREMENTS**

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

# 2025 Budget

## Paramedic Services





	Division	Division Description	Services	2025 FTE Base	2025 FTE Temp
Paramedic Services Director of Paramedic Services	<b>Paramedic Services</b>	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"> <li>Land Ambulance</li> <li>Oxford County Emergency Management</li> <li>911 Call Taking Contract Management</li> </ul>	90.6	-
	<b>Community Paramedicine</b>	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"> <li>Community Paramedicine</li> </ul>	14.5	-
<b>Total</b>				<b>105.1</b>	<b>0.0</b>

5 Year Projected Budget

	2025	2026	2027	2028	2029
	BUDGET	PROJECTED BUDGET	PROJECTED BUDGET	PROJECTED BUDGET	PROJECTED BUDGET
<b>OPERATING</b>					
<b>REVENUES</b>					
GENERAL REVENUES	(12,171,273)	(11,450,444)	(11,159,681)	(11,421,499)	(11,594,251)
OTHER REVENUES	(280,464)	-	(67,500)	-	-
<b>TOTAL REVENUES</b>	<b>(12,451,737)</b>	<b>(11,450,444)</b>	<b>(11,227,181)</b>	<b>(11,421,499)</b>	<b>(11,594,251)</b>
<b>EXPENSES</b>					
SALARIES AND BENEFITS	19,363,036	18,014,996	18,024,729	18,423,084	18,833,142
OPERATING EXPENSES	2,114,551	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
<b>TOTAL EXPENSES</b>	<b>24,472,771</b>	<b>23,130,356</b>	<b>23,347,952</b>	<b>23,851,993</b>	<b>24,378,184</b>
<b>NET OPERATING</b>	<b>12,021,034</b>	<b>11,679,912</b>	<b>12,120,771</b>	<b>12,430,494</b>	<b>12,783,933</b>
<b>CAPITAL</b>					
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
<b>NET CAPITAL</b>	<b>65,000</b>	<b>2,891,909</b>	<b>656,554</b>	<b>656,554</b>	<b>656,554</b>
<b>SUMMARY</b>					
<b>TOTAL REVENUES</b>	<b>(14,833,877)</b>	<b>(12,728,017)</b>	<b>(12,444,107)</b>	<b>(11,723,051)</b>	<b>(13,737,863)</b>
<b>TOTAL EXPENSES</b>	<b>26,919,911</b>	<b>27,299,838</b>	<b>25,221,432</b>	<b>24,810,099</b>	<b>27,178,350</b>
<b>TOTAL LEVY</b>	<b>12,086,034</b>	<b>14,571,821</b>	<b>12,777,325</b>	<b>13,087,048</b>	<b>13,440,487</b>

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.	<b>70,080</b> 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.	<b>623</b> 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><b>Paramedic Services 10-Year Master Plan</b></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><b>Emergency Management Program Modernization</b></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 &amp; Gas Well Project work will continue throughout 2025 and 2026.</p>	●	●		 Goal 1.3: Community health, safety and well-being	
<p><b>Local Community Healthcare Integration</b></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 &amp; Release, Treat &amp; 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
<b>OPERATING</b>								
<b>REVENUES</b>								
<b>GENERAL REVENUES</b>								
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%)
<b>TOTAL GENERAL REVENUES</b>	<b>(8,700,630)</b>	<b>(8,579,790)</b>	<b>55,500</b>	<b>(1,170,083)</b>	<b>-</b>	<b>(9,694,373)</b>	<b>(1,114,583)</b>	<b>13.0%</b>
<b>OTHER REVENUES</b>								
RESERVE TRANSFER	-	(739,569)	739,569	-	(280,464)	(280,464)	459,105	(62.1%)
<b>TOTAL OTHER REVENUES</b>	<b>-</b>	<b>(739,569)</b>	<b>739,569</b>	<b>-</b>	<b>(280,464)</b>	<b>(280,464)</b>	<b>459,105</b>	<b>(62.1%)</b>
<b>TOTAL REVENUES</b>	<b>(8,700,630)</b>	<b>(9,319,359)</b>	<b>795,069</b>	<b>(1,170,083)</b>	<b>(280,464)</b>	<b>(9,974,837)</b>	<b>(655,478)</b>	<b>7.0%</b>
<b>EXPENSES</b>								
<b>SALARIES AND BENEFITS</b>								
SALARIES	11,332,702	11,419,029	-	232,533	537,995	12,189,557	770,528	6.7%
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%)
<b>TOTAL SALARIES AND BENEFITS</b>	<b>16,040,478</b>	<b>15,360,134</b>	<b>27,456</b>	<b>1,162,566</b>	<b>673,114</b>	<b>17,223,270</b>	<b>1,863,136</b>	<b>12.1%</b>
<b>OPERATING EXPENSES</b>								
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%)
<b>TOTAL OPERATING EXPENSES</b>	<b>2,068,714</b>	<b>1,954,325</b>	<b>(134,750)</b>	<b>128,935</b>	<b>-</b>	<b>1,948,510</b>	<b>(5,815)</b>	<b>(0.3%)</b>
<b>RESERVE TRANSFERS</b>								
CONTRIBUTIONS TO CAPITAL RESERVES	1,206,500	1,206,500	-	(48,500)	100,000	1,258,000	51,500	4.3%
<b>TOTAL RESERVE TRANSFERS</b>	<b>1,206,500</b>	<b>1,206,500</b>	<b>-</b>	<b>(48,500)</b>	<b>100,000</b>	<b>1,258,000</b>	<b>51,500</b>	<b>4.3%</b>
<b>INTERDEPARTMENTAL CHARGES</b>								
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	-
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>1,344,240</b>	<b>1,366,259</b>	<b>-</b>	<b>98,162</b>	<b>101,670</b>	<b>1,566,091</b>	<b>199,832</b>	<b>14.6%</b>
<b>TOTAL EXPENSES</b>	<b>20,659,932</b>	<b>19,887,218</b>	<b>(107,294)</b>	<b>1,341,163</b>	<b>874,784</b>	<b>21,995,871</b>	<b>2,108,653</b>	<b>10.6%</b>
<b>NET OPERATING</b>	<b>11,959,302</b>	<b>10,567,859</b>	<b>687,775</b>	<b>171,080</b>	<b>594,320</b>	<b>12,021,034</b>	<b>1,453,175</b>	<b>13.8%</b>



	2024	2024	LESS: 2024	2025	2025		\$ OVER	% OVER
	FORECAST	BUDGET*	NON-	BASE	BUDGET	2025	2024	2024
CAPITAL			RECURRING	BUDGET	IMPACTS	BUDGET	BUDGET	BUDGET
<b>CAPITAL REVENUES</b>								
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%)
<b>TOTAL CAPITAL REVENUES</b>	<b>(2,782,596)</b>	<b>(2,823,844)</b>	<b>49,760</b>	<b>391,944</b>	<b>-</b>	<b>(2,382,140)</b>	<b>441,704</b>	<b>(15.6%)</b>
<b>CAPITAL EXPENSES</b>	<b>3,189,315</b>	<b>3,231,484</b>	<b>(457,400)</b>	<b>(391,944)</b>	<b>65,000</b>	<b>2,447,140</b>	<b>(784,344)</b>	<b>(24.3%)</b>
<b>NET CAPITAL</b>	<b>406,719</b>	<b>407,640</b>	<b>(407,640)</b>	<b>-</b>	<b>65,000</b>	<b>65,000</b>	<b>(342,640)</b>	<b>(84.1%)</b>
<b>SUMMARY</b>								
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)	949,219	939,784	24,443,011	1,324,309	5.7%
<b>TOTAL LEVY</b>	<b>12,366,021</b>	<b>10,975,499</b>	<b>280,135</b>	<b>171,080</b>	<b>659,320</b>	<b>12,086,034</b>	<b>1,110,535</b>	<b>10.1%</b>
<b>% BUDGET INCREASE (DECREASE)</b>			<b>2.6%</b>	<b>1.6%</b>	<b>6.0%</b>	<b>10.1%</b>		

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

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
<b>OPERATING</b>								
<b>REVENUES</b>								
<b>GENERAL REVENUES</b>								
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%
<b>TOTAL GENERAL REVENUES</b>	<b>(2,394,164)</b>	<b>(2,368,000)</b>	<b>600</b>	<b>(109,500)</b>	<b>-</b>	<b>(2,476,900)</b>	<b>(108,900)</b>	<b>4.6%</b>
<b>TOTAL REVENUES</b>	<b>(2,394,164)</b>	<b>(2,368,000)</b>	<b>600</b>	<b>(109,500)</b>	<b>-</b>	<b>(2,476,900)</b>	<b>(108,900)</b>	<b>4.6%</b>
<b>EXPENSES</b>								
<b>SALARIES AND BENEFITS</b>								
SALARIES	1,582,071	1,526,905	-	214,875	-	1,741,780	214,875	14.1%
BENEFITS	431,482	438,267	-	59,719	-	497,986	59,719	13.6%
GAPPING ALLOCATION	-	-	-	(100,000)	-	(100,000)	(100,000)	-
<b>TOTAL SALARIES AND BENEFITS</b>	<b>2,013,553</b>	<b>1,965,172</b>	<b>-</b>	<b>174,594</b>	<b>-</b>	<b>2,139,766</b>	<b>174,594</b>	<b>8.9%</b>
<b>OPERATING EXPENSES</b>								
MATERIALS	221,173	221,429	(600)	(78,788)	-	142,041	(79,388)	(35.9%)
CONTRACTED SERVICES	-	24,000	-	-	-	24,000	-	-
<b>TOTAL OPERATING EXPENSES</b>	<b>221,173</b>	<b>245,429</b>	<b>(600)</b>	<b>(78,788)</b>	<b>-</b>	<b>166,041</b>	<b>(79,388)</b>	<b>(32.3%)</b>
<b>INTERDEPARTMENTAL CHARGES</b>								
INTERDEPARTMENTAL CHARGES	159,438	157,399	-	13,694	-	171,093	13,694	8.7%
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>159,438</b>	<b>157,399</b>	<b>-</b>	<b>13,694</b>	<b>-</b>	<b>171,093</b>	<b>13,694</b>	<b>8.7%</b>
<b>TOTAL EXPENSES</b>	<b>2,394,164</b>	<b>2,368,000</b>	<b>(600)</b>	<b>109,500</b>	<b>-</b>	<b>2,476,900</b>	<b>108,900</b>	<b>4.6%</b>
<b>NET OPERATING</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>CAPITAL</b>								
<b>CAPITAL REVENUES</b>								
CAPITAL PROVINCIAL GRANTS	(2,736)	(10,000)	10,000	-	-	-	10,000	(100.0%)
<b>TOTAL CAPITAL REVENUES</b>	<b>(2,736)</b>	<b>(10,000)</b>	<b>10,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10,000</b>	<b>(100.0%)</b>
<b>CAPITAL EXPENSES</b>	<b>2,736</b>	<b>10,000</b>	<b>(10,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(10,000)</b>	<b>(100.0%)</b>
<b>NET CAPITAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>SUMMARY</b>								
<b>TOTAL REVENUES</b>	<b>(2,396,900)</b>	<b>(2,378,000)</b>	<b>10,600</b>	<b>(109,500)</b>	<b>-</b>	<b>(2,476,900)</b>	<b>(98,900)</b>	<b>4.2%</b>
<b>TOTAL EXPENSES</b>	<b>2,396,900</b>	<b>2,378,000</b>	<b>(10,600)</b>	<b>109,500</b>	<b>-</b>	<b>2,476,900</b>	<b>98,900</b>	<b>4.2%</b>
<b>TOTAL LEVY</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>% BUDGET INCREASE (DECREASE)</b>								

\* 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
<b>BUILDING</b>							
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	-	-
<b>COMPUTER EQUIPMENT</b>							
510000 - Paramedic Services	IT Presentation Tech - Griffin Way	Expansion	N/A	\$40,000	40,000	-	-
<b>EQUIPMENT</b>							
510000 - Equipment	Regular annual equipment replacement including power cot and power load stretchers	Replacement	Poor	\$1,286,540	1,286,540	-	-
<b>VEHICLES</b>							
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	<b>2025 Early Procurement for 2026 Delivery - delivery time greater than 12 months</b> Ambulance Unit 1002	Replacement	Fair	\$248,800	-	248,800	-
510000 - Vehicles	<b>2025 Early Procurement for 2026 Delivery - delivery time greater than 12 months</b> Ambulance Unit 1004	Replacement	Fair	\$248,800	-	248,800	-
<b>CARRY FORWARD PROJECTS</b>							
	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**

<b>SUMMARY</b>	
<b>Type of FTE request</b>	Maintain Service Level
<b>Classification</b>	Full-time - Permanent
<b>Job Title</b>	Primary Care Paramedic
<b>FTE</b>	4.0
<b>Description</b>	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.

<b>STRATEGIC PLAN</b>

<p><i>Goal 1.3: Community health, safety and well-being</i></p>

<b>REQUEST DETAILS</b>
<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
<b>Revenues</b>			
Provincial Funding <sup>1</sup>	\$-	\$-	\$-
Corporate General Reserve Funding*	280,464		
<b>Total revenues</b>	<b>280,464</b>	<b>-</b>	<b>-</b>
<b>Salaries and benefits</b>			
<b>Total salaries and benefits</b>	<b>-</b>	<b>673,114</b>	<b>673,114</b>
<b>County Levy</b>	<b>(\$280,464)</b>	<b>\$673,114</b>	<b>\$392,650</b>
<i>*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.</i>			

<sup>1</sup> 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.

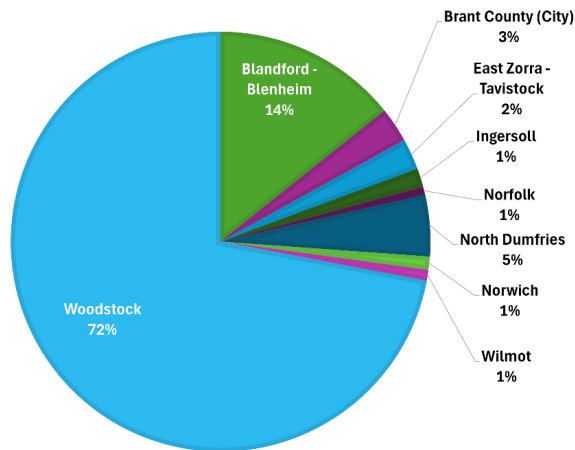
Expected Results

- 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.

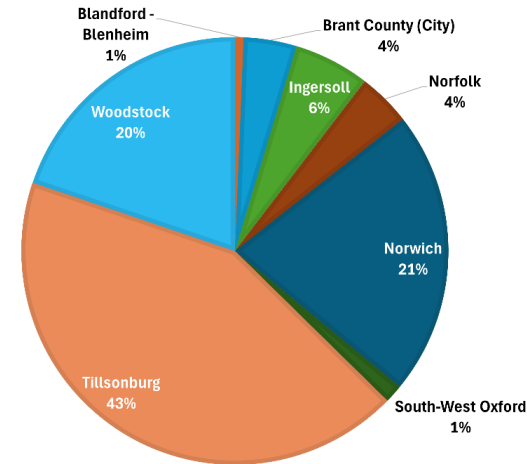
System Performance and Call Volume Growth

- 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



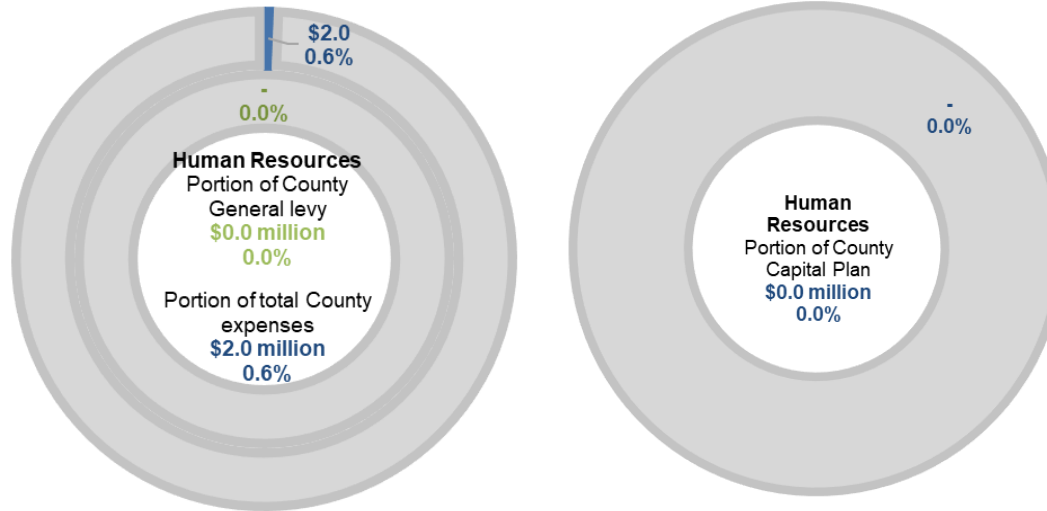
CALL LOCATION DISTRIBUTION ASSIGNED TO NORWICH AMBULANCE STATION



# 2025 Budget

## Human Resources





	Division	Division Description	Services	2025 FTE
<b>Human Resources</b> Director of Human Resource	<b>Human Resources</b>	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"> <li>▪ Employee Wellness and Safety</li> <li>▪ Labour Relations</li> <li>▪ Staff Development</li> <li>▪ Staffing</li> <li>▪ Total compensation</li> </ul>	11.0
<b>Total</b>				<b>11.0</b>



5 Year Projected Budget

	2025	2026	2027	2028	2029
	BUDGET	PROJECTED BUDGET	PROJECTED BUDGET	PROJECTED BUDGET	PROJECTED BUDGET
<b>OPERATING</b>					
<b>REVENUES</b>					
OTHER REVENUES	(70,000)	(95,000)	(118,000)	(70,000)	(85,000)
INTERDEPARTMENTAL RECOVERIES	(1,890,884)	(1,951,657)	(2,011,843)	(2,071,776)	(2,125,321)
<b>TOTAL REVENUES</b>	<b>(1,960,884)</b>	<b>(2,046,657)</b>	<b>(2,129,843)</b>	<b>(2,141,776)</b>	<b>(2,210,321)</b>
<b>EXPENSES</b>					
SALARIES AND BENEFITS	1,596,994	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
<b>TOTAL EXPENSES</b>	<b>1,960,884</b>	<b>2,046,657</b>	<b>2,129,843</b>	<b>2,141,776</b>	<b>2,210,321</b>
<b>NET OPERATING</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>SUMMARY</b>					
<b>TOTAL REVENUES</b>	<b>(1,960,884)</b>	<b>(2,046,657)</b>	<b>(2,129,843)</b>	<b>(2,141,776)</b>	<b>(2,210,321)</b>
<b>TOTAL EXPENSES</b>	<b>1,960,884</b>	<b>2,046,657</b>	<b>2,129,843</b>	<b>2,141,776</b>	<b>2,210,321</b>
<b>TOTAL LEVY</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

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><b>Diversity, Equity, and Inclusion</b> 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><b>Succession Planning and Leadership Development</b> Implement new succession planning and leadership development programming.</p>	●	●		 Goal 3.3: Attract, retain and engage staff	
<p><b>Employee Feedback/Listening Strategy</b> 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><b>Update Most Referenced Physical and Cognitive Demands Analyses</b> 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><b>Human Resources Information System</b> 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
<b>OPERATING</b>								
<b>REVENUES</b>								
<b>OTHER REVENUES</b>								
RESERVE TRANSFER	(48,000)	(98,000)	48,000	-	(20,000)	(70,000)	28,000	(28.6%)
<b>TOTAL OTHER REVENUES</b>	(48,000)	(98,000)	48,000	-	(20,000)	(70,000)	28,000	(28.6%)
<b>INTERDEPARTMENTAL RECOVERIES</b>								
INTERDEPARTMENTAL RECOVERIES	(1,769,029)	(1,769,029)	(25,185)	(65,670)	(31,000)	(1,890,884)	(121,855)	6.9%
<b>TOTAL INTERDEPARTMENTAL RECOVERIES</b>	(1,769,029)	(1,769,029)	(25,185)	(65,670)	(31,000)	(1,890,884)	(121,855)	6.9%
<b>TOTAL REVENUES</b>	<b>(1,817,029)</b>	<b>(1,867,029)</b>	<b>22,815</b>	<b>(65,670)</b>	<b>(51,000)</b>	<b>(1,960,884)</b>	<b>(93,855)</b>	<b>5.0%</b>
<b>EXPENSES</b>								
<b>SALARIES AND BENEFITS</b>								
SALARIES	1,099,975	1,148,565	-	67,470	-	1,216,035	67,470	5.9%
BENEFITS	341,620	342,399	-	38,560	-	380,959	38,560	11.3%
GAPPING ALLOCATION	-	(42,185)	42,185	-	-	-	42,185	(100.0%)
<b>TOTAL SALARIES AND BENEFITS</b>	<b>1,441,595</b>	<b>1,448,779</b>	<b>42,185</b>	<b>106,030</b>	<b>-</b>	<b>1,596,994</b>	<b>148,215</b>	<b>10.2%</b>
<b>OPERATING EXPENSES</b>								
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%)
<b>TOTAL OPERATING EXPENSES</b>	<b>325,884</b>	<b>377,050</b>	<b>(61,000)</b>	<b>(39,560)</b>	<b>31,000</b>	<b>307,490</b>	<b>(69,560)</b>	<b>(18.4%)</b>
<b>RESERVE TRANSFERS</b>								
CONTRIBUTIONS TO RESERVES	-	-	-	-	20,000	20,000	20,000	-
<b>TOTAL RESERVE TRANSFERS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>-</b>
<b>INTERDEPARTMENTAL CHARGES</b>								
INTERDEPARTMENTAL CHARGES	37,200	37,200	-	(800)	-	36,400	(800)	(2.2%)
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>37,200</b>	<b>37,200</b>	<b>-</b>	<b>(800)</b>	<b>-</b>	<b>36,400</b>	<b>(800)</b>	<b>(2.2%)</b>
<b>TOTAL EXPENSES</b>	<b>1,804,679</b>	<b>1,863,029</b>	<b>(18,815)</b>	<b>65,670</b>	<b>51,000</b>	<b>1,960,884</b>	<b>97,855</b>	<b>5.3%</b>
<b>NET OPERATING</b>	<b>(12,350)</b>	<b>(4,000)</b>	<b>4,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,000</b>	<b>(100.0%)</b>
<b>CAPITAL</b>								
<b>CAPITAL EXPENSES</b>	<b>2,714</b>	<b>4,000</b>	<b>(4,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(4,000)</b>	<b>(100.0%)</b>
<b>NET CAPITAL</b>	<b>2,714</b>	<b>4,000</b>	<b>(4,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(4,000)</b>	<b>(100.0%)</b>

	2024	2024	LESS: 2024	2025	2025	2025	\$ OVER	% OVER
	FORECAST	BUDGET*	NON-RECURRING	BASE BUDGET	BUDGET IMPACTS	BUDGET	2024 BUDGET	2024 BUDGET
<b>SUMMARY</b>								
TOTAL REVENUES	(1,817,029)	(1,867,029)	22,815	(65,670)	(51,000)	(1,960,884)	(93,855)	5.0%
TOTAL EXPENSES	1,807,393	1,867,029	(22,815)	65,670	51,000	1,960,884	93,855	5.0%
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	%
<b>ONE-TIME ITEMS</b>					
HR-Physical Demand Analysis Updates		8,000	-	8,000	0.5%
HR-Parklane Software Update		3,000	-	3,000	0.2%
		<b>11,000</b>	<b>-</b>	<b>11,000</b>	<b>0.6%</b>
<b>NEW INITIATIVES</b>					
HR-Leadership Development and Succession Planning Programming	NI 2025-07	40,000	20,000	20,000	1.1%
		<b>40,000</b>	<b>20,000</b>	<b>20,000</b>	<b>1.1%</b>
<b>TOTAL</b>		<b>51,000</b>	<b>20,000</b>	<b>31,000</b>	<b>1.8%</b>

**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**

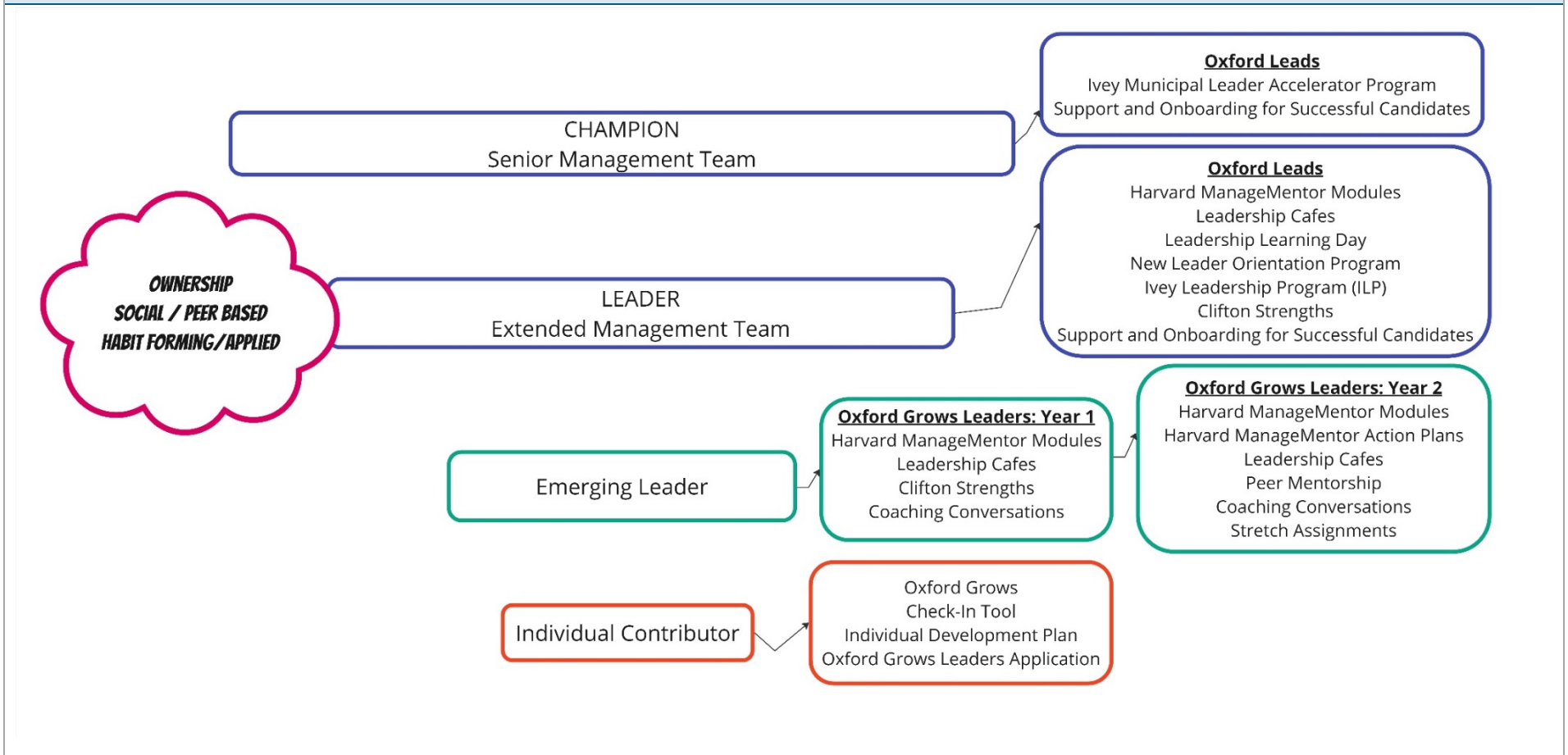
Launching leadership development programs will help us work towards the strategic plan’s Goal 3.3 to build innovative programming that promotes engagement of current staff and leaders, as well as internal capacity through a leadership pipeline, ultimately helping to attract and retain top talent.

**BUDGET REQUIREMENTS**

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



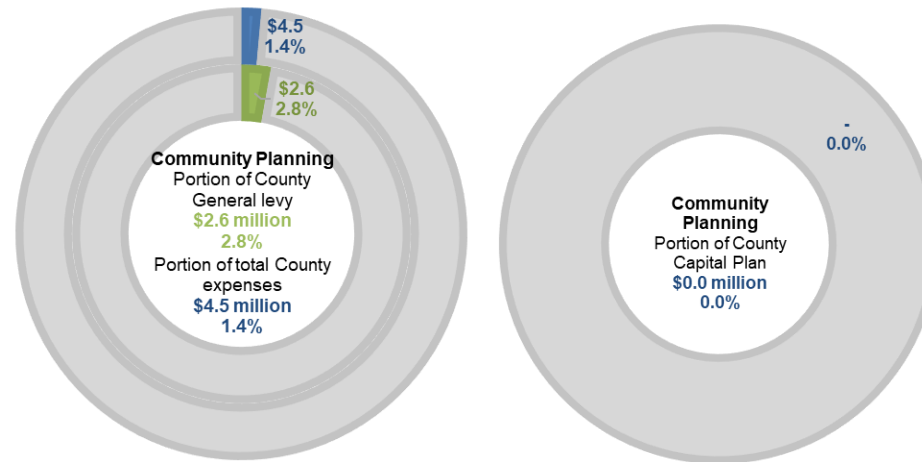
**SUPPLEMENTARY INFORMATION**



# 2025 Budget

## Community Planning





	Division	Division Description	Services	2025 FTE
<b>Community Planning</b> Director of Community Planning	<b>Community Planning</b>	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"> <li>Land Use Policy and Strategic Planning</li> <li>Development Review</li> </ul>	20.7
<b>Total</b>				<b>20.7</b>

5 Year Projected Budget

	2025	2026	2027	2028	2029
	BUDGET	PROJECTED BUDGET	PROJECTED BUDGET	PROJECTED BUDGET	PROJECTED BUDGET
<b>OPERATING</b>					
<b>REVENUES</b>					
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)
<b>TOTAL REVENUES</b>	<b>(1,914,966)</b>	<b>(1,544,270)</b>	<b>(1,198,830)</b>	<b>(1,263,690)</b>	<b>(928,870)</b>
<b>EXPENSES</b>					
SALARIES AND BENEFITS	2,699,156	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
<b>TOTAL EXPENSES</b>	<b>4,522,448</b>	<b>4,299,154</b>	<b>4,053,987</b>	<b>4,224,851</b>	<b>3,959,970</b>
<b>NET OPERATING</b>	<b>2,607,482</b>	<b>2,754,884</b>	<b>2,855,157</b>	<b>2,961,161</b>	<b>3,031,100</b>
<b>SUMMARY</b>					
TOTAL REVENUES	(1,914,966)	(1,544,270)	(1,198,830)	(1,263,690)	(928,870)
TOTAL EXPENSES	4,522,448	4,299,154	4,053,987	4,224,851	3,959,970
<b>TOTAL LEVY</b>	<b>2,607,482</b>	<b>2,754,884</b>	<b>2,855,157</b>	<b>2,961,161</b>	<b>3,031,100</b>

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><b>Official Plan Review</b></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"> <li>• Planning for growth (i.e. secondary planning – see below)</li> <li>• Initial policy updates to support increased density/height and unit mix</li> <li>• Updates to Official Plan implementation policies to reflect legislative changes</li> <li>• Updates to natural environment and environmental sustainability policies</li> </ul>	●	●		 Goal 2.2: Preserve and enhance our natural environment	
<p><b>Planning for Growth</b></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><b>Implementation of New Provincial Planning Statement</b></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"> <li>• 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;</li> <li>• 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.</li> </ul>	●	●	●	 Goal 1.2: Sustainable infrastructure and development	

Description	2025	2026	2027	Strategic Plan	Other Plan Alignment
<p><b>Planning for Infrastructure</b></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><b>Housing Initiatives</b></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><b>Zoning By-Law and Development Process Updates</b></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
<b>OPERATING</b>								
<b>REVENUES</b>								
<b>GENERAL REVENUES</b>								
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%
<b>TOTAL GENERAL REVENUES</b>	(627,230)	(558,216)	-	(306,750)	-	(864,966)	(306,750)	55.0%
<b>OTHER REVENUES</b>								
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 CAPITAL	-	-	-	-	(113,216)	(113,216)	(113,216)	-
<b>TOTAL OTHER REVENUES</b>	(256,000)	(949,472)	-	949,472	(1,050,000)	(1,050,000)	(100,528)	10.6%
<b>TOTAL REVENUES</b>	<b>(883,230)</b>	<b>(1,507,688)</b>	<b>-</b>	<b>642,722</b>	<b>(1,050,000)</b>	<b>(1,914,966)</b>	<b>(407,278)</b>	<b>27.0%</b>
<b>EXPENSES</b>								
<b>SALARIES AND BENEFITS</b>								
SALARIES	1,837,460	1,992,508	-	63,362	-	2,055,870	63,362	3.2%
BENEFITS	568,750	583,560	-	59,726	-	643,286	59,726	10.2%
GAPPING ALLOCATION	-	(56,496)	56,496	-	-	-	56,496	(100.0%)
<b>TOTAL SALARIES AND BENEFITS</b>	<b>2,406,210</b>	<b>2,519,572</b>	<b>56,496</b>	<b>123,088</b>	<b>-</b>	<b>2,699,156</b>	<b>179,584</b>	<b>7.1%</b>
<b>OPERATING EXPENSES</b>								
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%
<b>TOTAL OPERATING EXPENSES</b>	<b>530,860</b>	<b>1,230,736</b>	<b>-</b>	<b>(892,053)</b>	<b>1,100,000</b>	<b>1,438,683</b>	<b>207,947</b>	<b>16.9%</b>
<b>RESERVE TRANSFERS</b>								
CONTRIBUTIONS TO RESERVES	-	-	-	-	100,000	100,000	100,000	-
<b>TOTAL RESERVE TRANSFERS</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>-</b>
<b>INTERDEPARTMENTAL CHARGES</b>								
INTERDEPARTMENTAL CHARGES	253,200	253,200	-	31,409	-	284,609	31,409	12.4%
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	<b>253,200</b>	<b>253,200</b>	<b>-</b>	<b>31,409</b>	<b>-</b>	<b>284,609</b>	<b>31,409</b>	<b>12.4%</b>
<b>TOTAL EXPENSES</b>	<b>3,190,270</b>	<b>4,003,508</b>	<b>56,496</b>	<b>(737,556)</b>	<b>1,200,000</b>	<b>4,522,448</b>	<b>518,940</b>	<b>13.0%</b>
<b>NET OPERATING</b>	<b>2,307,040</b>	<b>2,495,820</b>	<b>56,496</b>	<b>(94,834)</b>	<b>150,000</b>	<b>2,607,482</b>	<b>111,662</b>	<b>4.5%</b>



	2024	2024	LESS: 2024	2025	2025		\$ OVER	% OVER
	FORECAST	BUDGET*	NON-	BASE	BUDGET	2025	2024	2024
			RECURRING	BUDGET	IMPACTS	BUDGET	BUDGET	BUDGET
<b>CAPITAL</b>								
<b>CAPITAL EXPENSES</b>	6,000	6,000	(6,000)	-	-	-	(6,000)	(100.0%)
<b>NET CAPITAL</b>	6,000	6,000	(6,000)	-	-	-	(6,000)	(100.0%)
<b>SUMMARY</b>								
<b>TOTAL REVENUES</b>	(883,230)	(1,507,688)	-	642,722	(1,050,000)	(1,914,966)	(407,278)	27.0%
<b>TOTAL EXPENSES</b>	3,196,270	4,009,508	50,496	(737,556)	1,200,000	4,522,448	512,940	12.8%
<b>TOTAL LEVY</b>	2,313,040	2,501,820	50,496	(94,834)	150,000	2,607,482	105,662	4.2%
<b>% BUDGET INCREASE (DECREASE)</b>			2.0%	(3.8%)	6.0%	4.2%		

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

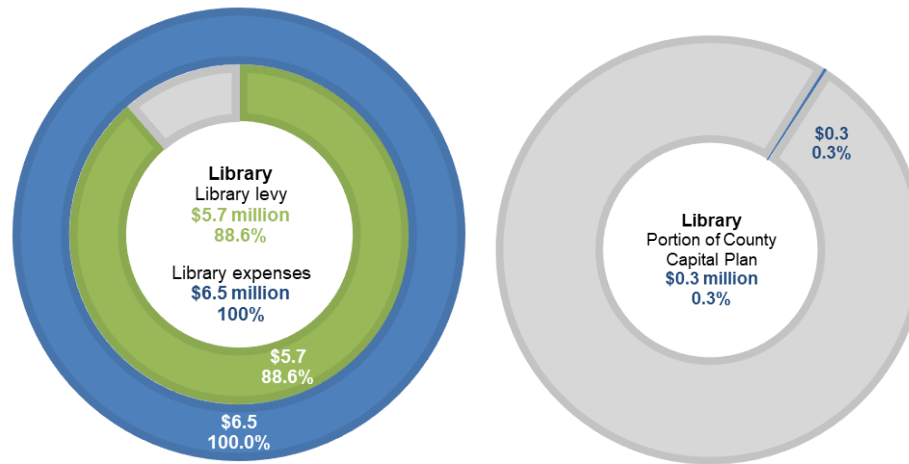
### Budget Impact Details

	REFERENCE	OPERATING EXPENSES	REVENUES	TAXATION	%
<b>ONE-TIME ITEMS</b>					
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%
		<b>1,065,000</b>	<b>1,050,000</b>	<b>15,000</b>	<b>0.6%</b>
<b>SERVICE LEVEL</b>					
PLN-Contribution to Planning Reserve		100,000	-	100,000	4.0%
PLN-Clean Water Project transfer increase		35,000	-	35,000	1.4%
		<b>135,000</b>	<b>-</b>	<b>135,000</b>	<b>5.4%</b>
<b>TOTAL</b>		<b>1,200,000</b>	<b>1,050,000</b>	<b>150,000</b>	<b>6.0%</b>

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"> <li>Lending of books, DVDs, audiobooks, kitchen equipment, park passes and a wide variety of other materials;</li> <li>Access to eBooks, eAudiobooks, streaming music and movies and other electronic resources for learning and research;</li> <li>Coaching, training and help on the use of technology;</li> <li>Home delivery services to homebound customers and nursing homes;</li> <li>Programming for all ages, including literacy, creative, and learning opportunities.</li> <li>Mobile outreach services through Ox on the Run.</li> </ul>	<ul style="list-style-type: none"> <li>Library Collections</li> <li>Library Programming</li> <li>Library Reference and Information</li> <li>Library Public Space Access</li> <li>Library Technology Access and Coaching</li> </ul>	39.0	2.0
	<b>Total</b>				<b>39.0</b>

## 5 Year Projected Budget

	2025	2026	2027	2028	2029
	BUDGET	PROJECTED BUDGET	PROJECTED BUDGET	PROJECTED BUDGET	PROJECTED BUDGET
<b>OPERATING</b>					
<b>REVENUES</b>					
GENERAL REVENUES	(167,834)	(169,034)	(169,034)	(169,034)	(169,034)
OTHER REVENUES	(240,552)	(240,552)	(240,552)	(270,552)	(240,552)
<b>TOTAL REVENUES</b>	<b>(408,386)</b>	<b>(409,586)</b>	<b>(409,586)</b>	<b>(439,586)</b>	<b>(409,586)</b>
<b>EXPENSES</b>					
SALARIES AND BENEFITS	3,415,322	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	568,000	582,000	596,000	606,000	616,000
INTERDEPARTMENTAL CHARGES	1,597,432	1,697,577	1,658,893	1,798,618	1,841,866
<b>TOTAL EXPENSES</b>	<b>6,153,337</b>	<b>6,379,377</b>	<b>6,476,077</b>	<b>6,778,521</b>	<b>6,900,172</b>
<b>NET OPERATING</b>	<b>5,744,951</b>	<b>5,969,791</b>	<b>6,066,491</b>	<b>6,338,935</b>	<b>6,490,586</b>
<b>CAPITAL</b>					
CAPITAL REVENUES	(329,900)	(340,100)	(556,800)	(369,500)	(578,200)
CAPITAL EXPENSES	329,900	340,100	556,800	369,500	578,200
<b>NET CAPITAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>SUMMARY</b>					
<b>TOTAL REVENUES</b>	<b>(738,286)</b>	<b>(749,686)</b>	<b>(966,386)</b>	<b>(809,086)</b>	<b>(987,786)</b>
<b>TOTAL EXPENSES</b>	<b>6,483,237</b>	<b>6,719,477</b>	<b>7,032,877</b>	<b>7,148,021</b>	<b>7,478,372</b>
<b>TOTAL LEVY</b>	<b>5,744,951</b>	<b>5,969,791</b>	<b>6,066,491</b>	<b>6,338,935</b>	<b>6,490,586</b>

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.	<b>638,990</b> Items borrowed, downloaded, or streamed <b>437</b> 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.	<b>29,110</b> People attended <b>1,846</b> 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).	<b>1,139</b> Research database uses <b>1,661</b> Readers' Advisory requests <b>290</b> Local History requests	Information
Library Public Space Access	An external service providing welcoming and accessible meeting places.	<b>511</b> Library room rentals for public use <b>925</b> bookings were made for study room spaces	Community
Library Technology Access and Coaching	An external service providing public access to technology and the internet.	<b>16,739</b> wireless internet sessions <b>12,263</b> in-branch public computer sessions <b>2,448</b> 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><b>Organizational Review and Onboarding Plan</b></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> <b>LIBRARY STRATEGIC PLAN</b>  Goal 1: <i>Sustain service excellence</i>	
<p><b>Branch Level Payment Solution</b></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> <b>LIBRARY STRATEGIC PLAN</b>  Goal 3: <i>Innovate access to service</i>	

Description	2025	2026	2027	Strategic Plan	Other Plan Alignment
<p><b>Communication Strategy for Patron Management, Brand Awareness and Growth</b></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  <b>LIBRARY STRATEGIC PLAN</b>  Goal 2: Grow engagement and member relationships	
<p><b>Oxford County Library 60 Year Anniversary</b></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  <b>LIBRARY STRATEGIC PLAN</b>  Goal 2: Grow engagement and member relationships	



Budget

	2024	2024	LESS: 2024	2025	2025		\$ OVER	% OVER
	FORECAST	BUDGET*	NON-	BASE	BUDGET	2025	2024	2024
OPERATING			RECURRING	BUDGET	IMPACTS	BUDGET	BUDGET	BUDGET
<b>REVENUES</b>								
<b>GENERAL REVENUES</b>								
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%)
<b>TOTAL GENERAL REVENUES</b>	<b>(179,760)</b>	<b>(162,404)</b>	<b>-</b>	<b>(3,030)</b>	<b>(2,400)</b>	<b>(167,834)</b>	<b>(5,430)</b>	<b>3.3%</b>
<b>OTHER REVENUES</b>								
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%
<b>TOTAL OTHER REVENUES</b>	<b>(540,512)</b>	<b>(377,548)</b>	<b>305,899</b>	<b>(168,903)</b>	<b>-</b>	<b>(240,552)</b>	<b>136,996</b>	<b>(36.3%)</b>
<b>TOTAL REVENUES</b>	<b>(720,272)</b>	<b>(539,952)</b>	<b>305,899</b>	<b>(171,933)</b>	<b>(2,400)</b>	<b>(408,386)</b>	<b>131,566</b>	<b>(24.4%)</b>
<b>EXPENSES</b>								
<b>SALARIES AND BENEFITS</b>								
SALARIES	2,521,452	2,537,952	(126,724)	114,994	167,107	2,693,329	155,377	6.1%
BENEFITS	655,394	660,494	(25,029)	55,347	31,181	721,993	61,499	9.3%
<b>TOTAL SALARIES AND BENEFITS</b>	<b>3,176,846</b>	<b>3,198,446</b>	<b>(151,753)</b>	<b>170,341</b>	<b>198,288</b>	<b>3,415,322</b>	<b>216,876</b>	<b>6.8%</b>
<b>OPERATING EXPENSES</b>								
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%)
<b>TOTAL OPERATING EXPENSES</b>	<b>704,701</b>	<b>692,273</b>	<b>(148,615)</b>	<b>5,301</b>	<b>23,624</b>	<b>572,583</b>	<b>(119,690)</b>	<b>(17.3%)</b>
<b>RESERVE TRANSFERS</b>								
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	-	-	137,500	150,000	137,500	1,100.0%
<b>TOTAL RESERVE TRANSFERS</b>	<b>416,163</b>	<b>139,020</b>	<b>-</b>	<b>251,480</b>	<b>177,500</b>	<b>568,000</b>	<b>428,980</b>	<b>308.6%</b>
<b>INTERDEPARTMENTAL CHARGES</b>								
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)	-

	2024	2024	LESS: 2024	2025	2025		\$ OVER	% OVER
	2024	2024	NON-	BASE	BUDGET	2025	2024	2024
	FORECAST	BUDGET*	RECURRING	BUDGET	IMPACTS	BUDGET	BUDGET	BUDGET
<b>TOTAL INTERDEPARTMENTAL CHARGES</b>	1,565,620	1,504,955	(10,031)	87,687	14,821	1,597,432	92,477	6.1%
<b>TOTAL EXPENSES</b>	<b>5,863,330</b>	<b>5,534,694</b>	<b>(310,399)</b>	<b>514,809</b>	<b>414,233</b>	<b>6,153,337</b>	<b>618,643</b>	<b>11.2%</b>
<b>PROGRAM SURPLUS/DEFICIT</b>								
<b>RESERVE CONTRIBUTION TO (FROM)</b>								
RESERVE CONTRIBUTION-SURPLUS	80,684	-	-	-	-	-	-	-
<b>TOTAL RESERVE CONTRIBUTION TO (FROM)</b>	80,684	-	-	-	-	-	-	-
<b>TOTAL PROGRAM SURPLUS/DEFICIT</b>	<b>80,684</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET OPERATING</b>	<b>5,223,742</b>	<b>4,994,742</b>	<b>(4,500)</b>	<b>342,876</b>	<b>411,833</b>	<b>5,744,951</b>	<b>750,209</b>	<b>15.0%</b>
<b>CAPITAL</b>								
<b>CAPITAL REVENUES</b>								
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%)
<b>TOTAL CAPITAL REVENUES</b>	<b>(547,500)</b>	<b>(327,500)</b>	<b>-</b>	<b>(2,400)</b>	<b>-</b>	<b>(329,900)</b>	<b>(2,400)</b>	<b>0.7%</b>
<b>CAPITAL EXPENSES</b>	<b>547,500</b>	<b>556,500</b>	<b>-</b>	<b>(226,600)</b>	<b>-</b>	<b>329,900</b>	<b>(226,600)</b>	<b>(40.7%)</b>
<b>NET CAPITAL</b>	<b>-</b>	<b>229,000</b>	<b>-</b>	<b>(229,000)</b>	<b>-</b>	<b>-</b>	<b>(229,000)</b>	<b>(100.0%)</b>
<b>SUMMARY</b>								
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)	288,209	414,233	6,483,237	392,043	6.4%
TOTAL PROGRAM SURPLUS/DEFICIT	80,684	-	-	-	-	-	-	-
<b>TOTAL LEVY</b>	<b>5,223,742</b>	<b>5,223,742</b>	<b>(4,500)</b>	<b>113,876</b>	<b>411,833</b>	<b>5,744,951</b>	<b>521,209</b>	<b>10.0%</b>
<b>% BUDGET INCREASE (DECREASE)</b>			<b>(0.1%)</b>	<b>2.2%</b>	<b>7.9%</b>	<b>10.0%</b>		

\* 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	%
<b>ONE-TIME ITEMS</b>					
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%
		<b>184,219</b>	<b>-</b>	<b>184,219</b>	<b>3.5%</b>
<b>SERVICE LEVEL</b>					
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%
		<b>52,514</b>	<b>2,400</b>	<b>50,114</b>	<b>1.0%</b>
<b>CAPITAL CONTRIBUTION</b>					
OCL-Library Capital Increase (AMP)		40,000	-	40,000	0.8%
		<b>40,000</b>	<b>-</b>	<b>40,000</b>	<b>0.8%</b>
<b>DEVELOPMENT CHARGE EXEMPTIONS</b>					
OCL-Library Non-Statutory Development Charge Exemptions		75,511	-	75,511	1.4%
OCL-Library Statutory development charge exemptions		61,989	-	61,989	1.2%
		<b>137,500</b>	<b>-</b>	<b>137,500</b>	<b>2.6%</b>
<b>TOTAL</b>		<b>414,233</b>	<b>2,400</b>	<b>411,833</b>	<b>7.9%</b>

Capital Budget

PROJECT # AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2025 REQUEST**	2026	2027-2034
<b>BUILDING</b>							
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	-	-
<b>COMPUTER EQUIPMENT</b>							
600000 - Computer Equipment	Public use and maker space and assistive technologies	Replacement	Poor	\$21,000	21,000	-	-
<b>EQUIPMENT</b>							
600000 - Collection Materials	Annual refresh of collection materials, including non-traditional materials	Replacement	Poor	\$257,800	257,800	-	-
<b>FURNISHINGS</b>							
600000 - Furnishings	Furniture - Public Use and Staff Use	Replacement	Poor	\$9,000	9,000	-	-
				<b>\$329,900</b>	<b>\$329,900</b>	<b>\$0</b>	<b>\$0</b>


\*\* 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**


<b>SUMMARY</b>	
<b>Type of FTE request</b>	Maintain Service Level
<b>Classification</b>	Student - Permanent
<b>Job Title</b>	Library Summer Student
<b>FTE</b>	0.3
<b>Description</b>	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**

**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 and activities for children, teens and families as part of its annual Summer Reading Program.

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.

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.

**Comments**

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.

**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
<b>Salaries and benefits</b>			
<b>Total salaries and benefits</b>	-	12,309	12,309
<b>Library Levy</b>	\$-	\$12,309	\$12,309

**FTE – Various Positions – Library Programming Support**

**FTE 2025-16**


<b>SUMMARY</b>	
<b>Type of FTE request</b>	Expand Service Level
<b>Classification</b>	Part-time - Permanent
<b>Job Title</b>	Various Positions – Library Programming Support
<b>FTE</b>	0.53
<b>Description</b>	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:

<b>FTE</b>	<b>Staff Requirement</b>
.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**

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



# 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
<b>OPERATING EXPENSES</b>								
EXTERNAL TRANSFERS	82,936	82,936	-	40,494	-	123,430	40,494	48.8%
<b>TOTAL EXPENSES</b>	<b>82,936</b>	<b>82,936</b>	<b>-</b>	<b>40,494</b>	<b>-</b>	<b>123,430</b>	<b>40,494</b>	<b>48.8%</b>
<b>SUMMARY</b>								
<b>TOTAL EXPENSES</b>	82,936	82,936	-	40,494	-	123,430	40,494	48.8%
<b>TOTAL LEVY</b>	82,936	82,936	-	40,494	-	123,430	40,494	48.8%
<b>% BUDGET INCREASE (DECREASE)</b>			-	48.8%	-	48.8%		

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