



OxfordCounty

MARKET ST.

2024
BUSINESS
PLAN &
BUDGET

 **OxfordCounty**
Growing stronger together

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Where are we located

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

How we serve your community

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

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



Oxford County Council

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

2022-2026 COUNTY COUNCIL



Mark Peterson
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

Oxford County Departments

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



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




Strategic Plan

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

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

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

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

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

OXFORD COUNTY **STRATEGIC PLAN** at a Glance



VISION

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



MISSION

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



VALUES

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




PROMOTING
 community
 vitality

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



ENHANCING
 environmental
 sustainability

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



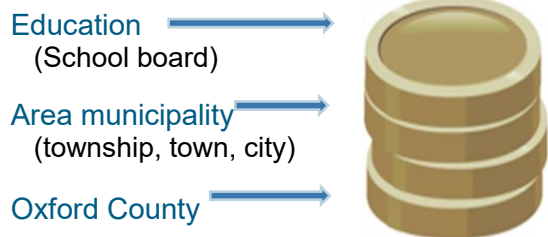
FOSTERING
 progressive
 government

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

About Your Property Tax Bill

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

YOUR MUNICIPAL TAX BILL



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

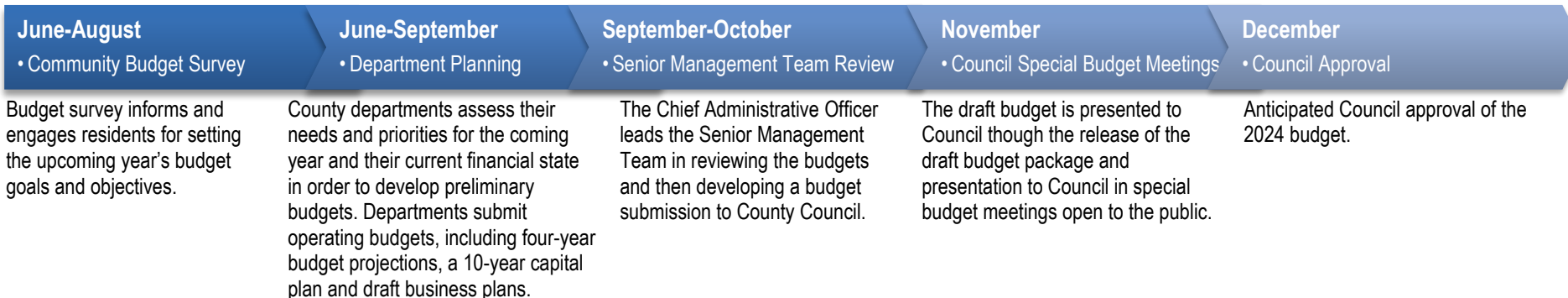
Area Municipal Tax Levy. Rates are set by your area municipality to support services and infrastructure provided by *Blandford-Blenheim, East Zorra-Tavistock, Ingersoll, Norwich, South-West Oxford, Tillsonburg, Woodstock or Zorra*. These services include, but are not limited to, fire, parks and recreation,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

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

About the budget planning process

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

Business Planning and Budget Process



Budget Survey – What you told us

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

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

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



2024 Budget Summary

The 2024 budget presents a total gross expenditure budget of \$349.5 million, an increase of \$41.2 million from 2023 approved budget, resulting in a net levy increase for all County services of **17.1%**. The County's budget is divided among four budgets – General Levy, Library Levy, Court Security Levy and Water and Wastewater Rates

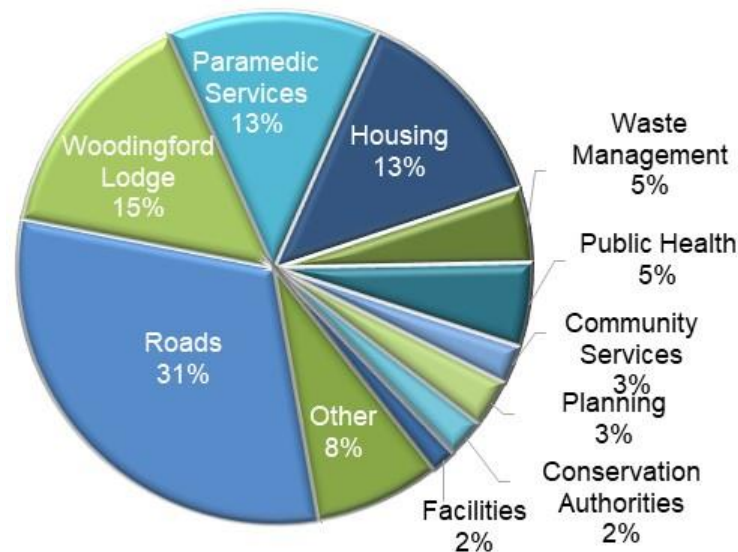
General Levy Impact

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

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

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

2024 Budget General Levy Distribution



Net budget of **\$82.6** million, an increase of \$11.8 million from 2023, resulting in a net levy increase of **16.7%**

Library Levy Impact

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

Net budget of **\$5.2** million, an increase of \$0.9 million from 2023, resulting in a net levy increase of **21.8%**; and

Court Security Levy Impact

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

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

Water and Wastewater Rates Impact

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

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

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

Operating Expenditures

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

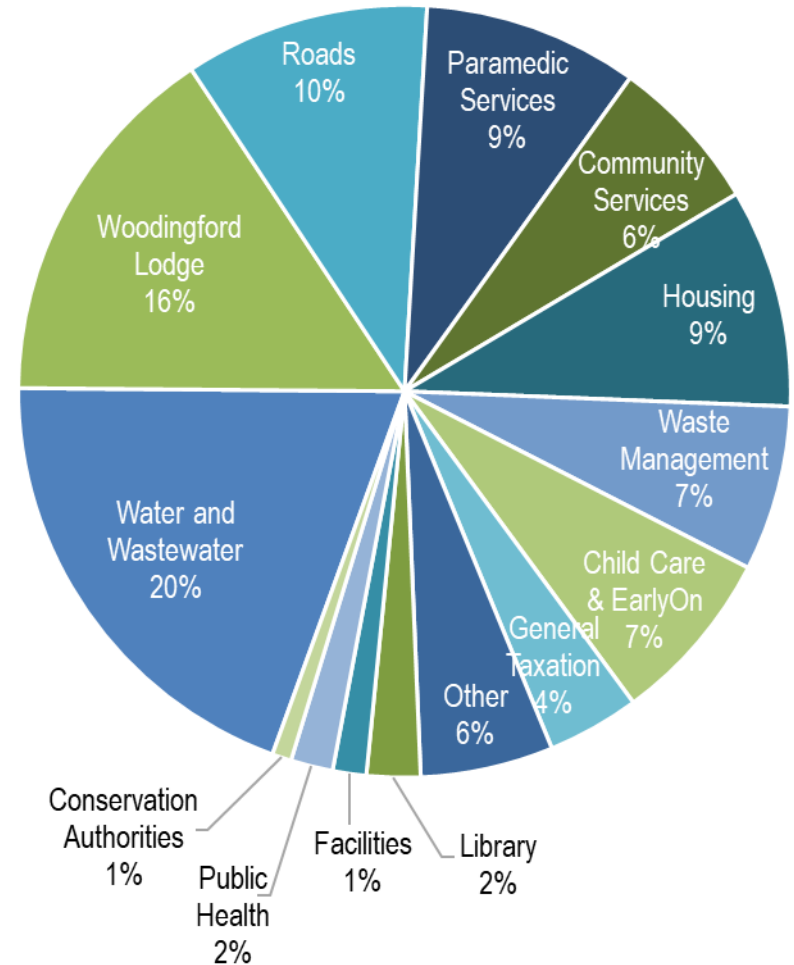
- **\$192.1 million** General Levy Budget; an increase of \$17.1 million or 9.7% from 2023
- **\$5.5 million** Library Levy Budget; an increase of \$0.4 million or 7.6% from 2023
- **\$82,936** Court Security Levy Budget; an increase of \$72,660 or 707.1% from 2023
- **\$48.1 million** Water and Wastewater Rates Budget; an increase of \$4.2 million or 9.6% from 2023

Gross Operating Budget by Levy year over year

\$000s	2024		
	Operating Expenses	Operating Transfer to Capital	Total
General	171,875	20,312	192,187
Library	5,408	127	5,535
Court Security	83	-	83
Water & Wastewater	34,088	14,060	48,148
Total	211,454	34,498	245,953

\$000s	Change over 2023 Budget			
	Operating Expenses	Operating Transfer to Capital	Total \$	Total %
General	14,084	2,972	17,056	9.7%
Library	380	10	390	7.6%
Court Security	73	-	73	707.1%
Water & Wastewater	3,383	853	4,236	9.6%
Total	17,920	3,834	21,754	9.7%

Operating Expenditure Distribution by Division



Capital Expenditures

The 2024 Approved gross capital budget financed of \$103.6 million has increased by \$19.5 million, or 23.2%. Of the \$103.6 million in capital projects, \$10.1 million relate to prior projects being financed in 2024, \$7.5 million are carryover projects from 2023, with \$86.0 million representing new 2024 budget requests. The 2024 Approved Gross Capital Budget \$104.1 million comprises:

- **\$58.6 million** General Levy Budget; an increase of \$17.8 million or 43.7% from 2023
- **\$0.5 million** Library Levy Budget; an increase of \$0.5 million or 654.8% from 2023
- **\$44.4 million** Water and Wastewater Rates Budget; an increase of \$1.2 million or 2.7% from 2023

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

Some notable changes to the capital budget program include:

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

Gross Capital Budget by Levy year over year

	2024	2023	Change	
\$000s	Budget	Budget	\$	%
General	58,638	40,818	17,821	43.7%
Library	554	73	481	654.8%
Water & Wastewater	44,364	43,190	1,174	2.7%
Total	103,556	84,081	19,475	23.2%

Gross Capital Budget by asset category

	2024			
\$000s	General	Library	Water & Wastewater	Total Capital
Major Infrastructure				
Asset Management	513	-	-	513
Engineering	100	-	-	100
Facilities	2,911	-	-	2,911
Transportation	42,029	-	-	42,029
Waste Management	1,000	-	-	1,000
Housing	2,608	-	-	2,608
Paramedic Services	155	-	-	155
Library	-	144	-	144
Wastewater	-	-	25,026	25,026
Water	-	-	17,108	17,108
	49,316	144	42,134	91,594
Vehicles	4,826	-	791	5,616
Building	2,893	181	25	3,099
Furnishing & Equipment	1,604	229	1,414	3,247
Total Budget	59,638	554	44,364	103,556

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

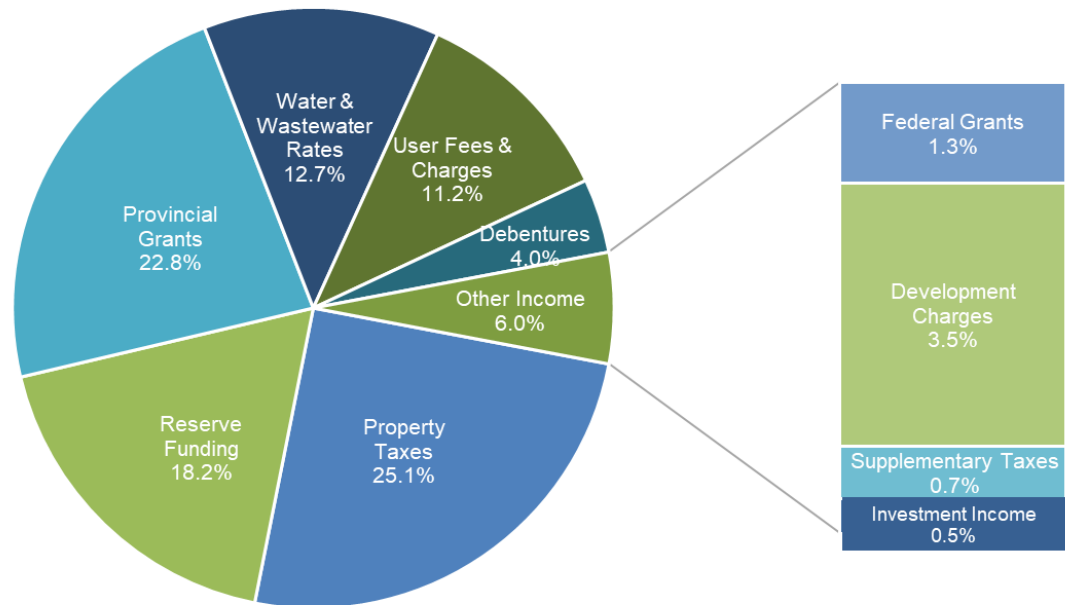
How is the Budget Funded?

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

2024 Budget Funding Sources

\$000s	2024		
	Operating	Capital	Total
Property Taxes	86,204	1,669	87,873
Reserve Funding	6,194	57,372	63,566
Provincial Grants	65,906	13,747	79,653
Water & Wastewater Rates	44,339	-	44,339
User Fees & Charges	37,118	2,177	39,295
Debentures	-	13,947	13,947
Federal Grants	735	3,943	4,677
Development Charges	1,436	10,702	12,138
Supplementary Taxes	2,409	-	2,409
Investment Income	1,612	-	1,612
Total	245,953	103,556	349,509

2024 Budget Funding sources %



Property Assessment Impact on Taxation

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

Budget Development

2023 Revised Budget

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

Key Factors Impacting the Budget

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

The 2024 overall levy represents an increase of 17.1% over the 2023 levy, with the base budget to base impact increasing by 6.2%. This increase is represented by non-recurring items, service level impacts, new initiatives, initiative gapping, carryover/in-year approval, and minor capital/infrastructure.





	Total	Reserves	Other	Rates	Taxation	Levy %
Levy/Rate increase over prior year				\$2,374,930	\$12,815,356	17.1%
Non-recurring	\$3,664,438	\$3,160,500	\$183,500	\$130,350	\$190,088	0.3%
Service Level	8,555,920	789,329	1,207,466	647,580	5,911,545	7.9%
New Initiatives	5,144,922	1,225,350	2,334,091	252,531	1,332,950	1.8%
Initiative Gapping	(1,128,323)	(741,600)	-	(78,551)	(308,172)	(0.4%)
In-year Approval/ Carryover	1,111,467	500,899	830,193	(40,000)	(179,625)	(0.3%)
Minor Capital/ Infrastructure	9,218,900	6,872,500	1,374,500	4,000	967,900	1.3%
Budget Impacts	26,567,324	11,806,978	5,929,750	915,910	7,914,686	10.6%
Prior year non-recurring items and initiative gapping				115,575	220,066	0.3%
Base Budget increase				\$1,343,445	\$4,680,604	6.2%




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






2023 Budget	
+/- Base Budget	Maintain service at the level of the previous year's approved budget
+/- Non-Recurring	Items that are non-recurring in nature
+/- Service level	Changes in the services provided
+/- New initiatives	Significant new programs or services that are intended to have a lasting impact
+/- Initiative gapping	Phased-in impacts of service level and new initiatives to be realized in future budget year
+/- In-Year Budget Approvals/Carryover	In-year approvals previously not included in the budget, or previously approved and not completed
+/- Minor Capital & Major Infrastructure	Expansion of capital assets and studies
= 2024 Approved Budget	






2024 New Initiatives

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

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

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

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

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

Full-time Equivalent Plan (FTE)

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

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

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

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

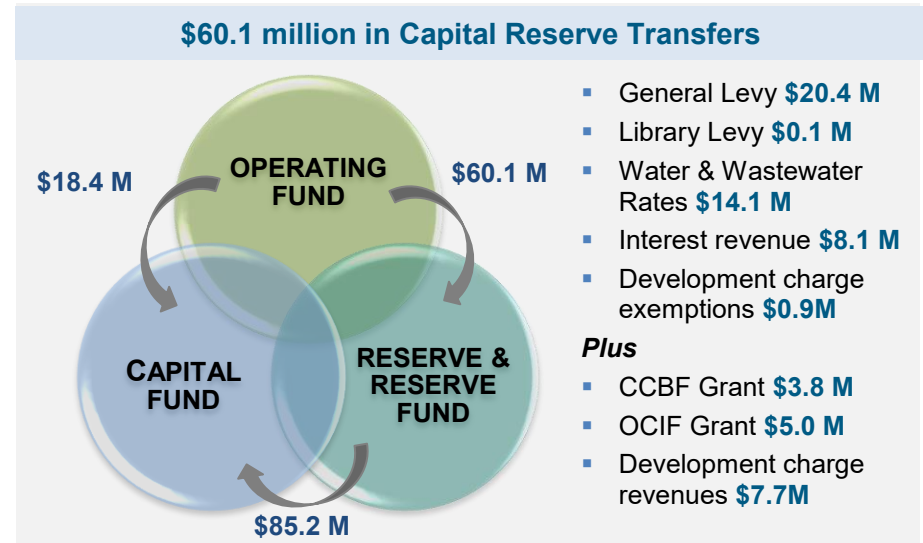
Transfer to/from Reserves and Reserve Funds

Included in the operating budget are reserve transfers to fund both operating and capital initiatives. \$85.2 million of the \$103.6 million capital budget is funded from reserves. A summary of these transfers are outlined below:

Capital reserve transfers consist of:

- **\$34,498,479** Asset Management Plan Contributions
- **\$8,113,873** Interest revenue allocation
- **\$922,500** Development charge exemptions
- **\$8,833,643** Capital grants
- **\$7,727,037** Development charge revenues collected

Total Capital Transfer of \$60,095,532



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

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

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

\$126,520 Library Levy Asset Management Plan Contributions

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

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

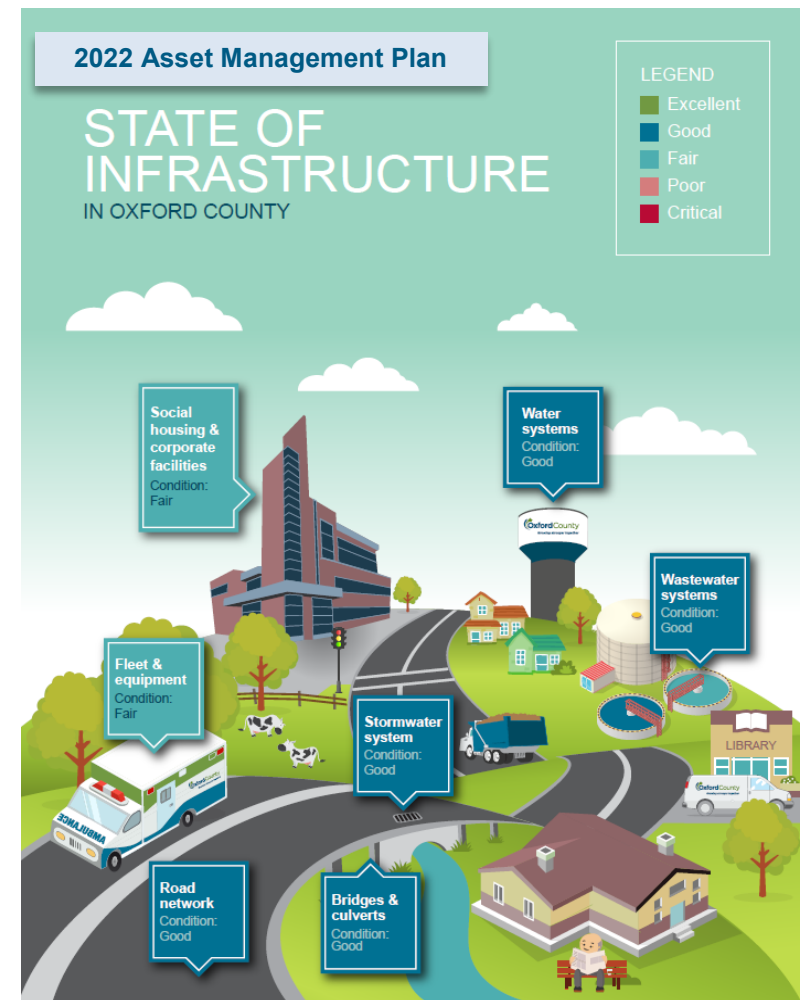
- **\$6,707,449** Wastewater reserves (collected from rates) \$220,503 **↑**
- **\$7,352,308** Water reserves (collected from rates) - \$632,333 **↑**

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

Investing in Capital

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

Asset Area ('000s)		AMP Required Investment	2024 Budget Investment	2024 Budget Surplus/(Deficit)	2028 Projected Reserve Balance	
	Roads	18,170	11,083	(7,087)	4,110	
	Stormwater	1,590	5,623	4,033	76	
	Bridges & Culverts	5,715	6,402	687	16,084	
Facilities Fleet & Equip	Library	250	157	(93)	971	
	Corporate Facilities	1,150	1,478	328	1,466	
	Paramedic Services	1,360	1,203	(157)	2,778	
	Social Housing	1,540	1,140	(400)	1,029	
	Corporate Fleet	3,761	3,600	(161)	6,248	
	Woodingford Lodge	1,400	1,557	157	1,352	
	Total Fac/Fleet/Equip	9,461	9,135	(326)	13,844	
	Water	Woodstock	3,975	4,512	537	1,576
		Tillsonburg	1,756	1,889	133	638
Ingersoll		1,347	1,276	(71)	23	
Townships		3,168	1,703	(1,465)	6,069	
Total Water		10,246	9,380	(866)	8,306	
Wastewater	Woodstock	5,548	2,762	(2,786)	1,529	
	Tillsonburg	2,139	1,905	(234)	13,383	
	Ingersoll	2,109	2,581	472	6,988	
	Norwich	612	574	(38)	703	
	Tavistock	887	1,835	948	1,737	
	Plattsville	325	289	(36)	697	
	Thamesford	612	402	(210)	234	
	Drumbo	354	113	(241)	-	
	Mt Elgin	401	112	(289)	11	
	Embro	210	172	(38)	1,654	
	Innerkip	182	144	(38)	1,377	
	Total Wastewater	13,379	10,889	(2,490)	28,313	
	Total	\$58,561	\$52,512	\$(6,049)	\$70,733	



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

Summary

In summary, the 2024 Business Plan and Budget prepared on the basis of the County's 2023-2026 Strategic Plan represent a responsible budget given the challenges faced in the upcoming year with a year over year increase in base budget of 6.2%. In addition to the base budget increase there are 17 new initiatives in the budget that contribute to the overall levy increase of 17.1%. The plan embraces the importance of managing human, natural and financial resources through integrated solutions rather than through fragmented approaches that meet one goal or objective at the expense of others.

Investments

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

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

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

Challenges & Risks

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

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

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

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

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

Approved Budget Documents



Capital

2024

**BUSINESS
PLAN &
BUDGET**



Capital Expenses

Capital expenses total \$103.6 million in 2024 (\$84.1 million–2023) representing a 23.2% increase (31.5% increase–2023). The 2024 capital expenses include \$7.5 million in carry forward projects. Of the capital projects included in the 2024 requested budget 24.5% represent road network projects, 6.4% stormwater projects, 16.8% bridges and culverts, 29.6% water and wastewater projects, 10.1% fleet and equipment, 8.6% facilities projects, and 4.0% furnishings and minor capital including studies.

Capital Revenue

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

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



¹ Carry forward includes prior years approved budget not spent

Capital Projects – Tax Supported

Of the \$57.0 million in tax supported capital projects (2024 request) included in the 2024 budget 2.6% represent non infrastructure solutions, 36.6% replacement projects, 40.0% renewal projects, 1.0% maintenance projects and 19.8% expansion projects. Notable capital projects in the 2024 budget include:

Project Description	Asset Activity	Carry Forward ² \$	2024 Request \$	Total 2024 \$
Paramedic Services (page 379)				
Vehicles and equipment	Replacement	40,000	921,009	961,009
Vehicles and equipment	Expansion	-	434,400	434,400
Woodingford Lodge (page 270)				
Equipment and furnishings	Replacement	13,570	526,901	540,471
Buildings	Renewal	-	756,250	756,250
Facilities and Fleet (page 102)				
Vehicles	Replacement	-	2,353,400	2,353,400
Renewable Energy Projects	Expansion	-	1,370,000	1,370,000
Transportation Services (page 134)				
Various County Road improvements	Various	1,164,700	21,035,000	22,199,700
Bridge and Culvert rehabilitation / replacement	Renewal	-	14,495,000	14,495,000
Waste Management (page 147)				
Landfill Cell Expansion - Reports and Government Approvals	Non-infrastructure solutions	-	150,000	150,000
Human Services (page 248)				
Housing / Shelter buildings	Renewal	21,000	1,722,650	1,743,650
Transitional Housing	Expansion	-	2,100,000	2,100,000

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

Capital Projects – Rate Supported

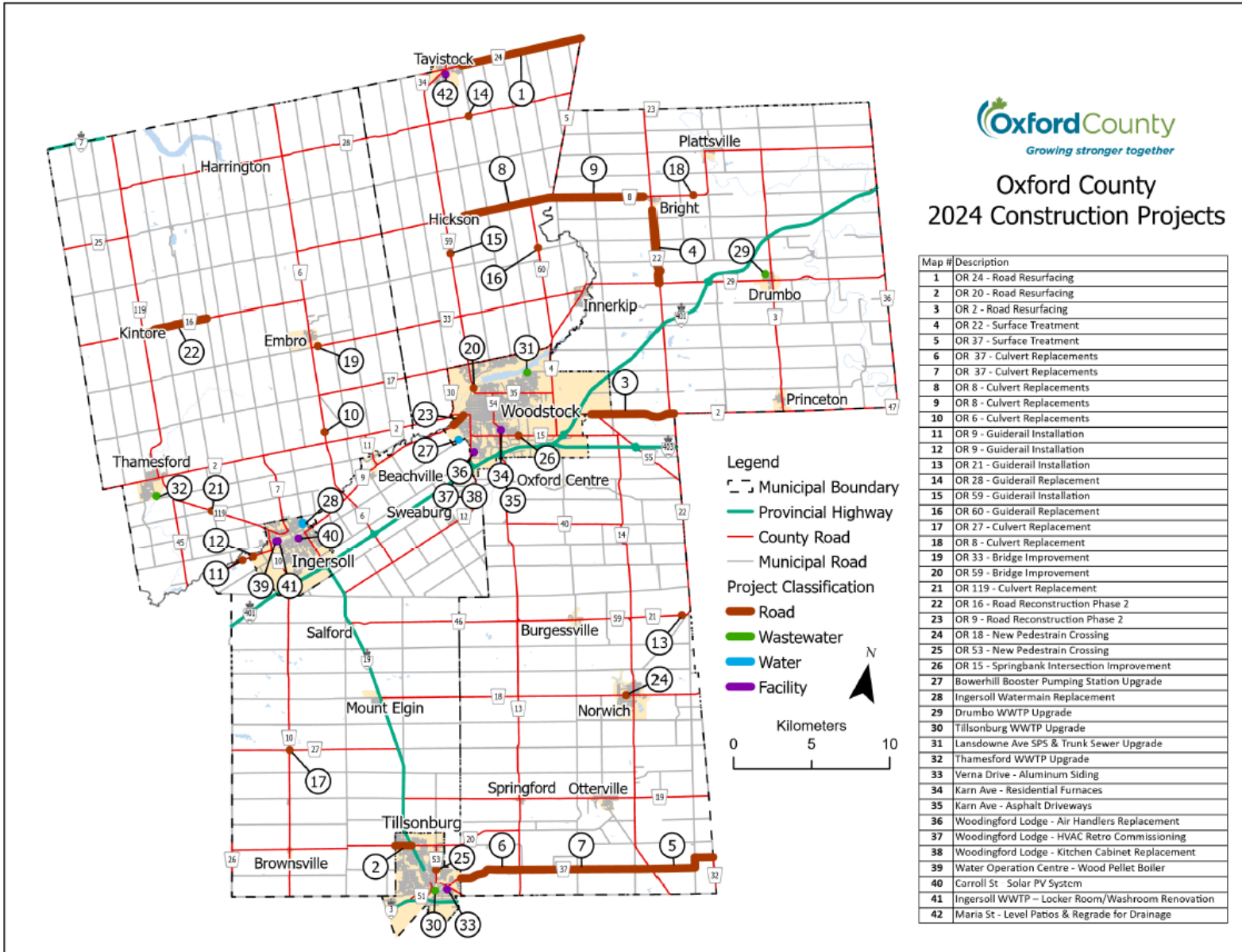
Of the \$29.0 million in rate supported capital projects (2024 request) included in the 2024 budget 0.2% represent non-infrastructure solutions, 38.5% replacement projects, 10.1% renewal projects, and 51.2% expansion projects. Notable capital projects in the 2024 budget include:

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

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

² Carry forward includes prior years approved budget not spent

Oxford County 2024 Construction Projects



Asset Management Plan

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

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

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



Annual Capital Investment Required

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

Current Investment

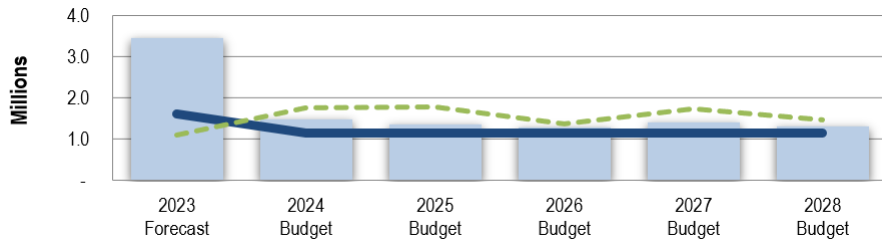
The County's current investment in capital assets consists of

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

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

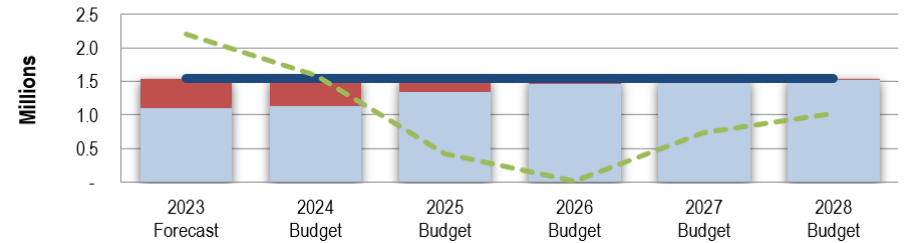
Corporate General

	Key	2023 Forecast	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Annual Required Investment	■	1,600,000	1,150,000	1,150,000	1,150,000	1,150,000	1,150,000
Current Investment	■	3,436,566	1,478,105	1,352,596	1,289,907	1,396,040	1,310,829
Deficit	■	-	-	-	-	-	-
Surplus	■	1,836,566	328,105	202,596	139,907	246,040	160,829
Reserve Balance	■	1,103,366	1,755,085	1,770,890	1,358,695	1,724,235	1,465,564



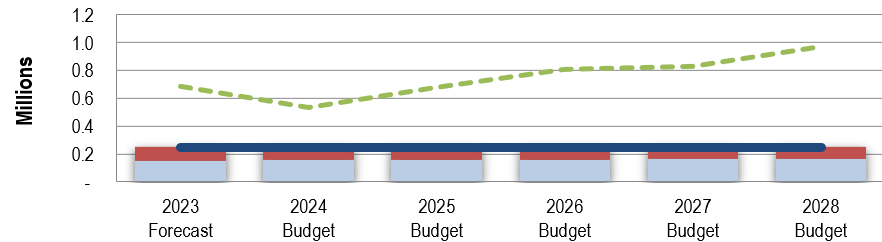
Social Housing

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



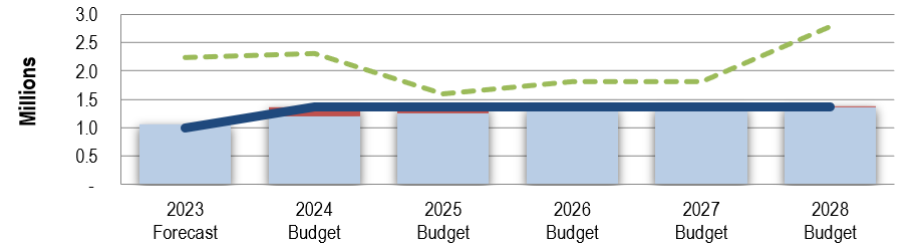
Library

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



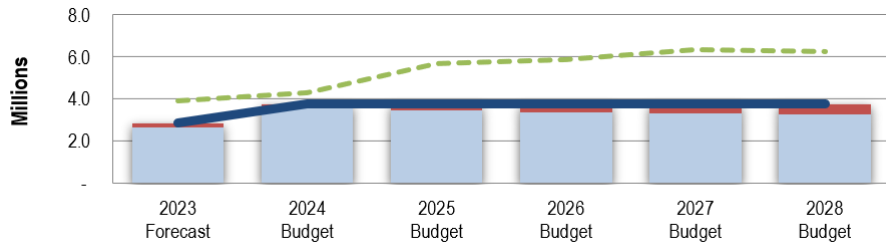
Paramedic Services

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



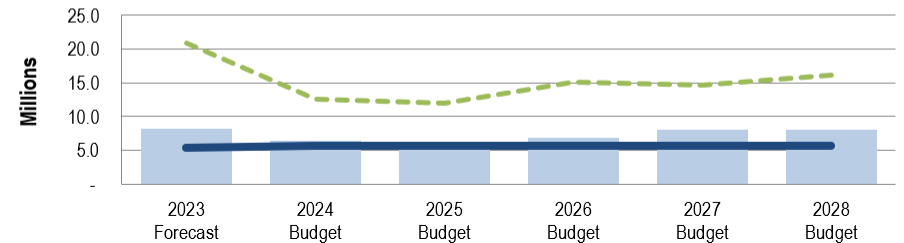
Fleet & Equipment

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



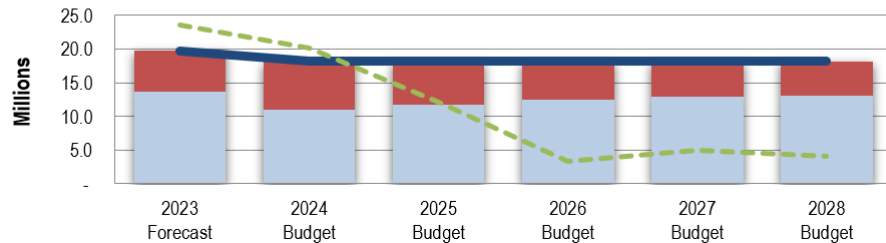
Bridges & Culverts

	Key	2023 Forecast	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Annual Required Investment	■	5,414,000	5,715,000	5,715,000	5,715,000	5,715,000	5,715,000
Current Investment	■	8,151,816	6,402,694	5,903,901	6,881,984	8,045,464	8,043,943
Deficit	■	-	-	-	-	-	-
Surplus	■	2,737,816	687,694	188,901	1,166,984	2,330,464	2,328,943
Reserve Balance	■ ■ ■	20,949,237	12,644,133	11,993,034	15,075,018	14,640,482	16,084,425



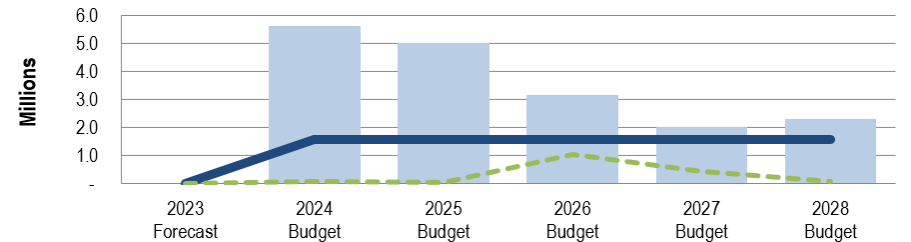
Road Network

	Key	2023 Forecast	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Annual Required Investment	■	19,759,000	18,170,000	18,170,000	18,170,000	18,170,000	18,170,000
Current Investment	■	13,730,283	11,083,306	11,777,651	12,538,518	12,879,376	13,161,093
Deficit	■	6,028,717	7,086,694	6,392,349	5,631,482	5,290,624	5,008,907
Surplus	■	-	-	-	-	-	-
Reserve Balance	■ ■ ■	23,557,803	20,152,409	12,061,148	3,294,866	4,969,242	4,110,335



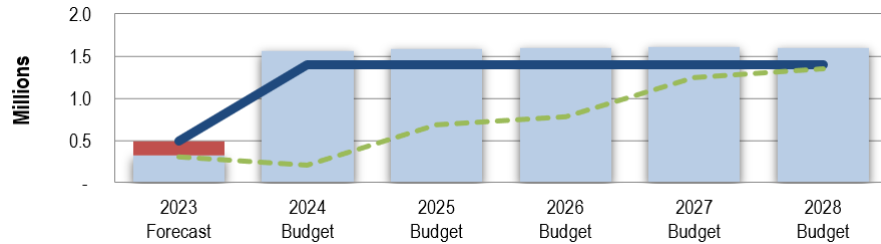
Stormwater

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



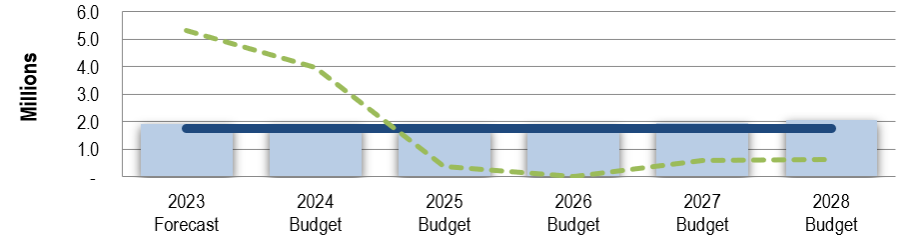
Woodingford Lodge

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



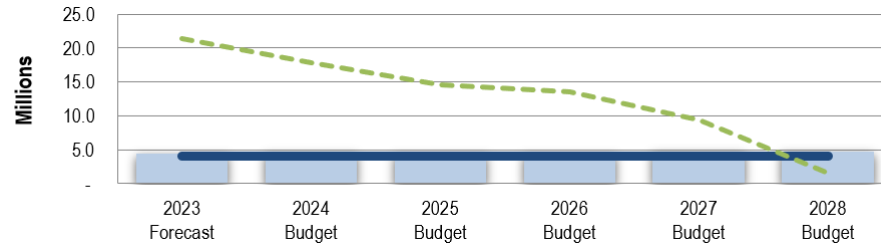
Water – Tillsonburg

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



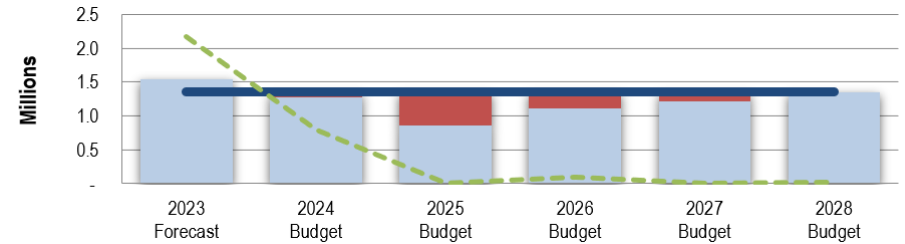
Water – Woodstock

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



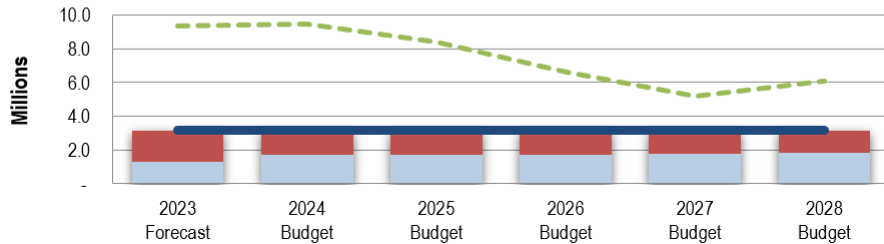
Water – Ingersoll

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



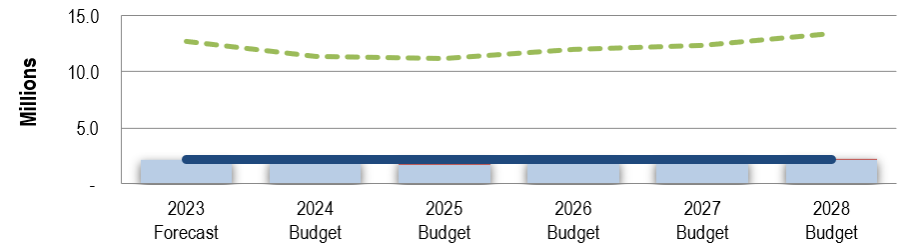
Water – Townships

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



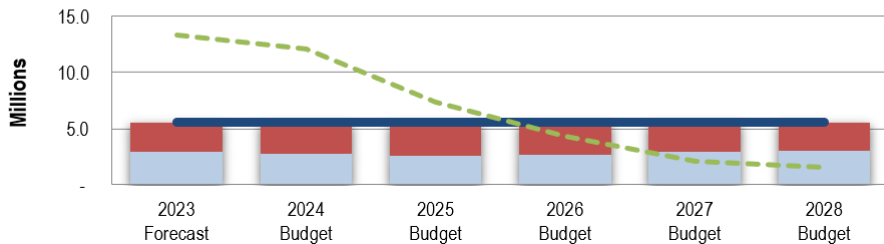
Wastewater – Tillsonburg

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



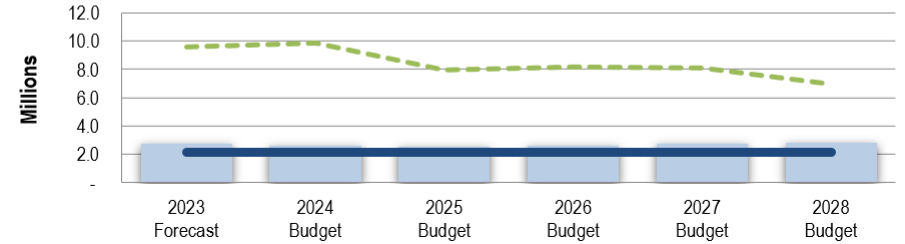
Wastewater – Woodstock

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



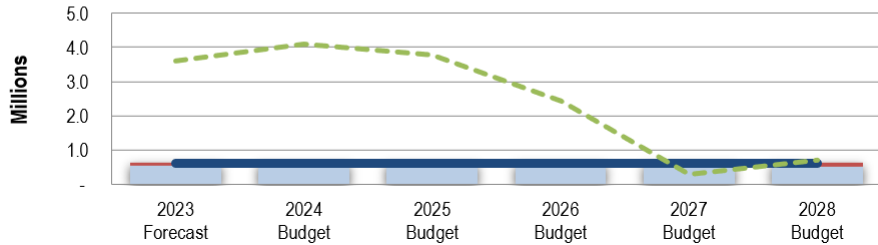
Wastewater – Ingersoll

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



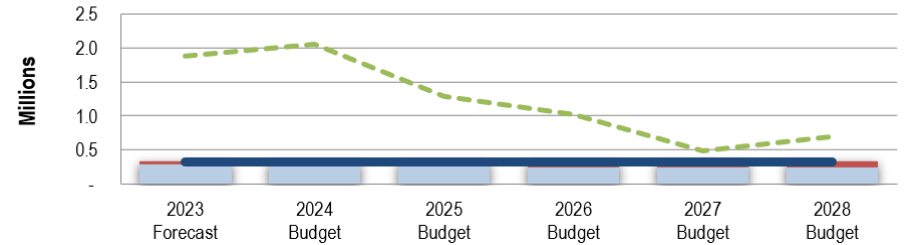
Wastewater – Norwich

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



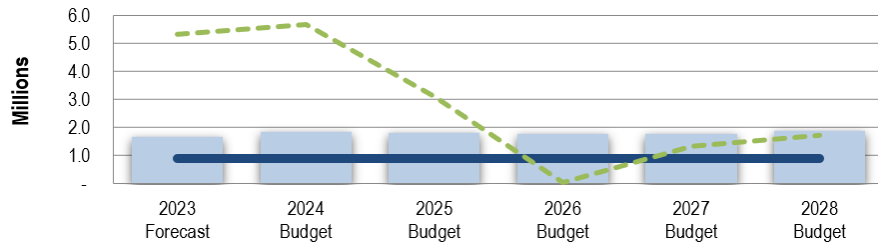
Wastewater – Plattsville

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



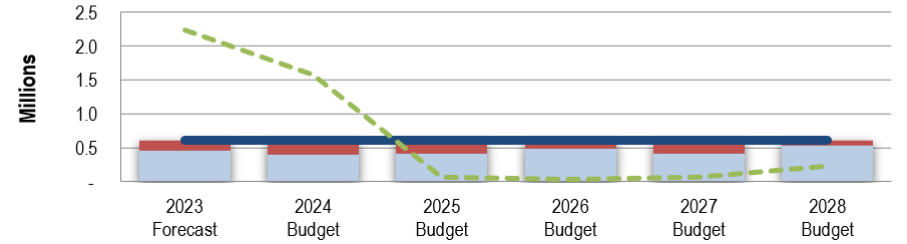
Wastewater – Tavistock

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



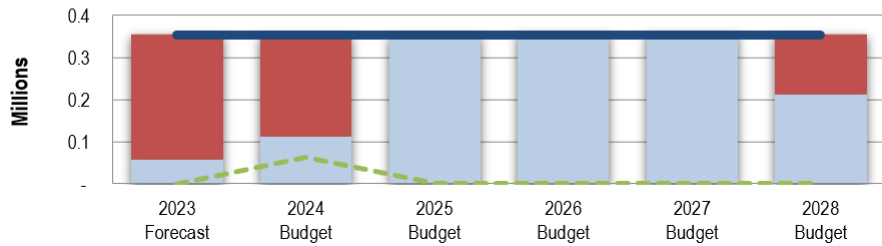
Wastewater – Thamesford

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



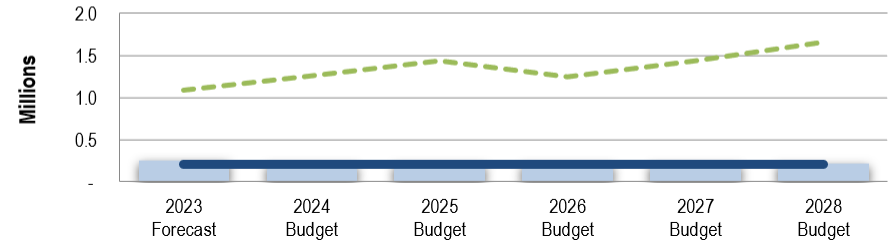
Wastewater – Drumbo

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



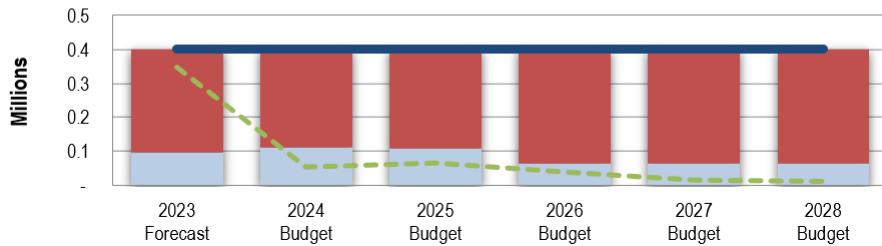
Wastewater – Embro

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



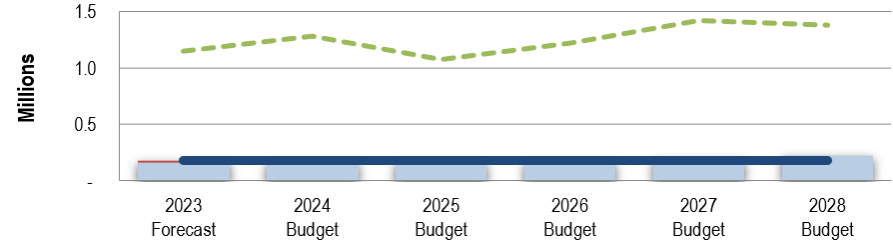
Wastewater – Mt Elgin

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



Wastewater – Innerkip

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



	CARRY	2024	2024		2024		W/WW					
	FORWARD	REQUESTED	CAPITAL	UNFINANCED	FINANCED		RATES &					OTHER
DESCRIPTION	BUDGET (2)	BUDGET (3)	BUDGET	CAPITAL (1)	CAPITAL	TAXATION	RESERVES	RESERVES	DC	GRANTS	DEBT	SOURCES
CAO												
CAO												
GENERAL												
111000 CAO	-	2,000	2,000	-	2,000	2,000	-	-	-	-	-	-
113000 STRATEGIC COMM. & ENGAGEMENT	-	2,200	2,200	-	2,200	2,200	-	-	-	-	-	-
TOTAL GENERAL	-	4,200	4,200	-	4,200	4,200	-	-	-	-	-	-
TOTAL CAO	-	4,200	4,200	-	4,200	4,200	-	-	-	-	-	-
TOTAL CAO	-	4,200	4,200	-	4,200	4,200	-	-	-	-	-	-
HUMAN RESOURCES												
HUMAN RESOURCES												
GENERAL												
112000 HUMAN RESOURCES	-	4,000	4,000	-	4,000	4,000	-	-	-	-	-	-
TOTAL GENERAL	-	4,000	4,000	-	4,000	4,000	-	-	-	-	-	-
TOTAL HUMAN RESOURCES	-	4,000	4,000	-	4,000	4,000	-	-	-	-	-	-
TOTAL HUMAN RESOURCES	-	4,000	4,000	-	4,000	4,000	-	-	-	-	-	-
CORPORATE SERVICES												
CORPORATE SERVICES												
GENERAL												
121000 CUSTOMER SERVICE	-	2,000	2,000	-	2,000	2,000	-	-	-	-	-	-
123000 INFORMATION TECHNOLOGY	-	104,300	104,300	-	104,300	2,000	-	102,300	-	-	-	-
124000 INFORMATION SERVICES	-	5,500	5,500	-	5,500	5,500	-	-	-	-	-	-
900050 ASSET MGMT SYSTEMS ENHANCEMENT	453,000	60,000	513,000	-	513,000	-	236,380	276,620	-	-	-	-
TOTAL GENERAL	453,000	171,800	624,800	-	624,800	9,500	236,380	378,920	-	-	-	-
TOTAL CORPORATE SERVICES	453,000	171,800	624,800	-	624,800	9,500	236,380	378,920	-	-	-	-
TOTAL CORPORATE SERVICES	453,000	171,800	624,800	-	624,800	9,500	236,380	378,920	-	-	-	-
PUBLIC WORKS												
ENGINEERING AND CONSTRUCTION												
GENERAL												
290000 CAPITAL ADMIN	-	47,000	47,000	-	47,000	2,000	-	-	-	45,000	-	-
900031 INFRASTRUCTURE DESIGN GUIDELNS	-	100,000	100,000	-	100,000	-	60,000	40,000	-	-	-	-
TOTAL GENERAL	-	147,000	147,000	-	147,000	2,000	60,000	40,000	-	45,000	-	-
TOTAL ENGINEERING AND CONSTRUCTION	-	147,000	147,000	-	147,000	2,000	60,000	40,000	-	45,000	-	-
FACILITIES												
GREEN INITIATIVES												
239000 WOODLANDS CONSERVATION	-	40,100	40,100	-	40,100	40,100	-	-	-	-	-	-
911006 GREEN INITIATIVES FACILITIES	-	560,100	560,100	-	560,100	-	-	467,100	-	93,000	-	-
911900 FACILITIES RENEWABLE ENERGY	-	1,370,000	1,370,000	866,059	2,236,059	-	-	-	-	137,970	2,098,089	-
TOTAL GREEN INITIATIVES	-	1,970,200	1,970,200	866,059	2,836,259	40,100	-	467,100	-	230,970	2,098,089	-
ADMINISTRATION BUILDINGS												
210000 FACILITIES ADMIN	-	17,000	17,000	-	17,000	-	-	17,000	-	-	-	-
210010 ADMIN BUILDING (21 REEVE)	-	155,100	155,100	-	155,100	-	-	155,100	-	-	-	-

DESCRIPTION	CARRY	2024	2024	UNFINANCED	2024	TAXATION	W/WW	RESERVES	RESERVES	DC	GRANTS	DEBT	OTHER
	FORWARD	REQUESTED	CAPITAL		FINANCED		RATES &						
	BUDGET (2)	BUDGET (3)	BUDGET	CAPITAL (1)	CAPITAL		RESERVES						
210030 ARCHIVES (82 LIGHT)	-	28,200	28,200	-	28,200	-	-	28,200	-	-	-	-	-
210070 93 GRAHAM	-	11,000	11,000	-	11,000	-	-	11,000	-	-	-	-	-
911002 COURTHOUSE RENOVATIONS	-	55,000	55,000	-	55,000	-	-	55,000	-	-	-	-	-
911020 ADMIN BLDG SPACE OPTIMIZATION	-	60,000	60,000	-	60,000	-	-	60,000	-	-	-	-	-
TOTAL ADMINISTRATION BUILDINGS	-	326,300	326,300	-	326,300	-	-	326,300	-	-	-	-	-
TOTAL FACILITIES	-	2,296,500	2,296,500	866,059	3,162,559	40,100	-	793,400	-	230,970	2,098,089	-	-
FLEET													
FLEET													
220101 F - PICKUP	-	91,600	91,600	-	91,600	-	-	91,600	-	-	-	-	-
220113 F - PICKUP	-	91,600	91,600	-	91,600	-	-	91,600	-	-	-	-	-
220116 F - PICKUP	-	91,600	91,600	-	91,600	-	-	91,600	-	-	-	-	-
220327 R - H - UTILITY	-	75,000	75,000	-	75,000	-	-	75,000	-	-	-	-	-
220328 R - W - UTILITY	-	75,000	75,000	-	75,000	-	-	75,000	-	-	-	-	-
220352 R - S - PICKUP	-	75,000	75,000	-	75,000	-	-	75,000	-	-	-	-	-
220382 R - D - TANDEM	-	427,000	427,000	-	427,000	-	-	427,000	-	-	-	-	-
220413 R-D-SWEEPER	-	268,700	268,700	-	268,700	-	-	268,700	-	-	-	-	-
220424 R - H - BACKHOE	-	225,000	225,000	-	225,000	-	-	225,000	-	-	-	-	-
220464 R - W - ANTI-ICE	-	23,000	23,000	-	23,000	-	-	23,000	-	-	-	-	-
220505 WW - LOADER	-	6,500	6,500	-	6,500	-	-	6,500	-	-	-	-	-
220555 WW - BOAT & TRAILER	-	60,000	60,000	-	60,000	-	-	60,000	-	-	-	-	-
220561 WW - TRAILER	-	9,500	9,500	-	9,500	-	-	9,500	-	-	-	-	-
220660 W - PICKUP	-	77,500	77,500	-	77,500	-	-	77,500	-	-	-	-	-
220662 W - PICKUP	-	91,600	91,600	-	91,600	-	-	91,600	-	-	-	-	-
220665 W - PICKUP	-	43,000	43,000	-	43,000	-	-	43,000	-	-	-	-	-
220680 W - VAN	-	61,200	61,200	-	61,200	-	-	61,200	-	-	-	-	-
220682 W - VAN	-	78,900	78,900	-	78,900	-	-	78,900	-	-	-	-	-
220745 L - TANKER	-	145,000	145,000	-	145,000	-	-	145,000	-	-	-	-	-
220750 L - TRUCK	-	85,700	85,700	-	85,700	-	-	85,700	-	-	-	-	-
220905 LIBRARY VAN	-	82,200	82,200	-	82,200	-	-	82,200	-	-	-	-	-
220913 C - PICKUP	-	42,200	42,200	-	42,200	-	-	42,200	-	-	-	-	-
220915 C - PICKUP	-	42,200	42,200	-	42,200	-	-	42,200	-	-	-	-	-
220917 C - PICKUP	-	42,200	42,200	-	42,200	-	-	42,200	-	-	-	-	-
220919 C - VAN	-	42,200	42,200	-	42,200	-	-	42,200	-	-	-	-	-
TOTAL FLEET	-	2,353,400	2,353,400	-	2,353,400	-	-	2,353,400	-	-	-	-	-
TOTAL FLEET	-	2,353,400	2,353,400	-	2,353,400	-	-	2,353,400	-	-	-	-	-
TRANSPORTATION SERVICES													
GENERAL													
230000 ROADS ADMIN	-	47,800	47,800	-	47,800	47,800	-	-	-	-	-	-	-
234000 WOODSTOCK PATROL	-	27,000	27,000	-	27,000	-	-	27,000	-	-	-	-	-
TOTAL GENERAL	-	74,800	74,800	-	74,800	47,800	-	27,000	-	-	-	-	-
FACILITIES													

DESCRIPTION	CARRY	2024	2024	UNFINANCED	2024		W/WW					
	FORWARD BUDGET (2)	REQUESTED BUDGET (3)	CAPITAL BUDGET	CAPITAL (1)	FINANCED CAPITAL	TAXATION	RATES & RESERVES	RESERVES	DC	GRANTS	DEBT	OTHER SOURCES
213000 DRUMBO YARD FAC	-	88,100	88,100	-	88,100	-	-	88,100	-	-	-	-
213010 HIGHLAND YARD FAC	-	4,500	4,500	-	4,500	-	-	4,500	-	-	-	-
213030 WOODSTOCK YARD FAC	-	26,750	26,750	-	26,750	9,750	-	17,000	-	-	-	-
911300 ROADS FACILITIES GENERAL	-	21,000	21,000	-	21,000	-	-	21,000	-	-	-	-
TOTAL FACILITIES	-	140,350	140,350	-	140,350	9,750	-	130,600	-	-	-	-
ROAD NETWORK												
930002 CR 2	-	150,000	150,000	-	150,000	-	-	150,000	-	-	-	-
930003 CR 3	-	1,350,000	1,350,000	(377,000)	973,000	-	-	675,000	298,000	-	-	-
930004 CR 4	-	300,000	300,000	-	300,000	-	-	-	300,000	-	-	-
930008 CR 8	-	1,500,000	1,500,000	-	1,500,000	-	-	-	1,500,000	-	-	-
930009 CR 9	-	1,400,000	1,400,000	-	1,400,000	-	-	1,350,000	-	-	-	50,000
930015 CR 15	-	550,000	550,000	-	550,000	-	-	550,000	-	-	-	-
930016 CR 16	-	5,800,000	5,800,000	-	5,800,000	-	-	2,900,000	2,900,000	-	-	-
930019 CR 19	500,000	-	500,000	-	500,000	-	-	500,000	-	-	-	-
930035 CR 35	-	50,000	50,000	-	50,000	-	-	50,000	-	-	-	-
930054 CR 54	10,000	-	10,000	-	10,000	-	-	10,000	-	-	-	-
930059 CR 59	20,000	20,000	40,000	-	40,000	-	-	40,000	-	-	-	-
930070 GUIDE RAILS	-	350,000	350,000	-	350,000	-	-	350,000	-	-	-	-
930076 PEDESTRIAN CROSSINGS	-	265,000	265,000	-	265,000	265,000	-	-	-	-	-	-
930077 INTERSECTION UPGRADES	35,000	1,230,000	1,265,000	-	1,265,000	230,000	-	365,000	-	-	-	670,000
930078 INTERSECTION ILLUMINATION	-	50,000	50,000	-	50,000	16,500	-	-	-	-	-	33,500
930080 RETAINING WALLS	-	200,000	200,000	-	200,000	-	-	200,000	-	-	-	-
930099 REHAB & RESURFACING	-	6,890,000	6,890,000	-	6,890,000	-	-	2,348,500	-	3,391,500	-	1,150,000
930102 CRACK SEALING	-	300,000	300,000	-	300,000	-	-	200,000	-	-	-	100,000
930150 URBANIZATION	99,700	-	99,700	-	99,700	-	-	49,850	49,850	-	-	-
930300 TRAFFIC SIGNALS	500,000	455,000	955,000	-	955,000	-	-	705,000	250,000	-	-	-
930301 TRAFFIC - TRAFFIC CALMING	-	175,000	175,000	-	175,000	175,000	-	-	-	-	-	-
TOTAL ROAD NETWORK	1,164,700	21,035,000	22,199,700	(377,000)	21,822,700	686,500	-	10,443,350	5,297,850	3,391,500	-	2,003,500
STORM NETWORK												
930115 DRAIN IMPROV	-	660,000	660,000	-	660,000	-	-	660,000	-	-	-	-
930116 PRINCETON DRAIN	-	750,000	750,000	-	750,000	-	-	750,000	-	-	-	-
930197 STRIK DRAIN	-	580,000	580,000	-	580,000	-	-	29,000	-	551,000	-	-
930198 URBAN STORM SEWER	-	200,000	200,000	-	200,000	-	-	200,000	-	-	-	-
930199 RURAL STORM SEWER	-	3,350,000	3,350,000	-	3,350,000	-	-	1,280,000	-	2,070,000	-	-
TOTAL STORM NETWORK	-	5,540,000	5,540,000	-	5,540,000	-	-	2,919,000	-	2,621,000	-	-
BRIDGES AND CULVERTS												
930200 BRIDGE REHAB	-	14,495,000	14,495,000	-	14,495,000	-	-	5,495,000	-	9,000,000	-	-
930201 BRIDGE NEEDS STUDY	-	150,000	150,000	-	150,000	-	-	150,000	-	-	-	-
TOTAL BRIDGES AND CULVERTS	-	14,645,000	14,645,000	-	14,645,000	-	-	5,645,000	-	9,000,000	-	-
TOTAL TRANSPORTATION SERVICES	1,164,700	41,435,150	42,599,850	(377,000)	42,222,850	744,050	-	19,164,950	5,297,850	15,012,500	-	2,003,500
WASTE MANAGEMENT												

DESCRIPTION	CARRY	2024	2024	UNFINANCED CAPITAL (1)	2024	TAXATION	W/WW	RESERVES	RESERVES	DC	GRANTS	DEBT	OTHER SOURCES
	FORWARD BUDGET (2)	REQUESTED BUDGET (3)	CAPITAL BUDGET		FINANCED CAPITAL		RATES &						
GENERAL													
280000 WASTE MGMT	-	2,007,000	2,007,000	-	2,007,000	159,000	-	-	1,848,000	-	-	-	-
283000 WASTE MGMT - TILLSONBURG	-	24,000	24,000	-	24,000	16,000	-	-	8,000	-	-	-	-
900032 LANDFILL PIPING	-	250,000	250,000	-	250,000	-	-	-	250,000	-	-	-	-
900033 LANDFILL COVER	-	200,000	200,000	-	200,000	-	-	-	200,000	-	-	-	-
918700 LANDFILL SOUTH OPERATING ARE	-	150,000	150,000	-	150,000	-	-	-	150,000	-	-	-	-
TOTAL GENERAL	-	2,631,000	2,631,000	-	2,631,000	175,000	-	-	2,456,000	-	-	-	-
FACILITIES													
218700 SALFORD LF BLDGS	-	104,000	104,000	-	104,000	6,000	-	-	98,000	-	-	-	-
TOTAL FACILITIES	-	104,000	104,000	-	104,000	6,000	-	-	98,000	-	-	-	-
TOTAL WASTE MANAGEMENT	-	2,735,000	2,735,000	-	2,735,000	181,000	-	-	2,554,000	-	-	-	-
TOTAL PUBLIC WORKS	1,164,700	48,967,050	50,131,750	489,059	50,620,809	967,150	60,000	24,905,750	5,297,850	15,288,470	2,098,089	2,003,500	
WOODINGFORD LODGE													
WOODINGFORD LODGE													
GENERAL													
391000 WFL - WOODSTOCK	-	1,247,177	1,247,177	-	1,247,177	34,306	-	-	1,156,471	-	56,400	-	-
392000 WFL - INGERSOLL	-	75,851	75,851	-	75,851	2,450	-	-	63,101	-	10,300	-	-
393000 WFL - TILLSONBURG	13,570	78,771	92,341	-	92,341	2,450	-	-	79,591	-	10,300	-	-
TOTAL GENERAL	13,570	1,401,799	1,415,369	-	1,415,369	39,206	-	-	1,299,163	-	77,000	-	-
TOTAL WOODINGFORD LODGE	13,570	1,401,799	1,415,369	-	1,415,369	39,206	-	-	1,299,163	-	77,000	-	-
TOTAL WOODINGFORD LODGE	13,570	1,401,799	1,415,369	-	1,415,369	39,206	-	-	1,299,163	-	77,000	-	-
HUMAN SERVICES													
HOUSING													
SOCIAL HOUSING FACILITIES													
360000 H.S.I. SHELTER	-	36,200	36,200	-	36,200	-	-	-	36,200	-	-	-	-
360425 HSG - 16 GEORGE	-	13,000	13,000	-	13,000	-	-	-	9,100	-	3,900	-	-
360435 HSG - 70 MARIA	-	121,500	121,500	-	121,500	-	-	-	85,050	-	36,450	-	-
360440 HSG - 111 BROCK	-	52,000	52,000	-	52,000	-	-	-	36,400	-	15,600	-	-
360451 HSG - 235 THAMES	-	55,000	55,000	-	55,000	-	-	-	38,500	-	16,500	-	-
360452 HSG - 221 THAMES	-	4,000	4,000	-	4,000	-	-	-	2,800	-	1,200	-	-
360453 HSG - 272 HARRIS	-	3,300	3,300	-	3,300	-	-	-	3,300	-	-	-	-
360454 HSG - 178 EARL	-	12,000	12,000	-	12,000	-	-	-	8,400	-	3,600	-	-
360455 HSG - 135 CARROLL	-	40,500	40,500	-	40,500	-	-	-	28,350	-	12,150	-	-
360456 HSG - 329 TUNIS	-	3,900	3,900	-	3,900	-	-	-	3,900	-	-	-	-
360461 HSG - 57 ROLPH	-	201,900	201,900	-	201,900	-	-	-	147,330	-	54,570	-	-
360462 HSG - 174 LISGAR	-	27,500	27,500	-	27,500	-	-	-	19,250	-	8,250	-	-
360463 HSG - 215 LISGAR	-	51,200	51,200	-	51,200	-	-	-	35,840	-	15,360	-	-
360464 HSG - EARLE	-	11,000	11,000	-	11,000	-	-	-	11,000	-	-	-	-
360465 HSG - VERNA	-	110,000	110,000	-	110,000	-	-	-	110,000	-	-	-	-
360470 HSG - PAVEY/ALICE	-	41,700	41,700	-	41,700	-	-	-	41,700	-	-	-	-
360471 HSG - JAMES	-	60,100	60,100	-	60,100	-	-	-	60,100	-	-	-	-

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

	CARRY	2024	2024		2024		W/WW					
	FORWARD	REQUESTED	CAPITAL	UNFINANCED	FINANCED		RATES &					OTHER
DESCRIPTION	BUDGET (2)	BUDGET (3)	BUDGET	CAPITAL (1)	CAPITAL	TAXATION	RESERVES	RESERVES	DC	GRANTS	DEBT	SOURCES
FACILITIES												
916040 OCL ING	-	181,000	181,000	-	181,000	-	-	181,000	-	-	-	-
916090 PLATTSVILLE LIBRARY	-	2,000	2,000	-	2,000	-	-	2,000	-	-	-	-
916110 THAMESFORD LIBRARY	-	91,000	91,000	-	91,000	-	-	55,000	-	-	-	36,000
916140 TILLSONBURG LIBRARY	-	51,000	51,000	-	51,000	-	-	51,000	-	-	-	-
TOTAL FACILITIES	-	325,000	325,000	-	325,000	-	-	289,000	-	-	-	36,000
TOTAL LIBRARY	-	554,000	554,000	-	554,000	229,000	-	289,000	-	-	-	36,000
TOTAL LIBRARY	-	554,000	554,000	-	554,000	229,000	-	289,000	-	-	-	36,000
WATER & WASTEWATER												
WATER & WASTEWATER GENERAL												
GREEN INITIATIVES												
911007 GREEN INITIATIVES WATER	-	2,300	2,300	-	2,300	-	2,300	-	-	-	-	-
911008 GREEN INITIATIVES WASTEWATER	-	17,100	17,100	-	17,100	-	17,100	-	-	-	-	-
TOTAL GREEN INITIATIVES	-	19,400	19,400	-	19,400	-	19,400	-	-	-	-	-
GENERAL												
250000 WW GENERAL	-	732,000	732,000	-	732,000	-	419,028	312,972	-	-	-	-
260000 WATER GENERAL	-	58,750	58,750	-	58,750	-	58,750	-	-	-	-	-
900016 SCADA MASTER PLAN	390,000	530,000	920,000	(2,771)	917,229	-	901,497	-	15,732	-	-	-
TOTAL GENERAL	390,000	1,320,750	1,710,750	(2,771)	1,707,979	-	1,379,275	312,972	15,732	-	-	-
TOTAL WATER & WASTEWATER GENERAL	390,000	1,340,150	1,730,150	(2,771)	1,727,379	-	1,398,675	312,972	15,732	-	-	-
WASTEWATER SYSTEMS												
WOODSTOCK - WW												
250100 WW WDSK	-	225,000	225,000	-	225,000	-	225,000	-	-	-	-	-
911279 WDSTK - WW FACILITIES - C	-	2,200	2,200	-	2,200	-	2,200	-	-	-	-	-
911280 WDSTK - WW FACILITIES - T	-	198,000	198,000	-	198,000	-	198,000	-	-	-	-	-
950151 WDSK - PATTULLO INDUSTRIAL PRK	-	-	-	5,711,137	5,711,137	-	-	-	-	-	5,711,137	-
950158 WDSTK - CITY PROJECTS	-	2,238,000	2,238,000	-	2,238,000	-	2,238,000	-	-	-	-	-
950163 WDSTK - LANSLOWNE PS	100,000	3,750,000	3,850,000	-	3,850,000	-	-	-	3,850,000	-	-	-
950164 WDSTK - LANSLOWNE SEWER EXT	-	400,000	400,000	-	400,000	-	400,000	-	-	-	-	-
950170 WDSTK - TRUNK I&I REDUCTION	-	79,000	79,000	-	79,000	-	79,000	-	-	-	-	-
950173 WDSTK - SAN REPL (59&FAIRWAY)	-	20,000	20,000	-	20,000	-	-	-	20,000	-	-	-
950174 WDSTK - LINEAR R/R CR PROJ	-	270,000	270,000	-	270,000	-	270,000	-	-	-	-	-
TOTAL WOODSTOCK - WW	100,000	7,182,200	7,282,200	5,711,137	12,993,337	-	3,412,200	-	3,870,000	-	5,711,137	-
TILLSONBURG - WW												
250200 WW TBURG	-	162,000	162,000	-	162,000	-	162,000	-	-	-	-	-
911281 TBURG - WW FACILITIES - T	-	61,000	61,000	-	61,000	-	61,000	-	-	-	-	-
911292 TBURG - WW FACILITIES - C	-	26,000	26,000	-	26,000	-	26,000	-	-	-	-	-
950200 TBURG - WWTP PHASE 1 UPGRADE	1,918,000	600,000	2,518,000	-	2,518,000	-	2,022,709	-	495,291	-	-	-
950223 TBURG - GRAVITY INLET TRUNK	-	7,000	7,000	-	7,000	-	3,500	-	3,500	-	-	-
950226 TBURG - TOWN PROJECTS	136,000	630,000	766,000	-	766,000	-	766,000	-	-	-	-	-
950229 TBURG - LINEAR R/R CR PROJ	-	17,000	17,000	-	17,000	-	17,000	-	-	-	-	-

DESCRIPTION	CARRY	2024	2024	UNFINANCED CAPITAL (1)	2024	TAXATION	W/WW	RESERVES	RESERVES	DC	GRANTS	DEBT	OTHER SOURCES
	FORWARD BUDGET (2)	REQUESTED BUDGET (3)	CAPITAL BUDGET		FINANCED CAPITAL		RATES & RESERVES						
950249 TBURG - SANITARY OVERSIZING	-	50,000	50,000	-	50,000	-	-	-	-	50,000	-	-	-
950250 TBURG - TRUNK I&I REDUCTION	-	78,000	78,000	-	78,000	-	78,000	-	-	-	-	-	-
TOTAL TILLSONBURG - WW	2,054,000	1,631,000	3,685,000	-	3,685,000	-	3,136,209	-	-	548,791	-	-	-
INGERSOLL - WW													
250300 WW INGERSOLL	-	38,000	38,000	-	38,000	-	38,000	-	-	-	-	-	-
911282 ING - WW FACILITIES - T	-	248,900	248,900	-	248,900	-	248,900	-	-	-	-	-	-
950330 ING - TOWN PROJECTS	-	468,000	468,000	-	468,000	-	468,000	-	-	-	-	-	-
950332 ING-RELINING	475,000	275,000	750,000	-	750,000	-	750,000	-	-	-	-	-	-
950336 ING - SW INDUSTRIAL PARK	50,000	575,000	625,000	-	625,000	-	562,500	-	-	62,500	-	-	-
TOTAL INGERSOLL - WW	525,000	1,604,900	2,129,900	-	2,129,900	-	2,067,400	-	-	62,500	-	-	-
NORWICH - WW													
911294 NOR - WW FACILITIES - C	-	14,300	14,300	-	14,300	-	14,300	-	-	-	-	-	-
950412 NOR-LAGOON EXPANSION	50,000	-	50,000	-	50,000	-	-	-	-	50,000	-	-	-
950450 NOR - SANITARY REPLACEMENTS	-	40,000	40,000	-	40,000	-	40,000	-	-	-	-	-	-
TOTAL NORWICH - WW	50,000	54,300	104,300	-	104,300	-	54,300	-	-	50,000	-	-	-
TAVISTOCK - WW													
250500 WW TAVISTOCK	-	52,000	52,000	-	52,000	-	52,000	-	-	-	-	-	-
911284 TAV - WW FACILITIES - T	-	15,000	15,000	-	15,000	-	15,000	-	-	-	-	-	-
950504 TAV - WWTP EXPANSION/UPGRADE	-	100,000	100,000	-	100,000	-	100,000	-	-	-	-	-	-
950513 TAV - WILLIAM SPS REHAB	-	725,000	725,000	-	725,000	-	725,000	-	-	-	-	-	-
950550 TAV - SANITARY REPLACEMENTS	-	50,000	50,000	-	50,000	-	50,000	-	-	-	-	-	-
TOTAL TAVISTOCK - WW	-	942,000	942,000	-	942,000	-	942,000	-	-	-	-	-	-
PLATTSVILLE - WW													
250600 WW PLATTSVILLE	-	8,000	8,000	-	8,000	-	8,000	-	-	-	-	-	-
911285 PLAT - WW FACILITIES - T	-	6,000	6,000	-	6,000	-	6,000	-	-	-	-	-	-
TOTAL PLATTSVILLE - WW	-	14,000	14,000	-	14,000	-	14,000	-	-	-	-	-	-
THAMESFORD - WW													
250700 WW THAMESFORD	-	2,000	2,000	-	2,000	-	2,000	-	-	-	-	-	-
950718 THAMES - WWTP PRETREATMENT/SCR	168,000	800,000	968,000	-	968,000	-	968,000	-	-	-	-	-	-
TOTAL THAMESFORD - WW	168,000	802,000	970,000	-	970,000	-	970,000	-	-	-	-	-	-
DRUMBO - WW													
950807 DRUMBO - STANDBY POWER	-	-	-	40,000	40,000	-	40,000	-	-	-	-	-	-
950810 DRUMBO - WWTP CAPACITY EXP	714,000	650,000	1,364,000	1,139,014	2,503,014	-	-	-	-	35,000	-	2,468,014	-
TOTAL DRUMBO - WW	714,000	650,000	1,364,000	1,179,014	2,543,014	-	40,000	-	-	35,000	-	2,468,014	-
MT ELGIN - WW													
250900 WW MT. ELGIN	-	16,000	16,000	-	16,000	-	16,000	-	-	-	-	-	-
950905 MT ELGIN - WWTP CAPACITY EXP	1,000,000	-	1,000,000	39,932	1,039,932	-	300,000	-	-	-	-	739,932	-
950906 MT ELGIN - SAN SEWER UPGRADES	-	20,000	20,000	-	20,000	-	20,000	-	-	-	-	-	-
TOTAL MT ELGIN - WW	1,000,000	36,000	1,036,000	39,932	1,075,932	-	336,000	-	-	-	-	739,932	-
EMBRO - WW													
951003 EMBRO - SERVICING	-	-	-	62,500	62,500	-	-	-	-	-	-	-	62,500

DESCRIPTION	CARRY	2024	2024		2024		W/WW					
	FORWARD BUDGET (2)	REQUESTED BUDGET (3)	CAPITAL BUDGET	UNFINANCED CAPITAL (1)	FINANCED CAPITAL	TAXATION	RATES & RESERVES	RESERVES	DC	GRANTS	DEBT	OTHER SOURCES
TOTAL EMBRO - WW	-	-	-	62,500	62,500	-	-	-	-	-	-	62,500
INNERKIP - WW												
951100 INNERKIP - WW SERVICING	-	-	-	75,000	75,000	-	-	-	-	-	-	75,000
TOTAL INNERKIP - WW	-	-	-	75,000	75,000	-	-	-	-	-	-	75,000
TOTAL WASTEWATER SYSTEMS	4,611,000	12,916,400	17,527,400	7,067,583	24,594,983	-	10,972,109	-	4,566,291	-	8,919,083	137,500
WATER SYSTEMS												
WOODSTOCK - W												
260100 WATER WOODSTOCK	-	358,000	358,000	-	358,000	-	358,000	-	-	-	-	-
911261 WDSTK - WATER FAC - T	-	28,600	28,600	-	28,600	-	28,600	-	-	-	-	-
911265 WDSTK - WATER FAC - D	-	30,500	30,500	-	30,500	-	30,500	-	-	-	-	-
960105 WDSTK - UV UPGRADE	-	80,000	80,000	-	80,000	-	80,000	-	-	-	-	-
960141 WDSTK - CITY PROJECTS	-	2,623,000	2,623,000	-	2,623,000	-	2,623,000	-	-	-	-	-
960149 WDSTK - CITY PROJ OVERSIZING	25,000	243,000	268,000	-	268,000	-	-	-	268,000	-	-	-
960153 WDSTCK - LINEAR R/R CR PROJ	-	90,000	90,000	-	90,000	-	90,000	-	-	-	-	-
960154 WDSTK - BOWERHILL BPS	-	4,500,000	4,500,000	-	4,500,000	-	4,500,000	-	-	-	-	-
960171 WDSTK - CR17 WATERMAIN	165,000	-	165,000	3,029,596	3,194,596	-	-	-	264,596	-	2,930,000	-
TOTAL WOODSTOCK - W	190,000	7,953,100	8,143,100	3,029,596	11,172,696	-	7,710,100	-	532,596	-	2,930,000	-
TILLSONBURG - W												
260200 WATER TILLSONBURG	-	160,000	160,000	-	160,000	-	160,000	-	-	-	-	-
911262 TBURG - WATER FACILITIES - T	5,430	30,300	35,730	-	35,730	-	35,730	-	-	-	-	-
960200 TBURG - WELL 7A	150,000	210,000	360,000	-	360,000	-	360,000	-	-	-	-	-
960201 TBURG - WELL 3 UPGRADE	-	600,000	600,000	-	600,000	-	600,000	-	-	-	-	-
960208 TBURG - UV UPGRADE	-	60,000	60,000	-	60,000	-	60,000	-	-	-	-	-
960220 TBURG - NORTH ST PUMPHOUSE	-	465,000	465,000	-	465,000	-	465,000	-	-	-	-	-
960235 TBURG - TOWN PROJECTS	-	1,418,000	1,418,000	-	1,418,000	-	1,418,000	-	-	-	-	-
960245 TBURG - WATERMAIN LOOPING	-	68,000	68,000	-	68,000	-	68,000	-	-	-	-	-
960247 TBURG - LINEAR R/R CR PROJ	-	15,000	15,000	-	15,000	-	15,000	-	-	-	-	-
TOTAL TILLSONBURG - W	155,430	3,026,300	3,181,730	-	3,181,730	-	3,181,730	-	-	-	-	-
INGERSOLL - W												
260300 WATER INGERSOLL	-	103,000	103,000	-	103,000	-	103,000	-	-	-	-	-
911267 WATER INGERSOLL FACILITIES - D	-	95,000	95,000	-	95,000	-	95,000	-	-	-	-	-
911272 WATER INGERSOLL FACILITIES - T	-	21,500	21,500	-	21,500	-	21,500	-	-	-	-	-
960302 ING - THAMES ST S WATERMAIN EX	-	13,000	13,000	-	13,000	-	13,000	-	-	-	-	-
960303 ING - SOUTH THAMES WATERMAIN	-	23,000	23,000	-	23,000	-	23,000	-	-	-	-	-
960310 ING - WELL 11 UPGRADE	-	300,000	300,000	(300,000)	-	-	-	-	-	-	-	-
960316 ING - HALLS CREEK WM	-	120,000	120,000	-	120,000	-	120,000	-	-	-	-	-
960325 ING - TOWN PROJECTS	-	758,000	758,000	-	758,000	-	758,000	-	-	-	-	-
960335 ING - CAST IRON PIPE REPLACE	250,000	1,225,000	1,475,000	-	1,475,000	-	1,475,000	-	-	-	-	-
960338 ING - WALLACE LN IND PARK	-	200,000	200,000	(200,000)	-	-	-	-	-	-	-	-
960341 ING-TOWER PAINT REPAIR	-	10,000	10,000	-	10,000	-	10,000	-	-	-	-	-
TOTAL INGERSOLL - W	250,000	2,868,500	3,118,500	(500,000)	2,618,500	-	2,618,500	-	-	-	-	-

DESCRIPTION	CARRY	2024	2024	UNFINANCED CAPITAL (1)	2024	TAXATION	W/WW	RESERVES	RESERVES	DC	GRANTS	DEBT	OTHER SOURCES
	FORWARD BUDGET (2)	REQUESTED BUDGET (3)	CAPITAL BUDGET		FINANCED CAPITAL		RATES & RESERVES						
TOWNSHIPS - W													
260400 WATER TOWNSHIPS	-	295,000	295,000	-	295,000	-	295,000	-	-	-	-	-	-
911264 WATER TOWNSHIP FACILITIES - T	-	23,500	23,500	-	23,500	-	23,500	-	-	-	-	-	-
960400 TOWNSHIP DISTRIB REPLACEMENT	-	10,000	10,000	-	10,000	-	10,000	-	-	-	-	-	-
960413 THAMES - UV UPGRADE	-	60,000	60,000	-	60,000	-	60,000	-	-	-	-	-	-
960422 TWSP - WATER QUALITY IMP	30,000	150,000	180,000	-	180,000	-	180,000	-	-	-	-	-	-
960437 TAV - WELL 4	-	320,000	320,000	-	320,000	-	80,000	-	-	240,000	-	-	-
960441 NOR-TOWER PAINT/REPAIR	150,000	-	150,000	-	150,000	-	150,000	-	-	-	-	-	-
960462 TAV - TOWER PAINT/REPAIR	-	30,000	30,000	-	30,000	-	30,000	-	-	-	-	-	-
TOTAL TOWNSHIPS - W	180,000	888,500	1,068,500	-	1,068,500	-	828,500	-	-	240,000	-	-	-
TOTAL WATER SYSTEMS	775,430	14,736,400	15,511,830	2,529,596	18,041,426	-	14,338,830	-	-	772,596	-	2,930,000	-
TOTAL WATER & WASTEWATER	5,776,430	28,992,950	34,769,380	9,594,408	44,363,788	-	26,709,614	312,972	5,354,619	-	-	11,849,083	137,500
TOTAL County of Oxford - Capital	7,468,700	86,003,958	93,472,658	10,083,467	103,556,125	1,668,696	27,005,994	32,465,994	10,702,229	15,589,040	13,947,172	2,177,000	

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

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

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	TOTAL
210000 FACILITIES ADMIN	17,000	17,000	17,000	17,000	17,000	17,000	17,000	17,000	17,000	17,000	170,000
210010 ADMIN BUILDING (21 REEVE)	155,100	403,800	230,300	229,700	799,500	67,500	39,000	39,000	39,000	239,000	2,241,900
210030 ARCHIVES (82 LIGHT)	28,200	16,500	-	-	-	-	-	-	-	-	44,700
210040 POA (419 HUNTER)	-	40,600	-	-	-	-	-	-	-	-	40,600
210070 93 GRAHAM	11,000	4,400	110,000	-	-	-	-	-	-	-	125,400
210110 COIN TOWERS	-	14,300	-	8,800	-	-	-	-	-	-	23,100
215000 410 BULLER	-	-	99,000	55,000	143,000	-	71,500	82,500	-	-	451,000
911000 FACILITIES CONDITION ASSESSMT	-	500,000	500,000	-	30,000	-	250,000	-	-	-	1,280,000
911002 COURTHOUSE RENOVATIONS	55,000	100,000	250,000	250,000	270,000	100,000	250,000	250,000	250,000	100,000	1,875,000
911020 ADMIN BLDG SPACE OPTIMIZATION	60,000	400,000	-	-	-	-	-	-	-	-	460,000
911080 75 GRAHAM	-	-	-	170,000	40,000	-	100,000	-	-	-	310,000
915000 BOH - Facility	-	-	176,000	-	-	-	-	-	-	-	176,000
TOTAL ADMINISTRATION BUILDINGS	326,300	1,496,600	1,382,300	730,500	1,299,500	184,500	727,500	388,500	306,000	356,000	7,197,700
TOTAL FACILITIES	3,162,559	6,061,600	4,394,300	2,910,500	3,259,500	1,184,500	2,397,500	1,593,500	1,436,000	1,656,000	28,055,959
FLEET											
FLEET											
220101 F - PICKUP	91,600	-	-	-	-	-	-	91,600	-	-	183,200
220104 F - VAN	-	-	80,400	-	-	-	-	-	80,400	-	160,800
220106 F - TRAILER	-	-	-	-	-	-	-	-	-	7,000	7,000
220110 F - VAN	-	-	-	-	-	80,400	-	-	-	-	80,400
220113 F - PICKUP	91,600	-	-	-	-	-	-	91,600	-	-	183,200
220114 F - PICKUP	-	-	100,000	-	-	-	-	100,000	-	-	200,000
220116 F - PICKUP	91,600	-	-	-	-	-	-	91,600	-	-	183,200
220117 F - PICKUP	-	91,600	-	-	-	-	-	-	91,600	-	183,200
220325 R - S - SIGN TRUCK	-	-	130,000	-	-	-	-	130,000	-	-	260,000
220326 R - H - PICKUP	-	-	-	-	76,000	-	-	-	-	76,000	152,000
220327 R - H - UTILITY	75,000	-	-	-	-	90,000	-	-	-	-	165,000
220328 R - W - UTILITY	75,000	-	-	-	-	90,000	-	-	-	-	165,000
220334 R - S - LINE PAINTER	-	-	-	-	-	-	400,000	-	-	-	400,000
220335 R - H - TRUCK	-	-	-	-	76,000	-	-	-	-	76,000	152,000
220336 R - H - TRAILER	-	-	-	60,000	-	-	-	-	-	-	60,000
220337 R - W - TRAILER	-	-	-	-	-	-	-	-	-	10,500	10,500
220338 R - W - PICKUP	-	-	-	-	76,000	-	-	-	-	76,000	152,000
220339 R - S - PICKUP	-	-	-	-	-	-	91,600	-	-	-	91,600
220344 R - S - TRUCK	-	-	-	-	76,000	-	-	-	-	76,000	152,000
220346 R - D - TRUCK	-	-	-	-	76,000	-	-	-	-	76,000	152,000
220350 R - D - PICKUP	-	-	-	-	76,000	-	-	-	-	76,000	152,000
220351 R - W - TRUCK	-	-	-	-	76,000	-	-	-	-	76,000	152,000
220352 R - S- PICKUP	75,000	-	-	-	-	90,000	-	-	-	-	165,000
220353 R - W - PICKUP	-	90,000	-	-	-	-	90,000	-	-	-	180,000
220360 R - H - TANDEM	-	-	-	-	-	-	-	-	427,000	-	427,000
220361 R - W - TANDEM	-	427,000	-	-	-	-	-	-	-	-	427,000

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

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

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

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	TOTAL
TRANSPORTATION SERVICES											
GENERAL											
230000 ROADS ADMIN	47,800	-	-	-	-	-	-	-	-	-	47,800
234000 WOODSTOCK PATROL	27,000	-	-	-	-	-	-	-	-	-	27,000
TOTAL GENERAL	74,800	-	-	-	-	-	-	-	-	-	74,800
FACILITIES											
213000 DRUMBO YARD FAC	88,100	272,800	-	-	-	71,500	5,500	-	-	-	437,900
213010 HIGHLAND YARD FAC	4,500	39,100	41,300	-	-	16,500	55,000	-	9,400	10,000	175,800
213020 SPRINGFORD YARD FAC	-	22,000	38,500	-	-	-	-	-	-	6,500	67,000
213030 WOODSTOCK YARD FAC	26,750	24,800	-	-	-	-	-	-	-	-	51,550
911300 ROADS FACILITIES GENERAL	21,000	-	-	-	-	11,000	-	-	-	-	32,000
911301 DRUMBO YARD FACILITIES	-	-	159,500	-	-	-	-	-	-	-	159,500
911302 HIGHLAND YARD FACILITIES	-	-	159,500	-	-	-	-	-	-	-	159,500
911303 SPRINGFORD YARD FACILITIES	-	152,250	-	-	-	-	-	-	-	-	152,250
911304 WOODSTOCK YARD FACILITIES	-	94,500	-	-	-	-	-	-	-	-	94,500
TOTAL FACILITIES	140,350	605,450	398,800	-	-	99,000	60,500	-	9,400	16,500	1,330,000
ROAD NETWORK											
930001 ROADS NEEDS STUDY	-	120,000	-	-	-	-	150,000	-	-	-	270,000
930002 CR 2	150,000	50,000	3,000,000	-	-	-	-	-	-	-	3,200,000
930003 CR 3	973,000	1,727,000	-	-	-	-	-	-	-	-	2,700,000
930004 CR 4	300,000	-	-	-	-	-	-	-	-	-	300,000
930008 CR 8	1,500,000	-	-	1,500,000	-	-	-	-	-	-	3,000,000
930009 CR 9	1,400,000	2,750,000	-	-	-	-	-	-	300,000	-	4,450,000
930012 CR 12	-	100,000	-	1,500,000	-	-	-	-	-	-	1,600,000
930014 CR 14	-	-	-	-	-	-	300,000	-	-	-	300,000
930015 CR 15	550,000	-	-	-	-	-	-	-	-	-	550,000
930016 CR 16	5,800,000	-	-	-	-	-	-	-	-	-	5,800,000
930018 CR 18	-	-	300,000	750,000	500,000	5,000,000	-	-	-	-	6,550,000
930019 CR 19	500,000	650,000	150,000	-	7,000,000	6,650,000	6,325,000	7,700,000	325,000	-	29,300,000
930020 CR 20	-	-	300,000	-	250,000	300,000	-	3,000,000	-	-	3,850,000
930022 CR 22	-	-	-	-	-	-	-	-	-	313,000	313,000
930028 CR 28	-	-	-	-	-	-	300,000	-	-	-	300,000
930035 CR 35	50,000	4,800,000	9,500,000	100,000	2,000,000	-	-	-	-	-	16,450,000
930053 CR 53	-	-	-	-	-	-	-	300,000	-	-	300,000
930054 CR 54	10,000	-	-	-	-	-	-	-	-	-	10,000
930059 CR 59	40,000	850,000	2,250,000	4,000,000	2,300,000	-	-	-	-	300,000	9,740,000
930070 GUIDE RAILS	350,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	3,050,000
930076 PEDESTRIAN CROSSINGS	265,000	300,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	2,565,000
930077 INTERSECTION UPGRADES	1,265,000	370,000	590,000	625,000	-	-	8,140,000	2,000,000	6,000,000	120,000	19,110,000
930078 INTERSECTION ILLUMINATION	50,000	125,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	375,000
930079 CYCLING INFRASTRUCTURE	-	1,800,000	750,000	-	500,000	2,850,000	-	500,000	500,000	1,300,000	8,200,000
930080 RETAINING WALLS	200,000	230,000	230,000	230,000	230,000	230,000	230,000	230,000	230,000	230,000	2,270,000

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	TOTAL
930099 REHAB & RESURFACING	6,890,000	6,750,000	4,400,000	3,000,000	4,000,000	7,000,000	4,000,000	4,500,000	4,000,000	8,000,000	52,540,000
930102 CRACK SEALING	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	3,000,000
930119 CR 119	-	-	-	100,000	7,700,000	-	-	-	-	-	7,800,000
930150 URBANIZATION	99,700	1,500,000	-	-	-	-	-	-	-	-	1,599,700
930300 TRAFFIC SIGNALS	955,000	1,300,000	1,000,000	800,000	500,000	500,000	1,070,000	370,000	500,000	-	6,995,000
930301 TRAFFIC - TRAFFIC CALMING	175,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	-	1,375,000
TOTAL ROAD NETWORK	21,822,700	24,172,000	23,495,000	13,630,000	26,005,000	23,555,000	21,540,000	19,625,000	12,880,000	11,138,000	197,862,700
STORM NETWORK											
930115 DRAIN IMPROV	660,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,460,000
930116 PRINCETON DRAIN	750,000	900,000	-	-	-	-	-	-	-	-	1,650,000
930197 STRIK DRAIN	580,000	-	-	-	-	-	-	-	-	-	580,000
930198 URBAN STORM SEWER	200,000	1,955,000	500,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	9,655,000
930199 RURAL STORM SEWER	3,350,000	2,000,000	1,450,000	1,450,000	1,450,000	1,450,000	1,450,000	1,450,000	1,450,000	1,450,000	16,950,000
TOTAL STORM NETWORK	5,540,000	5,055,000	2,150,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	2,650,000	31,295,000
BRIDGES AND CULVERTS											
930200 BRIDGE REHAB	14,495,000	6,555,000	3,925,000	8,480,000	6,450,000	6,385,000	5,510,000	5,170,000	7,600,000	3,590,000	68,160,000
930201 BRIDGE NEEDS STUDY	150,000	-	150,000	-	150,000	-	150,000	-	170,000	-	770,000
TOTAL BRIDGES AND CULVERTS	14,645,000	6,555,000	4,075,000	8,480,000	6,600,000	6,385,000	5,660,000	5,170,000	7,770,000	3,590,000	68,930,000
TOTAL TRANSPORTATION SERVICES	42,222,850	36,387,450	30,118,800	24,760,000	35,255,000	32,689,000	29,910,500	27,445,000	23,309,400	17,394,500	299,492,500
WASTE MANAGEMENT											
GENERAL											
280000 WASTE MGMT	2,007,000	650,000	-	-	-	-	-	-	-	80,000	2,737,000
283000 WASTE MGMT - TILLSONBURG	24,000	-	-	-	-	-	-	-	-	-	24,000
900032 LANDFILL PIPING	250,000	-	-	-	-	-	-	-	-	-	250,000
900033 LANDFILL COVER	200,000	-	-	-	-	-	-	-	-	-	200,000
918700 LANDFILL SOUTH OPERATING ARE	150,000	55,000	-	7,210,000	-	-	150,000	-	5,900,000	-	13,465,000
TOTAL GENERAL	2,631,000	705,000	-	7,210,000	-	-	150,000	-	5,900,000	80,000	16,676,000
FACILITIES											
218700 SALFORD LF BLDGS	104,000	4,000	-	-	16,500	74,800	17,100	-	-	98,000	314,400
911800 SALFORD LANDFILL FACILITIES	-	33,000	-	330,000	-	-	-	-	-	-	363,000
TOTAL FACILITIES	104,000	37,000	-	330,000	16,500	74,800	17,100	-	-	98,000	677,400
TOTAL WASTE MANAGEMENT	2,735,000	742,000	-	7,540,000	16,500	74,800	167,100	-	5,900,000	178,000	17,353,400
TOTAL PUBLIC WORKS	50,620,809	45,501,950	38,262,400	38,235,500	42,048,300	36,065,100	35,844,300	31,532,200	33,853,400	22,714,300	374,678,259
WOODINGFORD LODGE											
WOODINGFORD LODGE											
GENERAL											
391000 WFL - WOODSTOCK	1,247,177	605,960	337,820	619,170	414,650	596,075	399,200	583,690	635,194	585,964	6,024,900
392000 WFL - INGERSOLL	75,851	54,200	75,600	233,680	1,011,550	90,690	173,600	65,120	111,645	47,100	1,939,036
393000 WFL - TILLSONBURG	92,341	58,300	980,200	232,880	60,750	95,970	225,082	58,860	121,340	108,100	2,033,823
TOTAL GENERAL	1,415,369	718,460	1,393,620	1,085,730	1,486,950	782,735	797,882	707,670	868,179	741,164	9,997,759
TOTAL WOODINGFORD LODGE	1,415,369	718,460	1,393,620	1,085,730	1,486,950	782,735	797,882	707,670	868,179	741,164	9,997,759
TOTAL WOODINGFORD LODGE	1,415,369	718,460	1,393,620	1,085,730	1,486,950	782,735	797,882	707,670	868,179	741,164	9,997,759

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

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

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	TOTAL
250100 WW WDSK	225,000	109,000	97,000	212,000	163,000	13,000	635,000	505,000	18,000	59,000	2,036,000
911279 WDSTK - WW FACILITIES - C	2,200	18,700	-	67,200	-	28,500	-	-	-	-	116,600
911280 WDSTK - WW FACILITIES - T	198,000	885,500	38,500	25,300	-	148,000	56,100	-	-	7,000	1,358,400
950103 WDSTK - WWTP UPGRADES	-	-	-	-	-	378,000	2,770,000	8,645,000	2,815,000	142,000	14,750,000
950128 WDSTK - THAMESVALLEY SPS UPG	-	-	-	-	102,000	2,983,000	-	-	-	-	3,085,000
950140 WDSTK - NW TRUNK UPSIZING	-	-	500,000	-	-	-	-	-	-	-	500,000
950150 WDSTK - NE INDUSTRIAL PARK	-	2,027,500	1,587,000	1,825,000	995,500	-	-	-	-	-	6,435,000
950151 WDSK - PATTULLO INDUSTRIAL PRK	5,711,137	-	-	-	-	-	-	-	-	-	5,711,137
950152 WDSTK - SE SERVICING PHASE 2	-	-	-	-	-	713,500	950,000	103,500	-	-	1,767,000
950155 WDSTK - SW SANITARY EXTENSION	-	500,000	-	-	-	-	-	-	-	-	500,000
950158 WDSTK - CITY PROJECTS	2,238,000	1,981,000	2,034,000	2,414,000	2,499,000	2,331,000	2,370,000	2,369,000	2,115,000	2,052,000	22,403,000
950159 WDSK - BRICK PONDS TRUNK SEWER	-	-	-	-	-	-	-	144,000	233,000	3,633,000	4,010,000
950162 WDSTK - 11th LINE SANITARY	-	-	-	-	-	40,000	1,149,000	-	-	-	1,189,000
950163 WDSTK - LANSDOWNE PS	3,850,000	4,805,000	675,000	-	-	-	-	-	-	-	9,330,000
950164 WDSTK - LANSDOWNE SEWER EXT	400,000	-	-	-	-	-	-	-	-	-	400,000
950170 WDSTK - TRUNK I&I REDUCTION	79,000	65,000	65,000	-	-	-	-	-	-	-	209,000
950173 WDSTK - SAN REPL (59&FAIRWAY)	20,000	9,000	256,000	-	-	-	-	-	-	-	285,000
950174 WDSTK - LINEAR R/R CR PROJ	270,000	1,040,000	750,000	1,000,000	-	100,000	-	1,000,000	-	-	4,160,000
TOTAL WOODSTOCK - WW	12,993,337	11,440,700	6,002,500	5,543,500	3,759,500	6,735,000	7,930,100	12,766,500	5,181,000	5,893,000	78,245,137
TILLSONBURG - WW											
250200 WW TBURG	162,000	91,000	104,000	63,000	-	6,000	226,000	215,000	813,000	96,000	1,776,000
911281 TBURG - WW FACILITIES - T	61,000	267,900	6,100	2,200	-	-	13,200	-	-	-	350,400
911292 TBURG - WW FACILITIES - C	26,000	5,500	-	-	-	-	-	4,400	-	-	35,900
950200 TBURG - WWTP PHASE 1 UPGRADE	2,518,000	-	-	-	-	-	-	-	-	-	2,518,000
950216 TBURG - CRANBERRY RD EXT	-	1,297,000	-	-	-	-	-	-	-	-	1,297,000
950218 TBURG - ROUSE ST SPS	-	-	-	-	153,000	61,000	1,744,000	-	-	-	1,958,000
950220 TBURG - JOHN POUND SPS	-	-	-	118,000	214,000	-	-	-	-	-	332,000
950222 TBURG - JOHN POUND FORCEMAIN	-	-	-	39,000	112,000	-	-	-	-	-	151,000
950223 TBURG - GRAVITY INLET TRUNK	7,000	217,000	-	-	-	-	-	-	-	-	224,000
950225 TBURG - STONEY CREEK SAN MAIN	-	200,000	-	-	-	400,000	-	-	-	-	600,000
950226 TBURG - TOWN PROJECTS	766,000	950,000	797,000	1,520,000	702,000	492,000	442,000	507,000	1,103,000	1,000,000	8,279,000
950229 TBURG - LINEAR R/R CR PROJ	17,000	-	-	-	-	-	-	-	-	-	17,000
950249 TBURG - SANITARY OVERSIZING	50,000	-	-	-	-	-	-	-	-	-	50,000
950250 TBURG - TRUNK I&I REDUCTION	78,000	63,000	63,000	-	-	-	-	-	-	-	204,000
TOTAL TILLSONBURG - WW	3,685,000	3,091,400	970,100	1,742,200	1,181,000	959,000	2,425,200	726,400	1,916,000	1,096,000	17,792,300
INGERSOLL - WW											
250300 WW INGERSOLL	38,000	45,000	306,000	61,000	387,000	105,000	147,000	49,000	565,000	88,000	1,791,000
911282 ING - WW FACILITIES - T	248,900	66,800	-	-	13,250	78,400	-	-	-	-	407,350
950303 ING - TRUNK I&I REDUCTION	-	-	-	-	-	-	-	-	63,000	63,000	126,000
950308 ING - DIGESTER BIOGAS	-	50,000	400,000	-	-	-	-	-	-	-	450,000
950329 ING - THAMES RIVER TRUNK	-	-	53,000	85,000	2,290,000	-	-	-	-	-	2,428,000
950330 ING - TOWN PROJECTS	468,000	856,000	1,304,000	2,577,000	746,000	436,000	1,765,000	1,501,000	508,000	820,000	10,981,000

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

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	TOTAL
MT ELGIN - WW											
250900 WW MT. ELGIN	16,000	12,000	3,000	3,000	3,000	3,000	12,000	3,000	-	-	55,000
911288 MT ELGIN - WW FACILITIES - T	-	-	-	-	-	-	-	-	-	16,500	16,500
950905 MT ELGIN - WWTP CAPACITY EXP	1,039,932	1,820,000	-	-	-	-	-	-	-	-	2,859,932
950906 MT ELGIN - SAN SEWER UPGRADES	20,000	20,000	20,000	20,000	-	40,000	20,000	20,000	20,000	20,000	200,000
950907 MT ELGIN - FORCEMAIN UPSIZING	-	-	-	-	445,500	300,000	145,500	-	-	-	891,000
TOTAL MT ELGIN - WW	1,075,932	1,852,000	23,000	23,000	448,500	343,000	177,500	23,000	20,000	36,500	4,022,432
EMBRO - WW											
951003 EMBRO - SERVICING	62,500	62,500	62,500	62,500	62,500	62,500	62,500	62,500	62,500	62,500	625,000
TOTAL EMBRO - WW	62,500	62,500	62,500	62,500	62,500	62,500	62,500	62,500	62,500	62,500	625,000
INNERKIP - WW											
951100 INNERKIP - WW SERVICING	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	750,000
951105 INNERKIP - FM TWINNING	-	-	-	-	259,000	7,387,000	-	-	-	-	7,646,000
TOTAL INNERKIP - WW	75,000	75,000	75,000	75,000	334,000	7,462,000	75,000	75,000	75,000	75,000	8,396,000
TOTAL WASTEWATER SYSTEMS	24,594,983	31,763,400	15,749,700	14,099,700	10,815,750	22,354,700	22,774,000	16,505,000	11,724,500	8,812,300	179,194,033
WATER SYSTEMS											
WOODSTOCK - W											
260100 WATER WOODSTOCK	358,000	100,000	302,000	224,000	21,000	153,000	617,000	128,000	43,000	3,000	1,949,000
911261 WDSTK - WATER FAC - T	28,600	148,700	592,800	192,000	15,500	-	22,100	2,800	9,900	-	1,012,400
911265 WDSTK - WATER FAC - D	30,500	42,900	128,200	22,100	104,500	-	-	-	7,800	-	336,000
960103 WDSTK - METER INSTALLATION	-	-	-	100,000	4,000,000	-	-	-	-	-	4,100,000
960105 WDSTK - UV UPGRADE	80,000	-	-	-	-	-	-	-	-	-	80,000
960120 WDSTK - BOWERHILL RESERVOIR	-	-	-	-	-	-	-	-	-	855,000	855,000
960124 WDSTK - EAST WATER TOWER	-	-	-	-	-	-	-	-	400,000	3,600,000	4,000,000
960125 WDSTK - THORNTON HL UPGRADES	-	-	-	-	100,000	-	-	-	-	-	100,000
960127 WDSTK - PRV CNTRL BLDG NELLIS	-	-	-	-	-	-	-	-	12,000	342,000	354,000
960128 WDSTK - TOWNSHIP RD 3 WM	-	-	-	50,000	1,414,000	-	-	-	-	-	1,464,000
960134 WDSTK - SW WATERMAIN EXTENSION	-	330,000	320,000	-	-	-	-	-	-	-	650,000
960135 WDSTK - NE INDUSTRIAL PARK	-	3,304,000	-	-	-	-	-	-	-	-	3,304,000
960141 WDSTK - CITY PROJECTS	2,623,000	2,081,000	2,031,000	2,699,000	2,133,000	2,022,000	2,286,000	2,094,000	1,998,000	1,938,000	21,905,000
960144 WDSTK PRV CNTRL BLDG SOUTHSIDE	-	-	-	-	12,000	342,000	-	-	-	-	354,000
960145 WDSTK - SOUTHSIDE UPGRADES	-	-	-	-	-	-	350,000	-	-	-	350,000
960146 WDSTK - SOUTHSIDE STUDY	-	-	-	-	-	200,000	-	-	-	-	200,000
960147 WDSTK - GENERATORS	-	-	-	-	-	-	300,000	-	-	-	300,000
960149 WDSTK - CITY PROJ OVERSIZING	268,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	448,000
960153 WDSTCK - LINEAR R/R CR PROJ	90,000	1,540,000	700,000	1,000,000	-	-	-	-	-	-	3,330,000
960154 WDSTK - BOWERHILL BPS	4,500,000	-	-	-	-	-	-	-	-	-	4,500,000
960155 WDSTK - ZONE 3 BOOSTER PUMPING STN	-	-	-	-	-	100,000	2,858,000	-	-	-	2,958,000
960159 WDSTK - THORNTON FEEDERMN REPL	-	-	355,000	4,212,500	6,052,500	-	-	-	-	-	10,620,000
960160 WDSTK - SE SERVICING PHASE 2	-	-	-	-	-	980,000	50,000	500,000	180,000	-	1,710,000
960164 WDSTK - 11TH LINE WM REPLACE	-	-	-	-	-	22,000	636,000	-	-	-	658,000
960166 WDSTK - FEEDERMAIN RELINING	-	40,000	1,166,000	-	-	-	-	-	-	-	1,206,000

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	TOTAL
960171 WDSTK - CR17 WATERMAIN	3,194,596	-	-	-	-	-	-	-	-	-	3,194,596
TOTAL WOODSTOCK - W	11,172,696	7,606,600	5,615,000	8,519,600	13,872,500	3,839,000	7,139,100	2,744,800	2,670,700	6,758,000	69,937,996
TILLSONBURG - W											
260200 WATER TILLSONBURG	160,000	241,000	154,000	116,000	132,000	210,000	580,000	48,000	76,000	76,000	1,793,000
911262 TBURG - WATER FACILITIES - T	35,730	37,200	93,500	156,300	33,200	164,000	-	-	2,200	2,000	524,130
911266 TBURG - WATER FACILITIES - D	-	-	27,500	38,500	-	-	-	-	-	-	66,000
960200 TBURG - WELL 7A	360,000	1,300,000	500,000	-	-	-	-	-	-	-	2,160,000
960201 TBURG - WELL 3 UPGRADE	600,000	415,000	2,000,000	-	-	-	-	-	-	-	3,015,000
960202 TBURG - WELL 6A	-	150,000	-	-	-	-	-	-	-	-	150,000
960203 TBURG - WELL 1A AND 2	-	-	-	-	-	465,000	-	-	-	-	465,000
960204 TBURG - WELL 11	-	642,000	-	-	-	-	-	-	-	-	642,000
960208 TBURG - UV UPGRADE	60,000	-	-	-	-	-	-	-	-	-	60,000
960211 TBURG - TRANSMISSION MAIN	-	-	-	2,248,500	-	-	-	-	-	-	2,248,500
960213 TBURG - CRANBERRY RD EXT	-	1,492,000	-	-	-	-	-	-	-	-	1,492,000
960220 TBURG - NORTH ST PUMPHOUSE	465,000	-	-	-	-	-	-	-	-	-	465,000
960235 TBURG - TOWN PROJECTS	1,418,000	1,453,000	1,220,000	504,000	1,584,000	913,000	1,410,000	775,000	883,000	1,000,000	11,160,000
960245 TBURG - WATERMAIN LOOPING	68,000	1,171,500	359,000	385,000	35,500	-	-	-	-	-	2,019,000
960247 TBURG - LINEAR R/R CR PROJ	15,000	-	-	-	-	-	-	-	-	-	15,000
960250 TBURG - WEST TOWN LINE WM	-	-	-	-	-	26,000	8,600	150,000	289,000	280,400	754,000
960251 TBURG - VICTORIA WOOD WM	-	-	-	-	1,148,000	-	-	-	-	-	1,148,000
960252 TBURG - VIENNA RD WM	-	-	-	-	-	11,000	309,000	-	-	-	320,000
TOTAL TILLSONBURG - W	3,181,730	6,901,700	4,354,000	3,448,300	2,932,700	1,789,000	2,307,600	973,000	1,250,200	1,358,400	28,496,630
INGERSOLL - W											
260300 WATER INGERSOLL	103,000	116,000	205,000	56,000	222,000	42,000	1,256,000	222,000	83,000	18,000	2,323,000
911267 WATER INGERSOLL FACILITIES - D	95,000	33,000	-	3,900	-	-	-	-	-	-	131,900
911272 WATER INGERSOLL FACILITIES - T	21,500	309,900	30,900	176,000	-	38,500	61,600	19,800	-	-	658,200
960302 ING - THAMES ST S WATERMAIN EX	13,000	369,000	-	-	-	-	-	-	-	-	382,000
960303 ING - SOUTH THAMES WATERMAIN	23,000	283,000	162,000	166,000	56,000	-	-	-	-	-	690,000
960310 ING - WELL 11 UPGRADE	-	1,803,000	-	-	-	-	-	-	-	-	1,803,000
960316 ING - HALLS CREEK WM	120,000	-	-	-	-	-	-	-	-	-	120,000
960317 NG - WATER QUALITY IMPROVEMNT	-	-	-	-	350,000	-	-	-	-	350,000	700,000
960325 ING - TOWN PROJECTS	758,000	2,253,000	1,534,000	2,070,000	1,535,000	1,263,000	1,892,000	1,294,000	1,448,000	785,000	14,832,000
960335 ING - CAST IRON PIPE REPLACE	1,475,000	1,450,000	-	-	-	-	-	-	-	-	2,925,000
960337 ING - SW INDUSTRIAL PARK	-	-	-	-	44,000	1,254,000	53,000	1,625,000	1,665,000	1,665,000	6,306,000
960338 ING - WALLACE LN IND PARK	-	2,515,000	-	-	-	-	-	-	-	-	2,515,000
960341 ING-TOWER PAINT REPAIR	10,000	-	-	-	-	-	-	-	-	-	10,000
TOTAL INGERSOLL - W	2,618,500	9,131,900	1,931,900	2,471,900	2,207,000	2,597,500	3,262,600	3,160,800	3,196,000	2,818,000	33,396,100
TOWNSHIPS - W											
260400 WATER TOWNSHIPS	295,000	502,000	201,000	3,000	25,000	270,000	677,000	497,000	208,000	203,000	2,881,000
911264 WATER TOWNSHIP FACILITIES - T	23,500	120,700	143,000	36,900	108,900	36,100	239,300	17,700	65,500	25,000	816,600
911268 WATER TOWNSHIP FACILITIES - D	-	5,500	16,000	-	-	5,500	4,400	-	-	-	31,400
960400 TOWNSHIP DISTRIB REPLACEMENT	10,000	850,000	1,239,000	1,545,000	-	10,000	408,000	895,000	-	-	4,957,000

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	TOTAL
960404 PLAT - WT FAC BACKUP POWER	-	-	-	-	-	428,000	-	-	-	-	428,000
960406 TWSP - LINEAR R/R CR PROJ	-	-	-	358,000	-	-	-	-	-	-	358,000
960413 THAMES - UV UPGRADE	60,000	-	-	-	-	-	-	-	-	-	60,000
960420 DRUMBO - NEW WELL SUPPLY	-	-	-	-	-	250,000	117,000	1,137,690	97,645	94,665	1,697,000
960421 DRUMBO - WELL 1 & 2A	-	150,000	-	-	-	150,000	-	-	-	-	300,000
960422 TWSP - WATER QUALITY IMP	180,000	-	-	-	-	-	-	-	-	-	180,000
960424 THAMES - WM TRUNK EXTENSION	-	40,000	1,149,000	-	-	-	-	-	-	-	1,189,000
960429 MANGANESE FILTRATION TOWNSHIPS	-	-	-	75,000	770,000	2,047,000	2,750,000	1,465,000	750,000	750,000	8,607,000
960430 TREATABILITY STUDY	-	200,000	-	-	-	-	-	-	-	-	200,000
960432 NORWICH - STANDPIPE	-	-	-	-	227,000	1,365,000	1,365,000	-	-	-	2,957,000
960437 TAV - WELL 4	320,000	742,500	86,800	638,700	4,760,000	-	-	-	-	-	6,548,000
960441 NOR-TOWER PAINT/REPAIR	150,000	10,000	-	-	-	-	-	-	-	-	160,000
960443 TWSP - STRONTIUM FILTRATION	-	10,000	-	-	-	-	-	-	-	-	10,000
960451 EMBRO - CT ENHANCEMENT STUDY	-	-	-	-	-	-	-	30,000	300,000	-	330,000
960457 BRIGHT TO PLATTS CONNECTING MAIN	-	-	-	-	-	-	-	-	-	5,389,350	5,389,350
960461 PLATT - TOWER PAINT/REPAIR	-	-	-	-	-	-	-	-	400,000	3,600,000	4,000,000
960462 TAV - TOWER PAINT/REPAIR	30,000	-	-	-	-	-	-	400,000	3,600,000	-	4,030,000
960470 BEACHVILLE - NEW WELL SUPPLY	-	-	-	-	-	194,000	968,000	968,000	-	-	2,130,000
TOTAL TOWNSHIPS - W	1,068,500	2,630,700	2,834,800	2,656,600	5,890,900	4,755,600	6,528,700	5,410,390	5,421,145	10,062,015	47,259,350
TOTAL WATER SYSTEMS	18,041,426	26,270,900	14,735,700	17,096,400	24,903,100	12,981,100	19,238,000	12,288,990	12,538,045	20,996,415	179,090,076
TOTAL WATER & WASTEWATER	44,363,788	60,289,979	34,514,000	33,968,100	38,506,850	37,539,800	44,207,000	30,082,990	24,262,545	29,808,715	377,543,767
TOTAL CAPITAL COSTS	103,556,125	110,687,319	76,926,600	76,321,189	84,055,180	78,291,775	84,658,622	64,855,045	61,382,268	54,812,893	795,547,016
TOTAL CAPITAL COSTS	103,556,125	110,687,319	76,926,600	76,321,189	84,055,180	78,291,775	84,658,622	64,855,045	61,382,268	54,812,893	795,547,016
FINANCING											
RESERVES	59,471,988	70,172,548	56,270,203	57,659,975	46,462,012	40,039,284	51,491,630	36,060,282	43,417,463	33,845,878	494,891,263
DEVELOPMENT CHARGES	10,702,229	11,955,984	5,109,357	5,126,894	12,350,568	12,941,491	7,662,262	7,430,263	6,520,145	820,565	80,619,758
CANADA COMMUNITY BUILDING FUND	3,942,500	5,125,000	4,180,000	2,850,000	4,700,000	3,675,000	3,675,000	3,675,000	1,900,000	5,475,000	39,197,500
GRANTS	11,646,540	7,088,590	5,559,540	3,447,500	6,586,500	11,423,500	7,173,000	8,265,000	7,285,000	7,230,000	75,705,170
DEBENTURES	13,947,172	13,727,445	4,032,000	5,563,000	12,707,600	9,262,000	12,708,000	8,490,000	830,000	6,389,350	87,656,567
OTHER SOURCES	2,177,000	1,004,752	512,500	371,820	566,500	237,500	1,256,730	237,500	727,660	495,100	7,587,062
TOTAL FINANCING	101,887,429	109,074,319	75,663,600	75,019,189	83,373,180	77,578,775	83,966,622	64,158,045	60,680,268	54,255,893	785,657,320
TOTAL County of Oxford - Capital	1,668,696	1,613,000	1,263,000	1,302,000	682,000	713,000	692,000	697,000	702,000	557,000	9,889,696



03

Budget Summary

2024

BUSINESS
PLAN &
BUDGET

www.oxfordcounty.ca/budget

	2023	2023	2024	\$ OVER	% OVER
	FORECAST	APPROVED BUDGET	BUDGET	2023 BUDGET	2023 BUDGET
OPERATING					
REVENUES					
PROPERTY TAXATION	(2,187,300)	(2,187,300)	(2,409,000)	(221,700)	10.1%
GENERAL REVENUES	(145,969,903)	(139,144,824)	(149,709,251)	(10,564,427)	7.6%
OTHER REVENUES	(9,260,360)	(7,850,796)	(7,545,369)	305,427	(3.9%)
TOTAL REVENUES	(157,417,563)	(149,182,920)	(159,663,620)	(10,480,700)	7.0%
EXPENSES					
SALARIES AND BENEFITS	73,473,761	73,688,205	82,895,521	9,207,316	12.5%
OPERATING EXPENSES	111,611,385	104,268,946	111,798,105	7,529,159	7.2%
DEBT REPAYMENT	14,294,054	13,784,481	12,303,916	(1,480,565)	(10.7%)
RESERVE TRANSFERS	33,367,813	32,456,813	38,955,416	6,498,603	20.0%
INTERDEPARTMENTAL CHARGES	20,573,736	20,948,122	23,339,461	2,391,339	11.4%
INTERDEPARTMENTAL RECOVERIES	(20,573,729)	(20,948,100)	(23,339,467)	(2,391,367)	11.4%
TOTAL EXPENSES	232,747,020	224,198,467	245,952,952	21,754,485	9.7%
PROGRAM SURPLUS/DEFICIT					
RESERVE CONTRIBUTION TO (FROM)	(724,369)	(75,369)	(84,894)	(9,525)	12.6%
TOTAL PROGRAM SURPLUS/DEFICIT	(724,369)	(75,369)	(84,894)	(9,525)	12.6%
NET OPERATING	74,605,088	74,940,178	86,204,438	11,264,260	15.0%
CAPITAL					
CAPITAL REVENUES	(87,776,774)	(83,963,586)	(101,887,429)	(17,923,843)	21.3%
CAPITAL	87,864,348	84,081,186	103,556,125	19,474,939	23.2%
NET CAPITAL	87,574	117,600	1,668,696	1,551,096	1,319.0%
SUMMARY					
TOTAL REVENUES	(245,194,337)	(233,146,506)	(261,551,049)	(28,404,543)	12.2%
TOTAL EXPENSES	320,611,368	308,279,653	349,509,077	41,229,424	13.4%
TOTAL PROGRAM SURPLUS/DEFICIT	(724,369)	(75,369)	(84,894)	(9,525)	12.6%
TOTAL LEVY	74,692,662	75,057,778	87,873,134	12,815,356	17.1%

	Taxation	%
Levy increase over prior year	12,815,356	17.1%
Non-recurring	190,088	0.3%
Service Level	5,911,545	7.9%
New Initiatives	1,332,950	1.8%
Minor Capital	291,400	0.4%
Infrastructure Capital	676,500	0.9%
Initiative Gapping	(308,172)	(0.4%)
In-year Approval/ Carryover	(179,625)	(0.3%)
Budget Impacts	7,914,686	10.6%
Prior year non-recurring items and initiative gapping	220,066	0.3%
Base Budget increase	4,680,604	6.2%

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

Department Budget Changes

		2023		\$ OVER	% OVER
	2023	APPROVED	2024	2023	2023
	FORECAST	BUDGET	BUDGET	BUDGET	BUDGET
COUNTY OF OXFORD (GENERAL LEVY)					
COUNCIL	640,656	632,678	656,932	24,254	3.8%
CAO OFFICE	990,680	1,052,950	1,058,037	5,087	0.5%
TOURISM	512,062	512,932	560,104	47,172	9.2%
STRATEGIC COMM & ENGAGEMENT	508,955	501,780	616,683	114,903	22.9%
HUMAN RESOURCES	(34,890)	-	-	-	-
CLERKS	631,750	629,777	675,202	45,425	7.2%
CUSTOMER SERVICE	(76,713)	-	-	-	-
FINANCE	(38,842)	-	-	-	-
INFORMATION TECHNOLOGY	(143,537)	-	-	-	-
INFORMATION SERVICES	1,458,990	1,524,326	1,661,681	137,355	9.0%
ASSESSMENT MANAGEMENT	100,000	100,000	100,000	-	-
POA	(285,946)	63,491	191,281	127,790	201.3%
GENERAL TAXATION	(789,700)	(767,328)	(1,478,237)	(710,909)	92.6%
CONSERVATION AUTHORITIES	1,708,138	1,708,884	1,971,306	262,422	15.4%
PUBLIC HEALTH	3,169,783	2,786,700	4,346,038	1,559,338	56.0%
ADMINISTRATION	-	-	-	-	-
ENGINEERING	1,252,212	1,398,792	1,543,193	144,401	10.3%
FACILITIES	1,592,873	1,544,225	1,290,949	(253,276)	(16.4%)
FLEET	-	-	-	-	-
TRANSPORTATION SERVICES	22,818,060	22,707,846	25,461,270	2,753,424	12.1%
WASTE MANAGEMENT	3,247,594	3,140,951	3,902,587	761,636	24.2%
WOODINGFORD LODGE	11,335,266	11,678,375	12,555,254	876,879	7.5%
COMMUNITY SERVICES	2,003,272	1,998,742	1,999,170	428	0.0%
CHILD CARE	853,900	864,183	908,433	44,250	5.1%
HOUSING	8,121,422	7,812,531	11,009,254	3,196,723	40.9%
PARAMEDIC SERVICES	8,765,367	8,737,355	11,035,499	2,298,144	26.3%
COMMUNITY PARAMEDICINE	-	-	-	-	-
PLANNING	2,052,835	2,130,112	2,501,820	371,708	17.5%
TOTAL COUNTY OF OXFORD (GENERAL LEVY)	70,394,187	70,759,302	82,566,456	11,807,154	16.7%
LIBRARY	4,288,199	4,288,199	5,223,742	935,543	21.8%
COURT SECURITY	10,276	10,276	82,936	72,660	707.1%
WATER AND WASTEWATER	-	-	-	-	-
TOTAL County of Oxford	74,692,662	75,057,778	87,873,134	12,815,356	17.1%

Budget for Public Sector Accounting Board (PSAB) Purposes

	2024	PRINCIPAL DEBT REPAYMENT (1)	AREA MUNICIPAL DEBT REPAYMENTS (2)	CAPITAL	DEBENTURE PROCEEDS	TRANSFERS TO/FROM SURPLUS (3)	AMORTIZATION (4)	2024 PSAB BUDGET
REVENUES								
PROPERTY TAXATION	(2,409,000)	-	-	-	-	-	-	(2,409,000)
GENERAL REVENUES	(149,709,251)	-	6,750,247	-	-	(7,836,932)	-	(150,795,936)
OTHER REVENUES	(7,545,369)	-	-	-	-	5,385,834	-	(2,159,535)
INTERDEPARTMENTAL RECOVERIES	(23,339,467)	-	-	-	-	-	-	(23,339,467)
CAPITAL REVENUES	(101,887,429)	-	-	-	13,947,172	57,311,988	-	(30,628,269)
TOTAL REVENUES	(284,890,516)	-	6,750,247	-	13,947,172	54,860,890	-	(209,332,207)
EXPENSES								
SALARIES AND BENEFITS	82,895,521	-	-	-	-	-	-	82,895,521
OPERATING EXPENSES	111,798,105	-	-	(11,000)	-	-	-	111,787,105
DEBT REPAYMENT	12,303,916	(4,382,595)	(6,750,247)	-	-	-	-	1,171,074
CAPITAL	103,556,125	-	-	(93,472,658)	-	(10,083,467)	-	-
CAPITAL	-	-	-	-	-	-	22,271,795	22,271,795
RESERVE TRANSFERS	38,870,522	-	-	-	-	(37,948,022)	-	922,500
INTERDEPARTMENTAL CHARGES	23,339,461	-	-	-	-	-	-	23,339,461
TOTAL EXPENSES	372,763,650	(4,382,595)	(6,750,247)	(93,483,658)	-	(48,031,489)	22,271,795	242,387,456
TOTAL	87,873,134	(4,382,595)	-	(93,483,658)	13,947,172	6,829,401	22,271,795	33,055,249

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

	2023	2023	2024	\$ OVER	% OVER
	2023	2023	2024	2023	2023
	FORECAST	APPROVED	BUDGET	BUDGET	BUDGET
OPERATING					
REVENUES					
PROPERTY TAXATION	(2,187,300)	(2,187,300)	(2,409,000)	(221,700)	10.1%
GENERAL REVENUES	(102,648,397)	(96,082,699)	(102,738,728)	(6,656,029)	6.9%
OTHER REVENUES	(7,645,615)	(6,199,642)	(5,912,854)	286,788	(4.6%)
TOTAL REVENUES	(112,481,312)	(104,469,641)	(111,060,582)	(6,590,941)	6.3%
EXPENSES					
SALARIES AND BENEFITS	63,448,652	63,563,440	71,590,285	8,026,845	12.6%
OPERATING EXPENSES	98,747,677	91,640,900	97,652,018	6,011,118	6.6%
DEBT REPAYMENT	11,062,112	10,585,197	8,934,187	(1,651,010)	(15.6%)
RESERVE TRANSFERS	19,228,892	18,800,892	24,424,639	5,623,747	29.9%
INTERDEPARTMENTAL CHARGES	11,315,922	11,489,014	12,925,680	1,436,666	12.5%
INTERDEPARTMENTAL RECOVERIES	(20,573,729)	(20,948,100)	(23,339,467)	(2,391,367)	11.4%
TOTAL EXPENSES	183,229,526	175,131,343	192,187,342	17,055,999	9.7%
PROGRAM SURPLUS/DEFICIT					
RESERVE CONTRIBUTION TO (FROM)	(421,601)	-	-	-	-
TOTAL PROGRAM SURPLUS/DEFICIT	(421,601)	-	-	-	-
NET OPERATING	70,326,613	70,661,702	81,126,760	10,465,058	14.8%
CAPITAL					
CAPITAL REVENUES	(48,676,621)	(40,719,906)	(57,198,641)	(16,478,735)	40.5%
CAPITAL	48,744,195	40,817,506	58,638,337	17,820,831	43.7%
NET CAPITAL	67,574	97,600	1,439,696	1,342,096	1,375.1%
SUMMARY					
TOTAL REVENUES	(161,157,933)	(145,189,547)	(168,259,223)	(23,069,676)	15.9%
TOTAL EXPENSES	231,973,721	215,948,849	250,825,679	34,876,830	16.2%
TOTAL PROGRAM SURPLUS/DEFICIT	(421,601)	-	-	-	-
TOTAL LEVY	70,394,187	70,759,302	82,566,456	11,807,154	16.7%

	Taxation	%
Levy increase over prior year	11,807,154	16.7%
Non-recurring	190,088	0.3%
Service Level	5,706,239	8.0%
New Initiatives	1,332,950	1.9%
Minor Capital	291,400	0.4%
Infrastructure Capital	676,500	1.0%
Initiative Gapping	(308,172)	(0.4%)
In-year Approval/ Carryover	(179,625)	(0.3%)
Budget Impacts	7,709,380	10.9%
Prior year non-recurring items and initiative gapping	(50,390)	(0.1%)
Base Budget increase	4,148,164	5.9%

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

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

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

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

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

Key Factors Impacting the Budget

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

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

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

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

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

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

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

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

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

	REF	BASE BUDGET	ONE TIME/ CAPITAL	2024 BUDGET COST	RESERVES	DC	GRANTS	OTHER SOURCES	REVENUES	TAXATION	W/WW RATES
MINOR CAPITAL											
FAC-Enhanced Lighting at the Oxford County Waste Management Facility		-	6,000	6,000	-	-	-	-	-	6,000	-
FAC-Fleet Storage Sea-Can Container		-	9,750	9,750	-	-	-	-	-	9,750	-
FLT-WW Telescopic Handler		-	6,500	6,500	6,500	-	-	-	6,500	-	-
ENG-Robotic total station		-	45,000	45,000	-	-	45,000	-	45,000	-	-
ENG-Infrastructure Design Guidelines Update		-	100,000	100,000	100,000	-	-	-	100,000	-	-
RDS-Sign Truck attachments		-	15,000	15,000	-	-	-	-	-	15,000	-
WM-Bulk oil and antifreeze collection		-	10,500	10,500	-	-	-	-	-	10,500	-
WM-Shut off valves for stormwater ponds		-	150,000	150,000	-	-	-	-	-	150,000	-
WM-Tburg Transfer Station Equipment		-	16,000	16,000	-	-	-	-	-	16,000	-
WW-Maintenance Vehicle Liftgates		4,000	18,000	22,000	18,000	-	-	-	18,000	-	4,000
HSG-Tillsonburg AHP Project		-	508,000	508,000	508,000	-	-	-	508,000	-	-
WFL-Monitors for front desk and hotelling station		-	1,500	1,500	-	-	-	-	-	1,500	-
WFL-Recreation Smart TV (3)		-	4,500	4,500	-	-	-	-	-	4,500	-
WFL-Recreation Snoozlen Equipment		-	9,000	9,000	-	-	-	-	-	9,000	-
WFL-Comprehensive Minor Capital Funding		-	75,000	75,000	-	-	75,000	-	75,000	-	-
IS-Monitors/Laptop		-	5,500	5,500	-	-	-	-	-	5,500	-
PS-Pallet mover		5,000	58,650	63,650	-	-	-	-	-	63,650	-
		9,000	1,038,900	1,047,900	632,500	-	120,000	-	752,500	291,400	4,000
INFRASTRUCTURE CAPITAL											
RDS-New Pedestrian Crossings		-	265,000	265,000	-	-	-	-	-	265,000	-
RDS-Intersection Upgrades-Punkeydoodles		-	1,000,000	1,000,000	330,000	-	-	670,000	1,000,000	-	-
RDS-Intersection Illumination-Punkeydoodles		-	50,000	50,000	-	-	-	33,500	33,500	16,500	-
RDS-Intersection Upgrades		-	220,000	220,000	-	-	-	-	-	220,000	-
RDS-OR 4 at OR 15 (Class EA Study)		-	300,000	300,000	-	300,000	-	-	300,000	-	-

	REF	BASE BUDGET	ONE TIME/ CAPITAL	2024 BUDGET COST	RESERVES	DC	GRANTS	OTHER SOURCES	REVENUES	TAXATION	W/WW RATES
RDS-New Guidetrails		-	350,000	350,000	350,000	-	-	-	350,000	-	-
RDS-Traffic Calming		-	175,000	175,000	-	-	-	-	-	175,000	-
RDS-Strik Drain Stormwater Management		-	580,000	580,000	29,000	-	551,000	-	580,000	-	-
WM-South Operating Geotechnical Investigation		-	150,000	150,000	150,000	-	-	-	150,000	-	-
WAT-TBurg North End Watermain Looping		-	68,000	68,000	68,000	-	-	-	68,000	-	-
WAT-George Johnson Pipe Racking		-	25,000	25,000	25,000	-	-	-	25,000	-	-
WAT-George Johnson Printer		-	13,000	13,000	13,000	-	-	-	13,000	-	-
WAT-Watermain on Hamilton/King St.		-	23,000	23,000	23,000	-	-	-	23,000	-	-
WW-Lansdowne SPS		-	4,150,000	4,150,000	400,000	3,750,000	-	-	4,150,000	-	-
WW-Trunk I&I Reduction		-	157,000	157,000	157,000	-	-	-	157,000	-	-
WW-59 & Fairway Flow Monitoring		-	20,000	20,000	-	20,000	-	-	20,000	-	-
WW-Victoria Woods Sanitary Oversizing		-	50,000	50,000	-	50,000	-	-	50,000	-	-
WW-SW Industrial Park Gravity Sanitary Sewer		-	575,000	575,000	512,500	62,500	-	-	575,000	-	-
		-	8,171,000	8,171,000	2,057,500	4,182,500	551,000	703,500	7,494,500	676,500	-
TOTAL COUNTY OF OXFORD		9,421,113	17,146,211	26,567,324	7,574,718	4,232,260	4,951,387	978,363	17,736,728	7,914,686	915,910

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

Full-time Equivalent Plan (FTE) Summary

FTE Continuity

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

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

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

¹ Approved during in-year

Funded temporary positions

Summary of Full-time Equivalent Plan Change by Funding Source

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

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

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

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

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

	2023	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023	2024	%
	FINANCE	FINANCE	HR	HR	IT	IT	CS	CS	FACILITIES	FACILITIES	FLEET	FLEET	TOTAL	TOTAL	%
COUNCIL	6,280	7,796	-	-	3,772	3,056	6,696	7,301	104,500	107,600	-	-	121,248	125,753	3.7%
CAO															
CAO OFFICE	5,291	7,526	5,606	6,094	16,337	15,075	8,705	10,221	30,200	21,700	490	600	66,629	61,216	(8.1%)
STRATEGIC COMMUNICATIONS	5,424	7,238	6,026	7,617	17,846	20,592	6,696	7,301	15,500	22,900	-	-	51,492	65,648	27.5%
TOURISM	8,637	9,552	4,625	5,027	11,316	11,224	6,696	7,301	14,300	16,600	-	-	45,574	49,704	9.1%
TOTAL CAO	19,352	24,316	16,257	18,738	45,499	46,891	22,097	24,823	60,000	61,200	490	600	163,695	176,568	7.9%
CORPORATE SERVICES															
FINANCE	-	-	-	-	-	-	-	-	51,300	64,400	-	-	51,300	64,400	25.5%
CUSTOMER SERVICE	-	-	-	-	-	-	-	-	32,500	32,300	-	-	32,500	32,300	(0.6%)
INFORMATION SERVICES	8,116	10,530	15,837	17,213	48,966	66,739	16,740	21,904	58,800	17,200	-	-	148,459	133,586	(10.0%)
INFORMATION TECHNOLOGY	-	-	-	-	-	-	-	-	34,100	46,800	-	-	34,100	46,800	37.2%
CLERKS	6,426	8,061	5,606	6,094	20,555	17,681	16,740	21,904	87,600	88,000	-	-	136,927	141,740	3.5%
POA	22,176	25,733	6,307	7,617	44,144	53,731	20,757	21,904	124,700	127,900	-	-	218,084	236,885	8.6%
LIBRARY	66,232	85,572	53,678	60,930	496,372	564,968	20,088	29,205	654,075	725,744	52,076	38,536	1,342,521	1,504,955	12.1%
TOTAL CORPORATE SERVICES	102,950	129,896	81,428	91,854	610,037	703,119	74,325	94,917	1,043,075	1,102,344	52,076	38,536	1,963,891	2,160,666	10.0%
PUBLIC WORKS															
ADMINISTRATION	-	-	-	-	-	-	-	-	211,800	215,842	-	-	211,800	215,842	1.9%
FACILITIES	140,288	208,912	21,864	26,809	62,322	67,206	59,594	59,869	12,612	12,898	132,025	180,880	428,705	556,574	29.8%
ENGINEERING SERVICES	40,730	35,632	29,572	33,663	89,516	92,918	23,436	21,904	-	-	90,380	95,825	273,634	279,942	2.3%
TRANSPORTATION SERVICES	178,769	236,913	90,538	99,926	53,230	95,759	63,611	65,710	344,635	374,955	2,550,987	2,623,319	3,281,770	3,496,582	6.5%
WASTE MANAGEMENT	119,079	159,092	33,497	43,108	42,195	35,091	130,571	138,722	168,807	179,390	963,451	1,058,586	1,457,600	1,613,989	10.7%
WATER SERVICES	284,873	393,756	42,606	50,419	148,068	155,291	83,699	94,915	2,037,526	2,044,509	662,268	812,661	3,259,040	3,551,551	9.0%
WASTEWATER SERVICES	268,291	383,665	67,553	73,877	61,835	65,715	56,915	73,011	3,251,994	3,362,431	434,502	647,909	4,141,090	4,606,608	11.2%
TOTAL PUBLIC WORKS	1,032,030	1,417,970	285,630	327,802	457,166	511,980	417,826	454,131	6,027,374	6,190,025	4,833,613	5,419,180	13,053,639	14,321,088	9.7%
HUMAN RESOURCES															
HUMAN SERVICES	300,222	323,071	115,484	131,001	202,131	227,618	98,430	90,532	579,825	665,141	13,660	12,720	1,309,752	1,450,083	10.7%
WOODINGFORD LODGE	440,959	566,532	666,435	757,993	651,353	611,015	36,158	54,029	24,771	48,028	-	-	1,819,676	2,037,597	12.0%
PARAMEDIC SERVICES	136,034	183,829	230,128	410,108	244,717	246,362	9,374	8,762	450,601	674,597	-	-	1,070,854	1,523,658	42.3%
PLANNING	12,446	22,945	22,004	31,532	73,256	76,400	28,793	24,823	81,900	97,500	-	-	218,399	253,200	15.9%
TOTAL	2,050,273	2,676,355	1,417,366	1,769,028	2,287,931	2,426,441	693,699	759,318	8,408,246	8,983,635	4,899,839	5,471,036	19,757,354	22,085,813	11.8%
\$ VARIANCE		626,082		351,662		138,510		65,619		575,389		571,197		2,328,459	
% VARIANCE		30.5%		24.8%		6.1%		9.5%		6.8%		11.7%		11.8%	

	2023	2023	2023	2023	2023	2023	2024	2024	2024	2024	RESERVE	POLICY
	OPENING	FORECAST	FORECAST	FORECAST	RESERVE	FORECAST	BUDGET	BUDGET	BUDGET	BUDGET	TARGET	(SURPLUS)
	BALANCE	INTEREST	TO	FROM	REALIGN	BALANCE	INTEREST	TO	FROM	BALANCE	POLICY	SHORTFALL
DEVELOPMENT CHARGES												
91100 DC - ADMIN	525,394	27,600	97,642	(343,209)	-	307,427	15,700	60,486	(383,612)	1	-	-
91230 DC - ROADS	566,090	29,700	2,818,980	(1,012,650)	-	2,402,120	122,500	2,807,739	(5,297,850)	34,509	-	-
91231 DC - WASTE DIVERSION	32,625	1,700	37,706	(14,849)	-	57,182	2,900	34,477	(14,849)	79,710	-	-
91251 DC - WW WOODSTOCK	4,079,977	214,200	1,547,105	(327,763)	-	5,513,519	281,200	1,601,989	(3,874,582)	3,522,126	-	-
91252 DC - WW TILLSONBURG	6,612,487	347,200	531,359	(1,215,833)	-	6,275,213	320,000	546,550	(549,761)	6,592,002	-	-
91253 DC - WW INGERSOLL	1	-	596,236	(578,357)	-	17,880	900	600,522	(618,919)	383	-	-
91254 DC - WW NORWICH	3,376,511	177,300	200,676	(135,782)	-	3,618,705	184,600	206,546	(50,129)	3,959,722	-	-
91255 DC - WW TAVISTOCK	4	-	324,356	(324,356)	-	4	-	334,086	(334,089)	1	-	-
91256 DC - WW PLATTSVILLE	1	-	193,510	(193,510)	-	1	-	199,315	(199,315)	1	-	-
91257 DC - WW THAMESFORD	232,936	12,200	-	(97,610)	-	147,526	7,500	-	(108)	154,918	-	-
91258 DC - WW DRUMBO	2	-	29,915	(25,693)	-	4,224	200	30,813	(35,057)	180	-	-
91259 DC - WW MT ELGIN	2	-	2,800	(2,800)	-	2	-	2,900	(2,897)	5	-	-
91261 DC - W WOODSTOCK	5	-	868,043	(865,367)	-	2,681	100	898,765	(891,932)	9,614	-	-
91262 DC - W TILLSONBURG	538,587	28,300	260,000	(16,179)	-	810,708	41,300	310,000	(1,046)	1,160,962	-	-
91263 DC - W INGERSOLL	2	-	149,883	(149,884)	-	1	-	154,230	(31,261)	122,970	-	-
91264 DC - W NORWICH	-	-	46,451	(14,795)	-	31,656	1,600	47,694	(133)	80,817	-	-
91265 DC - W TAVISTOCK	566,631	29,700	36,173	(78,494)	-	554,010	28,300	37,258	(240,207)	379,361	-	-
91266 DC - W PLATTSVILLE	1	-	74,447	(74,445)	-	3	-	76,680	(76,679)	4	-	-
91267 DC - W THAMESFORD	520,470	27,300	541,558	(7,054)	-	1,082,274	55,200	94,304	(124)	1,231,654	-	-
91268 DC - W DRUMBO	19,979	1,000	-	(13,411)	-	7,568	400	-	(58)	7,910	-	-
91269 DC - W MT ELGIN	126,849	6,700	130,000	(185,084)	-	78,465	4,000	135,200	(137,747)	79,918	-	-
91500 DC - EMS	588,933	30,900	324,104	(365,174)	-	578,763	29,500	316,578	(49,760)	875,081	-	-
91600 DC - LIBRARY	497,245	26,100	156,801	(157,160)	-	522,986	26,700	153,405	(71,649)	631,442	-	-
TOTAL DEVELOPMENT CHARGES	18,284,732	959,900	8,967,745	(6,199,459)	-	22,012,918	1,122,600	8,649,537	(12,861,764)	18,923,291	-	-
RESERVE FUNDS												
93270 RF - LANDFILL AND WASTE DIV.	21,547,759	560,028	-	(2,330,623)	-	19,777,164	1,324,900	338,450	(1,871,400)	19,569,114	40,000,000	20,430,886
TOTAL RESERVE FUNDS	21,547,759	560,028	-	(2,330,623)	-	19,777,164	1,324,900	338,450	(1,871,400)	19,569,114	40,000,000	20,430,886
RESERVES												
92101 R - WSIB	3,467,128	-	-	-	-	3,467,128	-	-	-	3,467,128	5,357,000	1,889,872
92102 R - PAY EQUITY	1,296,264	-	-	-	-	1,296,264	-	-	(48,000)	1,248,264	1,250,000	1,736
92103 R - TRAINING	280,000	-	-	-	-	280,000	-	-	(50,000)	230,000	250,000	20,000
92120 R - INFORMATION SYSTEMS	1,188,367	56,400	196,505	(426,105)	-	1,015,167	54,536	210,618	(102,300)	1,178,021	632,000	(546,021)
92130 R - CORPORATE GENERAL	7,937,541	-	-	(2,974,249)	-	4,963,292	-	160,000	(839,569)	4,283,723	12,400,000	8,116,277
92131 R - WORKING CAPITAL	6,100,000	-	-	-	-	6,100,000	-	-	-	6,100,000	8,260,000	2,160,000
92133 R - LEGAL	304,137	-	-	(100,000)	-	204,137	-	-	(50,000)	154,137	652,000	497,863
92134 R - INSURANCE	1,600,061	85,300	50,000	-	-	1,735,361	89,778	50,000	-	1,875,139	1,750,000	(125,139)
92135 R - BROADBAND EXPANSION	2,642,487	-	-	-	-	2,642,487	-	-	-	2,642,487	-	-
92170 R - FEDERAL RESTART	4,032,060	-	-	(1,424,125)	-	2,607,935	-	-	(2,607,935)	-	-	-
92205 R - COMMUNITY-BUILDING FUND	3,536,362	149,800	3,668,875	(5,035,000)	-	2,320,037	111,344	3,822,490	(3,942,500)	2,311,371	-	-

	2023	2023	2023	2023	2023	2023	2024	2024	2024	2024	RESERVE	POLICY
	OPENING	FORECAST	FORECAST	FORECAST	RESERVE	FORECAST	BUDGET	BUDGET	BUDGET	BUDGET	TARGET	(SURPLUS)
	BALANCE	INTEREST	TO	FROM	REALIGN	BALANCE	INTEREST	TO	FROM	BALANCE	POLICY	SHORTFALL
92206 R - OCIF	5,614,369	311,200	4,456,616	(3,828,500)	-	6,553,685	165,597	5,011,153	(11,070,000)	660,435	-	-
92210 R - CORP GENERAL FACILITIES	4,460,330	145,900	1,385,405	(4,888,269)	-	1,103,366	73,902	965,819	(388,002)	1,755,085	5,750,000	3,994,915
92215 R - TREES RURAL	91,803	-	-	(45,750)	-	46,053	-	-	(43,000)	3,053	-	-
92220 R - FLEET	5,247,670	234,400	2,551,312	(4,116,464)	-	3,916,918	204,395	3,395,252	(3,213,615)	4,302,950	11,000,000	6,697,050
92230 R - ROADS	23,194,867	1,136,500	8,624,000	(11,717,601)	-	21,237,766	979,936	6,573,000	(10,949,664)	17,841,038	18,168,000	326,962
92232 R - STORMWATER	-	-	-	-	-	-	2,066	3,000,000	(2,919,000)	83,066	1,591,000	1,507,934
92235 R - BRIDGES & STR CULVERTS	14,691,745	744,000	2,640,000	(3,680,193)	-	14,395,552	655,944	2,640,000	(5,707,798)	11,983,698	5,414,000	(6,569,698)
92240 R - WATER/WASTEWATER CSAP	2,105,722	-	-	(72,202)	-	2,033,520	-	-	-	2,033,520	-	-
92244 R - SOURCE WATER PROTECTION	751,019	-	-	(326,711)	-	424,308	-	-	(288,921)	135,387	-	-
92280 R - WASTE COLLECTION	2,328,553	-	-	(655,118)	-	1,673,435	-	-	(686,549)	986,886	1,491,000	504,114
92300 R - SOCIAL HOUSING	3,023,067	133,700	965,250	(1,917,100)	-	2,204,917	94,548	1,045,000	(1,747,080)	1,597,385	3,080,000	1,482,615
92301 R - CHILD CARE MITIGATION FUND	683,857	-	-	(48,000)	-	635,857	-	-	-	635,857	-	-
92302 R - AFFORDABLE HOUSING	7,144,270	-	957,700	(6,320,395)	-	1,781,575	-	3,000,000	(3,823,000)	958,575	-	-
92335 R - WOODINGFORD LODGE CAPITAL	373,137	17,200	302,000	(392,498)	-	299,839	21,567	1,364,000	(1,475,163)	210,243	855,000	644,757
92340 R - LTC FUTURE CAPITAL	1,000,000	-	-	-	-	1,000,000	-	-	-	1,000,000	-	-
92400 R - PLANNING	661,113	-	-	(203,570)	-	457,543	-	-	(457,138)	405	301,000	300,595
92511 R - PARAMEDIC SERVICES CAPITAL	1,782,466	87,300	1,058,876	(1,298,320)	613,644	2,243,966	98,306	1,104,500	(1,142,109)	2,304,663	4,045,000	1,740,337
92512 R - PARAMEDIC SERVICE STATIONS	592,544	30,900	46,800	(56,600)	(613,644)	-	-	-	-	-	-	-
92600 R - LIBRARIES	1,136,850	-	-	(525,642)	-	611,208	-	-	(305,899)	305,309	262,000	(43,309)
92602 R - OCL NORWICH CAPITAL	40,466	-	-	-	-	40,466	-	-	-	40,466	-	-
92605 R - LIBRARIES - CAPITAL	553,235	31,700	117,000	(14,250)	-	687,685	30,470	126,520	(307,000)	537,675	1,250,000	712,325
TOTAL RESERVES	107,861,490	3,164,300	27,020,339	(50,066,662)	-	87,979,467	2,582,389	32,468,352	(52,164,242)	70,865,966	83,758,000	23,313,185
WATER & WASTEWATER RESERVES												
92249 R-WW EMBRO	851,792	49,700	196,061	(5,197)	-	1,092,356	58,469	113,364	(9,380)	1,254,809	1,050,000	(204,809)
92250 R - WW INNERKIP	1,013,991	55,400	105,728	(22,947)	-	1,152,172	60,455	83,937	(15,323)	1,281,241	910,000	(371,241)
92251 R - WW WOODSTOCK	14,863,224	720,900	1,877,635	(4,142,682)	-	13,319,077	626,104	1,764,509	(3,628,845)	12,080,845	16,644,000	4,563,155
92252 R - WW TILLSONBURG	16,235,011	741,500	1,493,941	(5,715,172)	-	12,755,280	593,681	1,274,177	(3,245,813)	11,377,325	6,417,000	(4,960,325)
92253 R - WW INGERSOLL	8,197,109	455,400	2,164,778	(1,212,115)	-	9,605,172	483,838	1,999,051	(2,236,754)	9,851,307	6,327,000	(3,524,307)
92254 R - WW NORWICH	3,444,811	180,500	400,642	(414,327)	-	3,611,626	190,116	383,860	(93,683)	4,091,919	3,060,000	(1,031,919)
92255 R - WW TAVISTOCK	4,798,325	258,500	880,803	(628,425)	-	5,309,203	274,287	1,054,168	(977,833)	5,659,825	4,435,000	(1,224,825)
92256 R - WW PLATTSVILLE	1,740,555	92,800	174,085	(119,479)	-	1,887,961	97,811	190,470	(116,918)	2,059,324	1,625,000	(434,324)
92257 R - WW THAMESFORD	3,703,108	152,000	241,337	(1,856,286)	-	2,240,159	93,481	245,542	(999,275)	1,579,907	3,060,000	1,480,093
92258 R - WW DRUMBO	9,020	200	101,815	(110,813)	-	222	1,458	111,305	(50,130)	62,855	1,770,000	1,707,145
92259 R - WW MT ELGIN	734,812	27,700	71,250	(485,798)	-	347,964	9,526	103,688	(406,998)	54,180	2,005,000	1,950,820
92261 R - W WOODSTOCK	22,801,549	1,130,300	3,095,658	(5,639,265)	-	21,388,242	957,933	3,280,665	(7,801,565)	17,825,275	11,925,000	(5,900,275)
92262 R - W TILLSONBURG	5,917,493	287,400	1,714,307	(2,598,859)	-	5,320,341	227,591	1,652,946	(3,222,794)	3,978,084	5,268,000	1,289,916
92263 R - W INGERSOLL	6,171,899	213,400	1,139,673	(5,354,123)	-	2,170,849	63,523	1,214,527	(2,661,723)	787,176	5,388,000	4,600,824
92264 R - W TOWNSHIP	12,303,858	553,300	1,183,396	(4,714,622)	-	9,325,932	468,311	1,310,927	(1,623,854)	9,481,316	12,672,000	3,190,684
TOTAL WATER & WASTEWATER RESERVES	102,786,557	4,919,000	14,841,109	(33,020,110)	-	89,526,556	4,206,584	14,783,136	(27,090,888)	81,425,388	82,556,000	1,130,612
TOTAL RESERVES	250,480,538	9,603,228	50,829,193	(91,616,854)	-	219,296,105	9,236,473	56,239,475	(93,988,294)	190,783,759	206,314,000	44,874,683

	2023	2023	2024	2025	2026	2027	2028
	OPENING	FORECAST	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE
DEVELOPMENT CHARGES							
91100 DC - ADMIN	525,394	307,427	1	1	1	1	1
91230 DC - ROADS	566,090	2,402,120	34,509	901,267	3,495,914	5,736,401	3,855
91231 DC - WASTE DIVERSION	32,625	57,182	79,710	103,432	127,872	153,954	181,705
91251 DC - WW WOODSTOCK	4,079,977	5,513,519	3,522,126	4,212	15	3,859	956,906
91252 DC - WW TILLSONBURG	6,612,487	6,275,213	6,592,002	6,135,181	6,881,706	7,517,515	8,033,323
91253 DC - WW INGERSOLL	1	17,880	383	186	766	364	75,655
91254 DC - WW NORWICH	3,376,511	3,618,705	3,959,722	4,331,229	4,672,365	4,642,086	4,665,145
91255 DC - WW TAVISTOCK	4	4	1	2	1	363,245	787,998
91256 DC - WW PLATTSVILLE	1	1	1	5	5	110,145	337,642
91257 DC - WW THAMESFORD	232,936	147,526	154,918	160,974	159,592	164,231	169,077
91258 DC - WW DRUMBO	2	4,224	180	5	5	1	-
91259 DC - WW MT ELGIN	2	2	5	5	2	3	4
91261 DC - W WOODSTOCK	5	2,681	9,614	2,800	258	2,745	1,130
91262 DC - W TILLSONBURG	538,587	810,708	1,160,962	434	590	943	5
91263 DC - W INGERSOLL	2	1	122,970	226	752	199	13
91264 DC - W NORWICH	-	31,656	80,817	129,697	164,572	221,003	257,943
91265 DC - W TAVISTOCK	566,631	554,010	379,361	53	16	13	41
91266 DC - W PLATTSVILLE	1	3	4	4	3	1	76,271
91267 DC - W THAMESFORD	520,470	1,082,274	1,231,654	1,338,893	297,315	409,264	527,814
91268 DC - W DRUMBO	19,979	7,568	7,910	63,930	152,587	245,580	343,246
91269 DC - W MT ELGIN	126,849	78,465	79,918	74,290	86,451	105,163	130,589
91500 DC - EMS	588,933	578,763	875,081	1,235,256	1,605,759	1,995,929	2,406,609
91600 DC - LIBRARY	497,245	522,986	631,442	743,326	856,663	978,085	1,107,825
TOTAL DEVELOPMENT CHARGES	18,284,732	22,012,918	18,923,291	15,225,408	18,503,210	22,650,730	20,062,797
RESERVE FUNDS							
93270 RF - LANDFILL AND WASTE DIV.	21,547,759	19,777,164	19,569,114	20,487,302	21,540,152	15,204,002	16,162,352
TOTAL RESERVE FUNDS	21,547,759	19,777,164	19,569,114	20,487,302	21,540,152	15,204,002	16,162,352
RESERVES							
92101 R - WSIB	3,467,128	3,467,128	3,467,128	3,467,128	3,467,128	3,467,128	3,467,128
92102 R - PAY EQUITY	1,296,264	1,296,264	1,248,264	1,248,264	1,248,264	1,200,264	1,200,264
92103 R - TRAINING	280,000	280,000	230,000	180,000	130,000	80,000	30,000
92120 R - INFORMATION SYSTEMS	1,188,367	1,015,167	1,178,021	1,127,401	1,111,289	906,196	935,627
92130 R - CORPORATE GENERAL	7,937,541	4,963,292	4,283,723	4,428,723	4,588,723	4,748,723	4,893,723
92131 R - WORKING CAPITAL	6,100,000	6,100,000	6,100,000	6,100,000	6,100,000	6,100,000	6,100,000
92133 R - LEGAL	304,137	204,137	154,137	154,137	154,137	154,137	154,137
92134 R - INSURANCE	1,600,061	1,735,361	1,875,139	2,003,045	2,115,914	2,232,282	2,352,258
92135 R - BROADBAND EXPANSION	2,642,487	2,642,487	2,642,487	2,642,487	2,642,487	2,642,487	2,642,487
92170 R - FEDERAL RESTART	4,032,060	2,607,935	-	-	-	-	-
92205 R - COMMUNITY-BUILDING FUND	3,536,362	2,320,037	2,311,371	1,226,748	1,044,153	2,356,084	1,815,373
92206 R - OCIF	5,614,369	6,553,685	660,435	1,283,469	2,317,261	3,992,981	3,774,008

	2023	2023	2024	2025	2026	2027	2028
	OPENING	FORECAST	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE
92210 R - CORP GENERAL FACILITIES	4,460,330	1,103,366	1,755,085	1,770,890	1,358,695	1,724,235	1,465,564
92215 R - TREES RURAL	91,803	46,053	3,053	3,053	3,053	3,053	3,053
92220 R - FLEET	5,247,670	3,916,918	4,302,950	5,670,965	5,889,254	6,332,936	6,248,158
92230 R - ROADS	23,194,867	21,237,766	17,841,038	10,834,400	2,250,713	2,613,158	2,294,962
92232 R - STORMWATER	-	-	83,066	39,274	1,045,836	418,182	75,721
92235 R - BRIDGES & STR CULVERTS	14,691,745	14,395,552	11,983,698	10,709,565	12,757,757	10,647,501	12,310,417
92240 R - WATER/WASTEWATER CSAP	2,105,722	2,033,520	2,033,520	1,813,258	1,813,258	1,813,258	1,813,258
92244 R - SOURCE WATER PROTECTION	751,019	424,308	135,387	-	-	-	-
92280 R - WASTE COLLECTION	2,328,553	1,673,435	986,886	1,258,119	1,538,834	1,832,278	2,166,291
92300 R - SOCIAL HOUSING	3,023,067	2,204,917	1,597,385	417,186	21,928	732,544	1,028,930
92301 R - CHILD CARE MITIGATION FUND	683,857	635,857	635,857	635,857	635,857	635,857	635,857
92302 R - AFFORDABLE HOUSING	7,144,270	1,781,575	958,575	958,575	958,575	958,575	958,575
92335 R - WOODINGFORD LODGE CAPITAL	373,137	299,839	210,243	686,579	785,697	1,243,105	1,351,802
92340 R - LTC FUTURE CAPITAL	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
92400 R - PLANNING	661,113	457,543	405	405	405	405	90,405
92511 R - PARAMEDIC SERVICES CAPITAL	1,782,466	2,243,966	2,304,663	1,590,359	1,816,941	1,808,885	2,777,870
92512 R - PARAMEDIC SERVICE STATIONS	592,544	-	-	-	-	-	-
92600 R - LIBRARIES	1,136,850	611,208	305,309	305,309	305,309	305,309	305,309
92602 R - OCL NORWICH CAPITAL	40,466	40,466	40,466	40,466	40,466	40,466	40,466
92605 R - LIBRARIES - CAPITAL	553,235	687,685	537,675	676,507	811,985	830,050	970,960
TOTAL RESERVES	107,861,490	87,979,467	70,865,966	62,272,169	57,953,919	60,820,079	62,902,603
WATER & WASTEWATER RESERVES							
92249 R-WW EMBRO	851,792	1,092,356	1,254,809	1,434,708	1,247,642	1,441,922	1,653,537
92250 R - WW INNERKIP	1,013,991	1,152,172	1,281,241	1,073,439	1,221,402	1,416,072	1,377,071
92251 R - WW WOODSTOCK	14,863,224	13,319,077	12,080,845	7,361,733	4,316,776	2,123,564	1,528,595
92252 R - WW TILLSONBURG	16,235,011	12,755,280	11,377,325	11,155,736	11,972,592	12,347,745	13,382,858
92253 R - WW INGERSOLL	8,197,109	9,605,172	9,851,307	7,971,773	8,190,704	8,066,803	6,987,751
92254 R - WW NORWICH	3,444,811	3,611,626	4,091,919	3,791,513	2,417,968	294,850	702,780
92255 R - WW TAVISTOCK	4,798,325	5,309,203	5,659,825	3,102,320	50,905	1,344,332	1,736,743
92256 R - WW PLATTSVILLE	1,740,555	1,887,961	2,059,324	1,292,481	1,029,209	481,067	697,390
92257 R - WW THAMESFORD	3,703,108	2,240,159	1,579,907	67,392	29,727	71,077	234,099
92258 R - WW DRUMBO	9,020	222	62,855	-	-	-	-
92259 R - WW MT ELGIN	734,812	347,964	54,180	65,618	38,464	15,040	11,365
92261 R - W WOODSTOCK	22,801,549	21,388,242	17,825,275	14,623,783	13,476,744	9,331,980	1,576,484
92262 R - W TILLSONBURG	5,917,493	5,320,341	3,978,084	389,511	14,414	588,205	638,317
92263 R - W INGERSOLL	6,171,899	2,170,849	787,176	10,757	100,161	3,239	23,382
92264 R - W TOWNSHIP	12,303,858	9,325,932	9,481,316	8,383,864	6,640,207	5,190,557	6,068,574
TOTAL WATER & WASTEWATER RESERVES	102,786,557	89,526,556	81,425,388	60,724,628	50,746,915	42,716,453	36,618,946
TOTAL RESERVES	250,480,538	219,296,105	190,783,759	158,709,507	148,744,196	141,391,264	135,746,698

Tax Supported

	2023	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
	OPENING	FORECAST	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE	BALANCE
RESERVES												
92120 R - INFORMATION SYSTEMS	1,188,367	1,015,167	1,178,021	1,127,401	1,111,289	906,196	935,627	913,062	951,337	826,333	900,153	937,520
92210 R - CORP GENERAL FACILITIES	4,460,330	1,103,366	1,755,085	1,770,890	1,358,695	1,724,235	1,465,564	2,167,028	2,064,989	2,577,361	3,189,139	3,768,957
92220 R - FLEET	5,247,670	3,916,918	4,302,950	5,670,965	5,889,254	6,332,936	6,248,158	7,484,044	7,443,983	8,280,986	8,416,381	8,277,168
92230 R - ROADS	23,194,867	21,237,766	17,841,038	10,834,400	2,250,713	2,613,158	2,294,962	1,104,368	930,655	878,954	4,296,491	11,115,777
92232 R - STORMWATER	-	-	83,066	39,274	1,045,836	418,182	75,721	33,386	1,160,610	1,812,997	3,021,792	4,281,262
92235 R - BRIDGES & STR CULVERTS	14,691,745	14,395,552	11,983,698	10,709,565	12,757,757	10,647,501	12,310,417	14,243,216	15,456,536	17,479,249	16,370,918	18,447,364
92300 R - SOCIAL HOUSING	3,023,067	2,204,917	1,597,385	417,186	21,928	732,544	1,028,930	1,509,982	1,496,674	2,290,377	3,289,647	4,997,639
92335 R - WOODINGFORD LODGE CAPITAL	373,137	299,839	210,243	686,579	785,697	1,243,105	1,351,802	2,223,547	3,151,521	4,244,459	5,253,884	6,469,140
92511 R - PARAMEDIC SERVICES CAPITAL	1,782,466	2,243,966	2,304,663	1,590,359	1,816,941	1,808,885	2,777,870	2,127,660	1,636,936	2,099,390	2,689,547	3,196,225
92512 R - PARAMEDIC SERVICE STATIONS	592,544	-	-	-	-	-	-	-	-	-	-	-
92602 R - OCL NORWICH CAPITAL	40,466	40,466	40,466	40,466	40,466	40,466	40,466	40,466	40,466	40,466	40,466	40,466
92605 R - LIBRARIES - CAPITAL	553,235	687,685	537,675	676,507	811,985	830,050	970,960	886,846	1,043,642	1,039,883	987,363	1,182,834
TOTAL RESERVES	55,147,894	47,145,642	41,834,290	33,563,592	27,890,561	27,297,258	29,500,477	32,733,605	35,377,349	41,570,455	48,455,781	62,714,352

Water and Wastewater Rates Supported

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

Debt Repayment Schedule

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

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

Ten Year Projected Debt Proceeds Schedule

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

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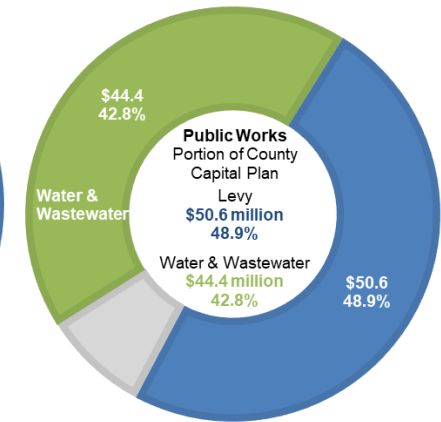
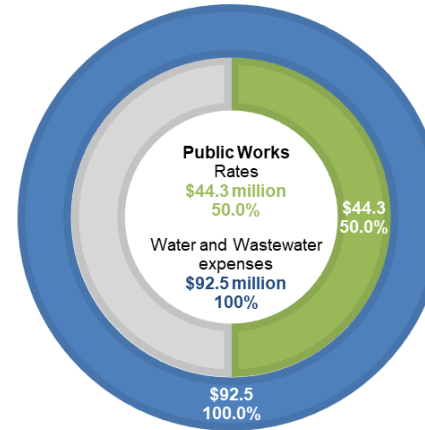
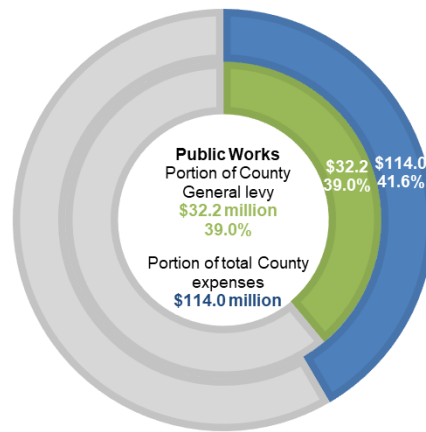
Public Works

2024

BUSINESS
PLAN &
BUDGET

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



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

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

5 Year Projected Budget

Tax-Supported

	2024	2025	2026	2027	2028
	BUDGET	PROJECTED BUDGET	PROJECTED BUDGET	PROJECTED BUDGET	PROJECTED BUDGET
OPERATING					
REVENUES					
GENERAL REVENUES	(16,028,262)	(17,323,819)	(15,486,236)	(15,905,117)	(16,228,545)
OTHER REVENUES	(769,535)	(127,318)	(95,833)	(82,638)	(72,549)
INTERDEPARTMENTAL RECOVERIES	(15,303,905)	(15,928,801)	(15,977,078)	(16,311,587)	(16,473,709)
TOTAL REVENUES	(32,101,702)	(33,379,938)	(31,559,147)	(32,299,342)	(32,774,803)
EXPENSES					
SALARIES AND BENEFITS	9,430,425	9,981,412	10,462,057	10,765,272	11,144,402
OPERATING EXPENSES	28,601,920	29,211,867	27,113,506	27,798,925	28,244,952
DEBT REPAYMENT	1,213,775	883,222	994,341	860,523	1,007,419
RESERVE TRANSFERS	17,420,521	18,283,899	18,632,331	18,951,021	19,478,822
INTERDEPARTMENTAL CHARGES	6,665,910	6,900,345	6,913,606	6,951,515	7,024,099
TOTAL EXPENSES	63,332,551	65,260,745	64,115,841	65,327,256	66,899,694
NET OPERATING	31,230,849	31,880,807	32,556,694	33,027,914	34,124,891
CAPITAL					
CAPITAL REVENUES	(49,653,659)	(44,457,950)	(37,247,400)	(37,015,500)	(41,583,300)
CAPITAL EXPENSES	50,620,809	45,501,950	38,262,400	38,065,500	42,008,300
NET CAPITAL	967,150	1,044,000	1,015,000	1,050,000	425,000
SUMMARY					
TOTAL REVENUES	(81,755,361)	(77,837,888)	(68,806,547)	(69,314,842)	(74,358,103)
TOTAL EXPENSES	113,953,360	110,762,695	102,378,241	103,392,756	108,907,994
TOTAL PROGRAM SURPLUS/DEFICIT	-	-	-	-	-
TOTAL LEVY	32,197,999	32,924,807	33,571,694	34,077,914	34,549,891

Rate-Supported

	2024	2025	2026	2027	2028
	BUDGET	PROJECTED BUDGET	PROJECTED BUDGET	PROJECTED BUDGET	PROJECTED BUDGET
OPERATING					
REVENUES					
GENERAL REVENUES	(46,808,119)	(48,679,590)	(50,629,167)	(52,708,701)	(54,813,196)
OTHER REVENUES	(1,254,967)	(1,349,474)	(1,381,302)	(1,217,106)	(1,412,457)
TOTAL REVENUES	(48,063,086)	(50,029,064)	(52,010,469)	(53,925,807)	(56,225,653)
EXPENSES					
SALARIES AND BENEFITS	8,106,790	8,459,062	8,703,613	8,940,270	9,169,331
OPERATING EXPENSES	13,370,878	13,938,258	13,883,434	14,123,878	14,908,046
DEBT REPAYMENT	3,369,729	4,019,731	4,870,228	4,690,504	4,872,061
RESERVE TRANSFERS	14,391,757	14,396,863	15,309,308	16,705,718	17,695,402
INTERDEPARTMENTAL CHARGES	8,908,826	9,215,150	9,243,886	9,465,437	9,580,813
TOTAL EXPENSES	48,147,980	50,029,064	52,010,469	53,925,807	56,225,653
PROGRAM SURPLUS/DEFICIT					
RESERVE CONTRIBUTION TO (FROM)	(84,894)	-	-	-	-
TOTAL PROGRAM SURPLUS/DEFICIT	(84,894)	-	-	-	-
NET OPERATING	-	-	-	-	-
CAPITAL					
CAPITAL REVENUES	(44,363,788)	(60,289,979)	(34,514,000)	(33,968,100)	(38,506,850)
CAPITAL EXPENSES	44,363,788	60,289,979	34,514,000	33,968,100	38,506,850
NET CAPITAL	-	-	-	-	-
SUMMARY					
TOTAL REVENUES	(92,426,874)	(110,319,043)	(86,524,469)	(87,893,907)	(94,732,503)
TOTAL EXPENSES	92,511,768	110,319,043	86,524,469	87,893,907	94,732,503
TOTAL PROGRAM SURPLUS/DEFICIT	(84,894)	-	-	-	-
TOTAL LEVY	-	-	-	-	-

Budget

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

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

Services Overview

Full-Time Equivalents **17.6 FTE**

↑ 1.0
Base

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






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

Key Performance Indicators

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

*adjusted annually for inflation

Goals and Objectives

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

Budget - Facilities

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

	2023	2023	LESS: 2023	2024	2024		\$ OVER	% OVER
	FORECAST	BUDGET*	NON-	BASE	BUDGET	2024	2023	2023
			RECURRING	BUDGET	IMPACTS	BUDGET	BUDGET	BUDGET
OPERATING								
TOTAL RESERVE TRANSFERS	985,451	977,751	-	(11,932)	-	965,819	(11,932)	(1.2%)
INTERDEPARTMENTAL CHARGES								
INTERDEPARTMENTAL CHARGES	427,971	433,823	-	130,358	5,400	569,581	135,758	31.3%
DEPARTMENTAL CHARGES	74,878	74,509	-	66,103	(63,023)	77,589	3,080	4.1%
TOTAL INTERDEPARTMENTAL CHARGES	502,849	508,332	-	196,461	(57,623)	647,170	138,838	27.3%
TOTAL EXPENSES	12,056,170	12,269,134	(74,450)	32,333	213,502	12,440,519	171,385	1.4%
PROGRAM SURPLUS/DEFICIT								
RESERVE CONTRIBUTION TO (FROM)								
RESERVE CONTRIBUTION-SURPLUS	90,080	-	-	-	-	-	-	-
RESERVE CONTRIBUTION-DEFICIT	(35,596)	-	-	-	-	-	-	-
TOTAL RESERVE CONTRIBUTION TO (FROM)	54,484	-	-	-	-	-	-	-
TOTAL PROGRAM SURPLUS/DEFICIT	54,484	-	-	-	-	-	-	-
NET OPERATING	1,592,873	1,544,225	(3,000)	(302,626)	(3,500)	1,235,099	(309,126)	(20.0%)
CAPITAL								
CAPITAL REVENUES								
CAPITAL FEDERAL GRANTS	(485,000)	-	-	-	-	-	-	-
CAPITAL PROVINCIAL GRANTS	(1,624)	-	-	(230,970)	-	(230,970)	(230,970)	-
CAPITAL RESERVE TRANSFER	(3,749,918)	(4,295,411)	-	3,354,411	(60,000)	(1,001,000)	3,294,411	(76.7%)
CAPITAL PROCEEDS FROM DEBENTURES	(450,000)	(546,000)	-	(1,552,089)	-	(2,098,089)	(1,552,089)	284.3%
TOTAL CAPITAL REVENUES	(4,686,542)	(4,841,411)	-	1,571,352	(60,000)	(3,330,059)	1,511,352	(31.2%)
CAPITAL EXPENSES	4,686,542	4,841,411	-	(1,541,352)	85,850	3,385,909	(1,455,502)	(30.1%)
NET CAPITAL	-	-	-	30,000	25,850	55,850	55,850	-
SUMMARY								
TOTAL REVENUES	(15,204,323)	(15,566,320)	71,450	1,236,393	(277,002)	(14,535,479)	1,030,841	(6.6%)
TOTAL EXPENSES	16,742,712	17,110,545	(74,450)	(1,509,019)	299,352	15,826,428	(1,284,117)	(7.5%)
TOTAL PROGRAM SURPLUS/DEFICIT	54,484	-	-	-	-	-	-	-
TOTAL LEVY	1,592,873	1,544,225	(3,000)	(272,626)	22,350	1,290,949	(253,276)	(16.4%)
% BUDGET INCREASE (DECREASE)			(0.2%)	(17.7%)	1.4%	(16.4%)		

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

Budget Impact Details – Facilities

	REFERENCE	OPERATING EXPENSES	CAPITAL EXPENSES	REVENUES	TAXATION	%	INTERDEPT RECOVERY	%
ONE-TIME ITEMS								
FAC-Tree plantings & tract improvements		37,500	-	37,500	-		-	
		37,500	-	37,500	-		-	
SERVICE LEVEL								
FAC-Facilities Technician FTE	FTE2024-01	114,894	-	-	-		114,894	1.3%
FAC-Temporary Vehicle or Rental Assigned to Facilities		5,300	-	-	-		5,300	0.1%
		120,194	-	-	-		120,194	1.4%
NEW INITIATIVES								
FAC-OCAB Space Optimization Design	NI2024-01	-	60,000	60,000	-		-	
FAC-Woodland planter attachment	NI2024-02	(5,500)	10,100	-	4,600	0.3%	-	
		(5,500)	70,100	60,000	4,600	0.3%	-	
INTERDEPARTMENTAL INITIATIVES								
FAC-Office Renovations at 59 George Johnson Blvd Ingersoll		1,200	-	-	-		1,200	0.0%
FAC-Branch Hours Increase FTE (OCL)		1,600	-	-	-		1,600	0.0%
FAC-Ingersoll WWTP: Construction of a Wastewater Treatment Foreperson Office		650	-	-	-		650	0.0%
FAC-Sanitary Inflow and Infiltration Reduction		-	-	-	-		-	
FAC-OCL Tillsonburg Security Services		83,880	-	-	-		83,880	1.0%
FAC-Griffin Way Site Expansion		35,000	-	-	-		35,000	0.4%
		122,330	-	-	-		122,330	1.4%
INITIATIVE GAPPING								
FAC-Woodland planter attachment	NI2024-02	2,000	-	-	2,000	0.1%	-	
		2,000	-	-	2,000	0.1%	-	
MINOR CAPITAL								
FAC-Enhanced Lighting at the Oxford County Waste Management Facility		-	6,000	-	6,000	0.4%	-	
FAC-Fleet Storage Sea-Can Container		-	9,750	-	9,750	0.6%	-	
		-	15,750	-	15,750	1.0%	-	
TOTAL		276,524	85,850	97,500	22,350	1.4%	242,524	2.8%

Budget – Fleet

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

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

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

Budget Impact Details - Fleet

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

Capital Budget

PROJECT # AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2024 REQUEST**	2025	2026-2033
BUILDING							
210010 - Admin Building (21 Reeve St)	Various projects as identified from the Building Condition Assessments	Renewal	Poor	\$116,100	116,100	-	-
210030 - Archives Building (82 Light St)	Various projects as identified from the Building Condition Assessments	Renewal	Poor	\$28,200	28,200	-	-
210070 - 93 Graham	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$11,000	11,000	-	-
213030 - Woodstock Roads Yard Buildings	Various projects as identified from the Building Condition Assessments	Renewal	Poor	\$17,000	17,000	-	-
213000 - Drumbo Roads Yard Buildings	Various projects as identified from the Building Condition Assessments	Renewal	Poor	\$83,600	83,600	-	-
218700 - Salford Landfill Buildings	Existing scale replacement design	Replacement	Poor	\$50,000	50,000	-	-
218700 - Salford Landfill Buildings	Intercom Replacement	Replacement	Poor	\$8,000	8,000	-	-
218700 - Salford Landfill Buildings	WMEC Sound Proofing	Replacement	Poor	\$5,000	5,000	-	-
218700 - Salford Landfill Buildings	Installation of LED lighting	Expansion	N/A	\$6,000	6,000	-	-
218700 - Salford Landfill Buildings	Replacement of fencing and Gate Assessment	Replacement	Poor	\$35,000	35,000	-	-
239000 - Woodlands Conservation	Various sites Woodland Signage	Replacement	Poor	\$30,000	30,000	-	-
911002 - Courthouse Renovations	Various projects as identified from the Building Condition Assessments	Expansion	N/A	\$55,000	55,000	-	-
911020 - Administration Building Space Optimization	Space Optimization 21 Reeve St - 2024 consultation and planning and 2025 implementation (NI 2024-01)	Non-infrastructure solutions	N/A	\$60,000	60,000	-	-
EQUIPMENT							
213030 - Equipment	Fleet Storage Seacan at the Woodstock Yard	Expansion	N/A	\$9,750	9,750	-	-
210000 - Equipment	Replacement of Security Cameras (11)	Replacement	Poor	\$17,000	17,000	-	-
239000 - Equipment	Woodland Planter Attachment (NI 2024-02)	Expansion	N/A	\$10,100	10,100	-	-
FURNISHINGS							
210010 - Furnishings	Furnishings at the Oxford County Administration Building	Replacement	Poor	\$39,000	39,000	-	-
213000 - Furnishings	Furnishings at the Wilmot Street Building	Replacement	Poor	\$4,500	4,500	-	-
213010 - Furnishings	Furnishings at the Highland Yard	Replacement	Poor	\$4,500	4,500	-	-
GREEN INITIATIVES							
911006 - Green Initiatives Facilities	Various projects as identified in the Energy Management Plan (PW 2019-33) -Green initiatives design, HVAC optimization, lighting and ventilation upgrades, modelling	Non-infrastructure solutions	N/A	\$560,100	560,100	-	-

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

PROJECT # AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2024 REQUEST**	2025	2026-2033
Fleet - Transportation	2024 Early Procurement for 2025 Delivery - delivery time greater than 12 months Tandem Axle Truck (2) - Diesel	Replacement	Poor	\$854,000	-	854,000	-
Fleet - Transportation	2024 Early Procurement for 2025 Delivery - delivery time greater than 12 months Tractor - Mower Diesel (1)	Replacement	Poor	\$200,000	-	200,000	-
Fleet - Wastewater	2024 Early Procurement for 2025 Delivery - delivery time greater than 12 months Vacuum Truck - Diesel (1)	Replacement	Poor	\$285,000	-	285,000	-
				\$8,127,250	\$4,873,250	\$3,254,000	\$0

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

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

FTE Change – Facilities Technician

FTE 2024-01

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

STRATEGIC PLAN



Sustainable infrastructure and development

REQUEST DETAILS

Facilities Division

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

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

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

REQUEST DETAILS

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

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

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

Human Services

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

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

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

REQUEST DETAILS

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

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

Woodingford

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

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

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

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

BUDGET REQUIREMENTS

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

New Initiative – OCAB Space Optimization

NI 2024-01

SUMMARY

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

STRATEGIC PLAN



Continuous improvement and results-driven solutions

REQUEST DETAILS

Background

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

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

REQUEST DETAILS

Comments

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

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

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

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

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

REQUEST DETAILS

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

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

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

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

REQUEST DETAILS

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

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

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

Conclusions

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

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

REQUEST DETAILS

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

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

BUDGET REQUIREMENTS

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

New Initiative – Woodland Planter Attachment

NI 2024-02

SUMMARY

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

STRATEGIC PLAN



Preserve and enhance our natural environment

REQUEST DETAILS

Background:

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

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

REQUEST DETAILS

Comments:

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

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

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

BUDGET REQUIREMENTS

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

BUDGET REQUIREMENTS

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

Services Overview

Full-Time Equivalents 22.1 FTE

↑ 1.0
 Base





Service	Service Description	2022 Service Level	Service Type
Capital Works Design and Construction	An internal service that provides engineering design and construction project services to Oxford County and Area Municipalities, as well as to some boundary municipalities.	19 Construction contracts awarded (>\$100K) 11 Consulting assignments awarded 91% 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.	75% Planning applications reviewed prior to comment deadline	Support

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

Key Performance Indicators

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

Goals and Objectives

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

Budget

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

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

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

Budget Impact Details

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

Capital Budget

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

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

FTE Change – Development Review Engineer

FTE 2024-02

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

STRATEGIC PLAN



Continuous improvement and results-driven solutions

REQUEST DETAILS

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

Background:

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

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

REQUEST DETAILS

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

Recent reports include:

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

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

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

Comments:

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

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

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

REQUEST DETAILS

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

BUDGET REQUIREMENTS

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

New Initiative – Builterra Construction Inspection Software

NI 2024-03

SUMMARY

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

STRATEGIC PLAN



Continuous improvement and results-driven solutions

REQUEST DETAILS

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

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

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

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

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

REQUEST DETAILS

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

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

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

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

BUDGET REQUIREMENTS

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

Services Overview

Full-Time Equivalents **37.1 FTE**

↓0.2
 Base





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

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

Key Performance Indicators

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

Goals and Objectives

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

Budget

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

	2023	2023	LESS: 2023	2024	2024	2024	\$ OVER	% OVER
	FORECAST	BUDGET*	NON-	BASE	BUDGET	2024	2023	2023
			RECURRING	BUDGET	IMPACTS	BUDGET	BUDGET	BUDGET
OPERATING								
TOTAL EXPENSES	23,358,779	23,171,596	(20,000)	1,479,847	578,677	25,210,120	2,038,524	8.8%
NET OPERATING	22,815,660	22,707,846	(12,500)	1,452,947	578,677	24,726,970	2,019,124	8.9%
CAPITAL								
CAPITAL REVENUES								
USER FEES AND CHARGES	-	-	-	-	-	-	-	-
OTHER REVENUE	-	-	-	-	-	-	-	-
CAPITAL FEDERAL GRANTS	(5,035,000)	(5,035,000)	-	1,643,500	(551,000)	(3,942,500)	1,092,500	(21.7%)
CAPITAL PROVINCIAL GRANTS	(3,828,500)	(3,633,000)	-	(7,437,000)	-	(11,070,000)	(7,437,000)	204.7%
CAPITAL RESERVE TRANSFER	(14,345,402)	(14,919,845)	-	(3,426,505)	(709,000)	(19,055,350)	(4,135,505)	27.7%
CAPITAL DEVELOPMENT CHARGES	(1,012,650)	(1,247,575)	-	(3,750,275)	(300,000)	(5,297,850)	(4,050,275)	324.7%
CAPITAL CONTRIBUTIONS	(2,106,775)	(2,476,775)	-	1,176,775	(703,500)	(2,003,500)	473,275	(19.1%)
TOTAL CAPITAL REVENUES	(26,328,327)	(27,312,195)	-	(11,793,505)	(2,263,500)	(41,369,200)	(14,057,005)	51.5%
CAPITAL EXPENSES	26,330,727	27,312,195	-	11,803,505	2,987,800	42,103,500	14,791,305	54.2%
NET CAPITAL	2,400	-	-	10,000	724,300	734,300	734,300	-
SUMMARY								
TOTAL REVENUES	(26,871,446)	(27,775,945)	7,500	(11,820,405)	(2,263,500)	(41,852,350)	(14,076,405)	50.7%
TOTAL EXPENSES	49,689,506	50,483,791	(20,000)	13,283,352	3,566,477	67,313,620	16,829,829	33.3%
TOTAL PROGRAM SURPLUS/DEFICIT	-	-	-	-	-	-	-	-
TOTAL LEVY	22,818,060	22,707,846	(12,500)	1,462,947	1,302,977	25,461,270	2,753,424	12.1%
% BUDGET INCREASE (DECREASE)			(0.1%)	6.4%	5.7%	12.1%		

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

Budget Impact Details

	REFERENCE	OPERATING EXPENSES	CAPITAL EXPENSES	REVENUES	TAXATION	%
ONE-TIME ITEMS						
RDS-Storm Water Monitoring Plan Development		50,000	-	-	50,000	0.2%
RDS-Snow removal equipment rental for Highland		10,000	-	-	10,000	0.0%
RDS-Speed Counts		50,000	-	-	50,000	0.2%
		110,000	-	-	110,000	0.5%
SERVICE LEVEL						
RDS-Roads re-organization FTE	FTE	66,277	-	-	66,277	0.3%
RDS-Stover St/OR59 Blvd Restoration		20,000	-	-	20,000	0.1%
RDS-Flammable Storage Container		2,000	-	-	2,000	0.0%
RDS-Outsourcing Line Painting		116,400	-	-	116,400	0.5%
RDS-Transnomis Permit Central software		11,600	-	-	11,600	0.1%
RDS-Roads Capital Increase (AMP)		250,000	-	-	250,000	1.1%
		466,277	-	-	466,277	2.1%
NEW INITIATIVES						
RDS-Emergency Road Closed Trailers	NI2024-04	4,800	32,800	-	37,600	0.2%
		4,800	32,800	-	37,600	0.2%
INITIATIVE GAPPING						
RDS-Emergency Road Closed Trailers	NI2024-04	(2,400)	-	-	(2,400)	(0.0%)
		(2,400)	-	-	(2,400)	(0.0%)
MINOR CAPITAL						
RDS-Sign Truck attachments		-	15,000	-	15,000	0.1%
		-	15,000	-	15,000	0.1%
INFRASTRUCTURE CAPITAL						
RDS-New Pedestrian Crossings		-	265,000	-	265,000	1.2%
RDS-Intersection Upgrades-Punkeydoodles		-	1,000,000	1,000,000	-	-
RDS-Intersection Illumination-Punkeydoodles		-	50,000	33,500	16,500	0.1%
RDS-Intersection Upgrades		-	220,000	-	220,000	1.0%
RDS-OR 4 at OR 15 (Class EA Study)		-	300,000	300,000	-	-
RDS-New Guiderails		-	350,000	350,000	-	-
RDS-Traffic Calming		-	175,000	-	175,000	0.8%
RDS-Strik Drain Stormwater Management		-	580,000	580,000	-	-
		-	2,940,000	2,263,500	676,500	3.0%
TOTAL		578,677	2,987,800	2,263,500	1,302,977	5.7%

Capital Budget

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

PROJECT # AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2024 REQUEST**	2025	2026-2033
ROADS							
930002 CR 2	OR 2 - OR 12 to West Limit Woodstock - Design 2024/2025, Construction 2026	Replacement	Fair	\$3,200,000	150,000	50,000	3,000,000
930003 CR 3	Road reconstruction (2024, 2025) of Oxford Road 3/Main Street as part of Princeton Drainage project.	Replacement	Fair	\$2,700,000	1,350,000	1,350,000	-
930004 CR 4	OR 4 at OR 15 Intersection - Class EA study 2024 Alternatives to be presented to Council once completed, along with project cost estimates, funding options, and implications.	Non-infrastructure solutions	Fair	\$300,000	300,000	-	-
930008 CR 8	Roundabout at CR 8 and CR 36 - Design 2023, Construction 2024	Expansion	N/A	\$1,500,000	1,500,000	-	-
930009 CR 9	CR 9 (Ingersoll Rd) Reconstruction (Tracks to City Limit) and Road Resurfacing to CR 2 - Construction 2024	Replacement	Poor	\$1,350,000	1,350,000	-	-
930009 CR 9	OR 9 (Hamilton/King) Ingersoll - Road reconstruction west of OR10 - Design 2024, Construction 2025	Replacement	Good	\$2,800,000	50,000	2,750,000	-
930015 CR 15	Intersection improvements at Springbank Ave.	Expansion	N/A	\$550,000	550,000	-	-
930016 CR 16	CR 16 Phase 2 2024 Construction (27th Line to east limit of Kintore)	Replacement	Poor	\$5,800,000	5,800,000	-	-
930035 CR 35	CR 35 (Devonshire Ave) - Road Reconstruction (CR 59 (Vansittart) to CR 54 (Huron)) Design 2023-24, Construction 2025	Replacement	Fair	\$4,850,000	50,000	4,800,000	-
930059 CR 59	OR59 (Vansittart) Devonshire to Bridge - Design 2024, Construction 2025	Replacement	Fair	\$420,000	20,000	400,000	-
930070 Guide Rails	County-wide guide rail improvements based on needs study	Expansion	N/A	\$350,000	350,000	-	-
930076 Pedestrian Crossings	Signalized pedestrian crossings at various locations - OR 53/Tillson Ave - Tillsonburg at Annandale PS - Construction 2024 - OR 18/Main St Norwich - Construction 2024 - OR 15/Parkinson Rd - Woodstock at Fyfe Ave - Design 2024 - OR 20/North St at Coulthard - Tillsonburg - Design 2024	Expansion	N/A	\$265,000	265,000	-	-
930077 Intersection Upgrades	Punkeydoodles Corner - turning lanes, intersection realignment Project is cost shared with Boundary Municipalities	Expansion	N/A	\$1,000,000	1,000,000	-	-
930077 Intersection Upgrades	Intersection upgrades at various County locations: - CR 60/CR 30, CR 59 and Airport Road ICFS - CR 6/16, CR 59/28 Intersection Upgrades (OH flashing light, rumble strips, ESFS) - Construction 2024 - OR 59 and OR 40 O/H Flashing Light - Construction 2024	Expansion	N/A	\$230,000	230,000	-	-
930078 Intersection Illumination	Illumination of Intersections at Punkeydoodles Corner	Expansion	N/A	\$50,000	50,000	-	-
930080 Retaining Walls	Construction of Mill St Retaining Wall	Replacement	Poor	\$200,000	200,000	-	-

PROJECT # AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2024 REQUEST**	2025	2026-2033
930099 Rehabilitation and Resurfacing	2023 Resurfacing on various County roads: - CR 20 (Broadway to Town Limit) - CR 2 (401 to OR 22) - CR 24/Perth Road 101 (shared with Perth) - OR37 Base Line (Potters to Wendy) Twp Paving - CR 22 (Bright to OR 29) - Surface Treatment - OR 37 (OR 59 to Swimming Pool Rd) - Surface Treatment Asphalt padding/patching on various surface treated roads. Misc. road repairs at various locations. Geotechnical Investigations	Renewal	Fair	\$6,890,000	6,890,000	-	-
930102 Crack Sealing	Various County roads, joint project with area municipalities	Maintenance	N/A	\$300,000	300,000	-	-
930300 Traffic Signals	Replacement/Repair to existing traffic signals - OR 15 (Parkinson) and Springbank - Woodstock - Construction 2024 - OR35 (Devonshire) Signal Replacement @ OR59 & Wellington St - Design 2024 - General traffic signals/intersection improvements	Replacement	Poor	\$455,000	455,000	-	-
930301 Traffic Calming Measures	Ongoing Traffic Calming/Speed Management Review and Implementation	Expansion	N/A	\$175,000	175,000	-	-
STORMWATER							
930115 Drain Improvements	Municipal drain improvements - (as completed by Area Municipalities)	Renewal	N/A	\$660,000	660,000	-	-
930116 Princeton Drain	County's contribution as benefiting property to Princeton Drainage project	Expansion	N/A	\$1,650,000	750,000	900,000	-
930197 STRIK Drain	Stormwater Management Solution for Strik Drain	Expansion	N/A	\$580,000	580,000	-	-
930198 Urban Storm Sewer	Storm sewer component for road projects in urban areas	Replacement	Fair	\$200,000	200,000	-	-
930199 Rural Storm Sewer	Storm sewer component for road projects in rural areas	Replacement	Poor	\$3,350,000	3,350,000	-	-
STUDIES							
930201 Bridge Needs Study	Bridge Needs Study and Enhanced OSIMs	Non-infrastructure solutions	N/A	\$150,000	150,000	-	-
VEHICLES							
230000 - Transportation New Vehicles	Road Closure Trailers (4) (NI 2024-04)	Expansion	N/A	\$32,800	32,800	-	-
230000 - Transportation	Sign Truck Attachments	Expansion	N/A	\$15,000	15,000	-	-
				\$62,415,800	\$41,315,800	\$15,150,000	\$5,950,000

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

New Initiative – Emergency Road Closed Trailers

NI 2024-04

SUMMARY

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

STRATEGIC PLAN



Community health, safety and well-being

REQUEST DETAILS

Background

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

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

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

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

REQUEST DETAILS

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

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

Comments

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

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

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

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

REQUEST DETAILS

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

Conclusions

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

BUDGET REQUIREMENTS

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

ATTACHMENT



ATTACHMENT



Services Overview

Full-Time Equivalents **17.4 FTE**

↑1.4
 Base
+1.0
 Temporary

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





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

Key Performance Indicators

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

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

Goals and Objectives

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

Budget

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

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

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

Budget Impact Details

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

Capital Budget

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

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

Special Report – Budget by Waste Management Activity

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

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

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

FTE Change – Waste Management Technician

FTE 2024-03

SUMMARY (PRE-APPROVED – REPORT NO PW 2023-42)	
Type of FTE request	One time
Classification	Full-time - Temporary
Job Title	Waste Management Technician
FTE	1.0
Description	Proposed one-year contract for a Waste Management Technician to support program development including but not limited to Blue Box Transition Plan, Organics Resource Recovery, and Curbside Collection Services (2025 – 2030).

STRATEGIC PLAN



Continuous improvement and results-driven solutions

REQUEST DETAILS

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

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

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

REQUEST DETAILS

Blue Box Transition Plan

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

Food and Organic Waste Diversion

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

Curbside Collection Contract

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

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

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

BUDGET REQUIREMENTS

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

FTE Change – Scale Operator

FTE 2024-04

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

STRATEGIC PLAN



Continuous improvement and results-driven solutions

REQUEST DETAILS

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

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

REQUEST DETAILS

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

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

Table 1: Current vs Proposed Scale House Coverage

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

BUDGET REQUIREMENTS

BUDGET REQUIREMENTS

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

FTE Change – Landfill Equipment Operator

FTE 2024-05

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

STRATEGIC PLAN



Continuous improvement and results-driven solutions

REQUEST DETAILS

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

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

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

REQUEST DETAILS

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

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

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

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

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

BUDGET REQUIREMENTS

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

New Initiative – Waste Management Heavy Equipment Loader

NI 2024-05

SUMMARY

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

STRATEGIC PLAN



Continuous improvement and results-driven solutions

REQUEST DETAILS

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

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

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

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

REQUEST DETAILS

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

BUDGET REQUIREMENTS

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

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

Services Overview

Full-Time Equivalents **65.6 FTE**

↑2.0
Base

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






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


Key Performance Indicators

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

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

Goals and Objectives

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

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

Water - Budget

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

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

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

Water - Budget Impact Details

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

Wastewater - Budget

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

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

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

Wastewater - Budget Impact Details

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

Capital Budget

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

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

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

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

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

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

Water – Detailed System Reports

General

	2023	2023	LESS: 2023	2024	2024		\$ OVER	% OVER
	FORECAST	BUDGET*	NON-	BASE	BUDGET	2024	2023	2023
			RECURRING	BUDGET	IMPACTS	BUDGET	BUDGET	BUDGET
OPERATING								
REVENUES								
GENERAL REVENUES								
PROVINCIAL GRANTS	-	-	-	-	-	-	-	-
USER FEES AND CHARGES	(145,802)	(191,712)	-	(10,557)	(42,700)	(244,969)	(53,257)	27.8%
TOTAL GENERAL REVENUES	(145,802)	(191,712)	-	(10,557)	(42,700)	(244,969)	(53,257)	27.8%
OTHER REVENUES								
RESERVE TRANSFER	(326,711)	(326,911)	25,000	37,990	(25,000)	(288,921)	37,990	(11.6%)
TOTAL OTHER REVENUES	(326,711)	(326,911)	25,000	37,990	(25,000)	(288,921)	37,990	(11.6%)
TOTAL REVENUES	(472,513)	(518,623)	25,000	27,433	(67,700)	(533,890)	(15,267)	2.9%
EXPENSES								
SALARIES AND BENEFITS								
SALARIES	1,432,349	1,312,761	-	11,923	-	1,324,684	11,923	0.9%
BENEFITS	742,284	723,247	-	(3,315)	-	719,932	(3,315)	(0.5%)
GAPPING ALLOCATION	-	(10,456)	10,456	-	-	-	10,456	(100.0%)
TOTAL SALARIES AND BENEFITS	2,174,633	2,025,552	10,456	8,608	-	2,044,616	19,064	0.9%
OPERATING EXPENSES								
MATERIALS	799,445	651,545	(20,825)	151,850	10,350	792,920	141,375	21.7%
CONTRACTED SERVICES	282,500	294,000	(50,000)	(16,680)	25,000	252,320	(41,680)	(14.2%)
RENTS AND FINANCIAL EXPENSES	1,000	1,000	-	-	-	1,000	-	-
TOTAL OPERATING EXPENSES	1,082,945	946,545	(70,825)	135,170	35,350	1,046,240	99,695	10.5%
INTERDEPARTMENTAL CHARGES								
INTERDEPARTMENTAL CHARGES	1,212,246	1,269,640	23,212	255,482	2,934	1,551,268	281,628	22.2%
DEPARTMENTAL CHARGES	(3,997,311)	(3,723,114)	12,157	(426,693)	29,416	(4,108,234)	(385,120)	10.3%
TOTAL INTERDEPARTMENTAL CHARGES	(2,785,065)	(2,453,474)	35,369	(171,211)	32,350	(2,556,966)	(103,492)	4.2%
TOTAL EXPENSES	472,513	518,623	(25,000)	(27,433)	67,700	533,890	15,267	2.9%
NET OPERATING	-	-	-	-	-	-	-	-
CAPITAL								

	2023	2023	LESS: 2023	2024	2024	2024	\$ OVER	% OVER
	FORECAST	BUDGET*	NON-	BASE	BUDGET	2024	2023	2023
			RECURRING	BUDGET	IMPACTS	BUDGET	BUDGET	BUDGET
CAPITAL REVENUES								
CAPITAL RESERVE TRANSFER	(232,910)	(220,650)	136,000	82,350	(58,750)	(61,050)	159,600	(72.3%)
CAPITAL DEVELOPMENT CHARGES	(33,892)	(33,892)	-	33,892	-	-	33,892	(100.0%)
TOTAL CAPITAL REVENUES	(266,802)	(254,542)	136,000	116,242	(58,750)	(61,050)	193,492	(76.0%)
CAPITAL EXPENSES	266,802	254,542	(136,000)	(116,242)	58,750	61,050	(193,492)	(76.0%)
NET CAPITAL	-	-	-	-	-	-	-	-
SUMMARY								
TOTAL REVENUES	(739,315)	(773,165)	161,000	143,675	(126,450)	(594,940)	178,225	(23.1%)
TOTAL EXPENSES	739,315	773,165	(161,000)	(143,675)	126,450	594,940	(178,225)	(23.1%)
TOTAL PROGRAM SURPLUS/DEFICIT	-	-	-	-	-	-	-	-
TOTAL LEVY	-	-	-	-	-	-	-	-
% BUDGET INCREASE (DECREASE)								

Water – Woodstock

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

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

Water – Tillsonburg

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

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

Water - Ingersoll

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

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

Water – Townships

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

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

Wastewater – Detailed System Reports

General

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

Wastewater – Woodstock

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

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

Wastewater – Tillsonburg

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

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

Wastewater - Ingersoll

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

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

Wastewater - Norwich

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

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

Wastewater - Tavistock

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

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

Wastewater - Plattsville

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

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

Wastewater - Thamesford

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

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

Wastewater - Drumbo

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

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

Wastewater - Mt. Elgin

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

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

Wastewater - Embro

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

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

Wastewater - Innerkip

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

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

New Initiative – Sanitary Inflow and Infiltration Reduction

NI 2024-06

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

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

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

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

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

STRATEGIC PLAN



Sustainable infrastructure and development

REQUEST DETAILS

Background

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

REQUEST DETAILS

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

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

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

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

Comments

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

REQUEST DETAILS

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

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

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

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

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

REQUEST DETAILS

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

Expected Results

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

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

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

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

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

REQUEST DETAILS

Implications if Not Approved

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

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

Conclusions

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

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

BUDGET REQUIREMENTS

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

BUDGET REQUIREMENTS

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

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

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

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

New Initiative – Office Renovations at 59 George Johnson Blvd Ingersoll

NI 2024-07

SUMMARY

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

STRATEGIC PLAN



Continuous improvement and results-driven solutions

REQUEST DETAILS

Background

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

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

Comments

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

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

REQUEST DETAILS

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

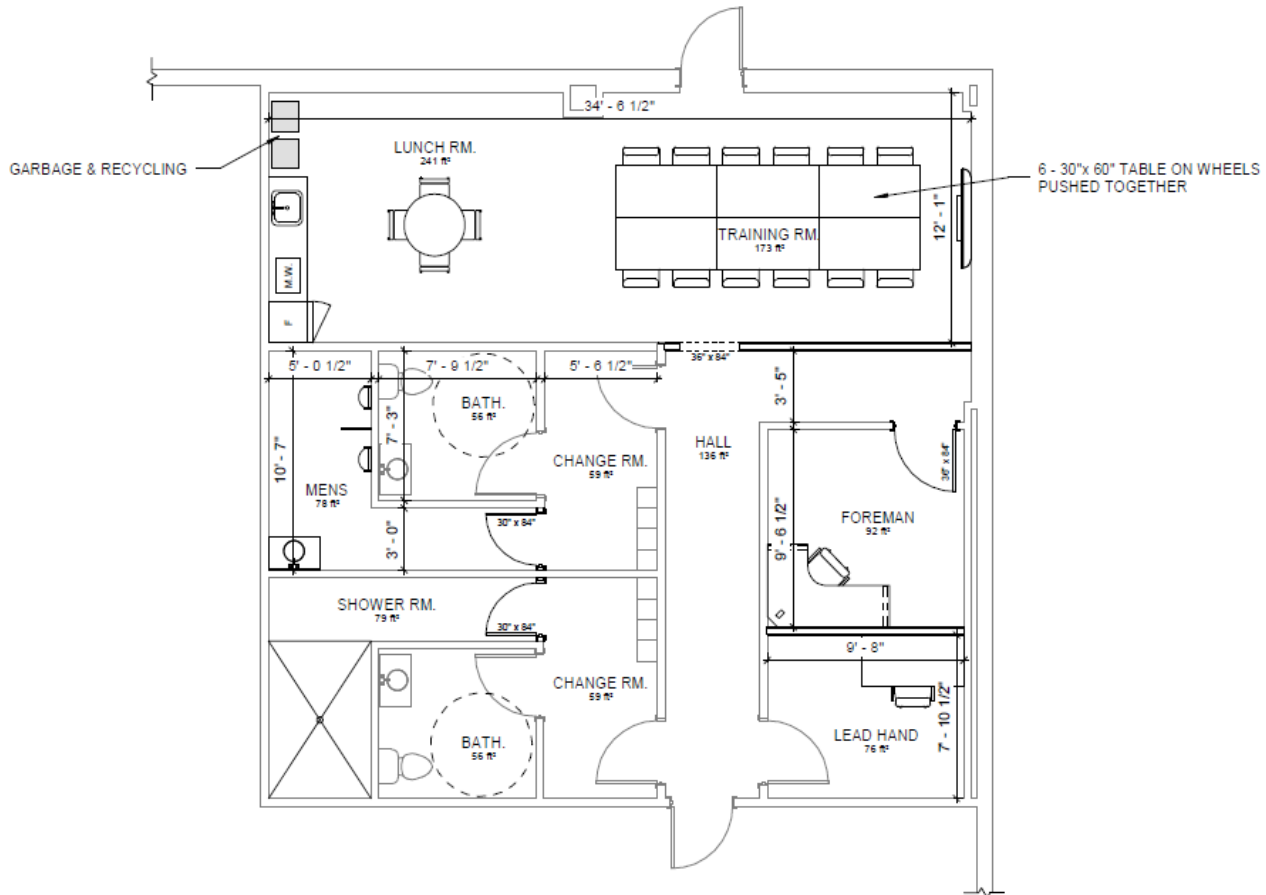
Conclusions

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

BUDGET REQUIREMENTS

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

ATTACHMENT



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OXFORD COUNTY
OFFICE ADDITION

No.	Description	Date

DESIGN OPTION #2A

Project number	003
Date	AUG 3, 2023
Drawn by	R.S.
Checked by	M.A.

A2

Scale 3/16" = 1'-0"

New Initiative – Forklift for George Johnson Blvd Ingersoll

NI 2024-08

SUMMARY

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

STRATEGIC PLAN



Continuous improvement and results-driven solutions

REQUEST DETAILS

Background

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

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

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

Comments

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

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

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

REQUEST DETAILS

Conclusions

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

BUDGET REQUIREMENTS

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

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

NI 2024-09

SUMMARY

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

STRATEGIC PLAN



Continuous improvement and results-driven solutions

REQUEST DETAILS

Background

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

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

Comments

Privacy, Confidentiality and Focus

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

Conclusions

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

BUDGET REQUIREMENTS

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

ATTACHMENT

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



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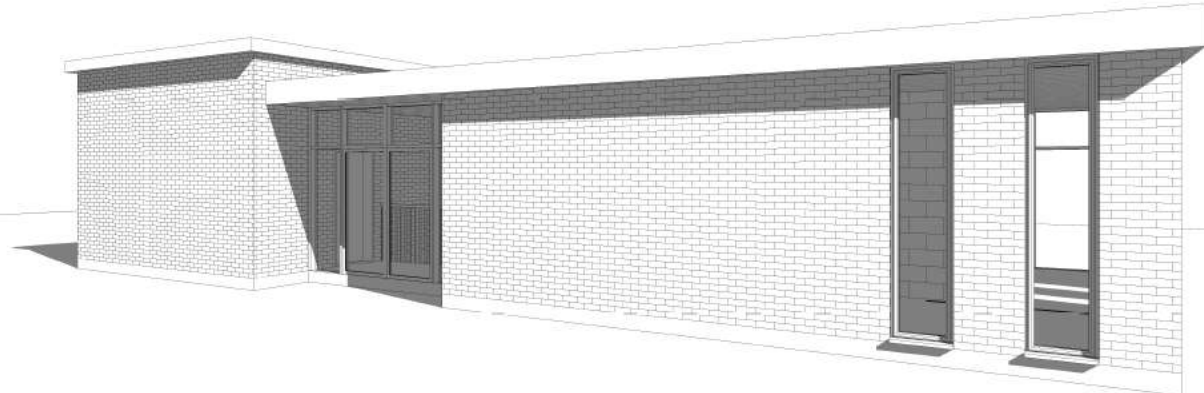
56 MCKEAND ST.
OFFICE RENO

COVER PAGE

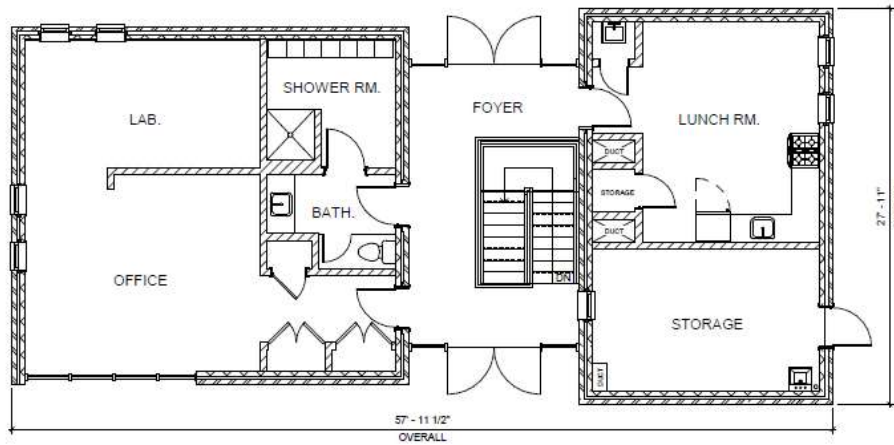
Project number	001
Date	AUG 15, 2023
Drawn by	R.S.
Checked by	D.F.

A0

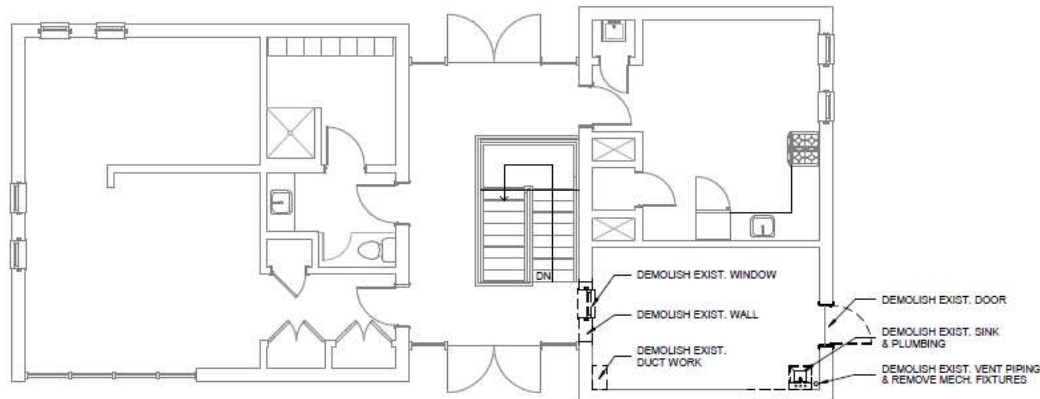
Scale



ATTACHMENT



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



2 DEMOLITION PLAN
3/16" = 1'-0"



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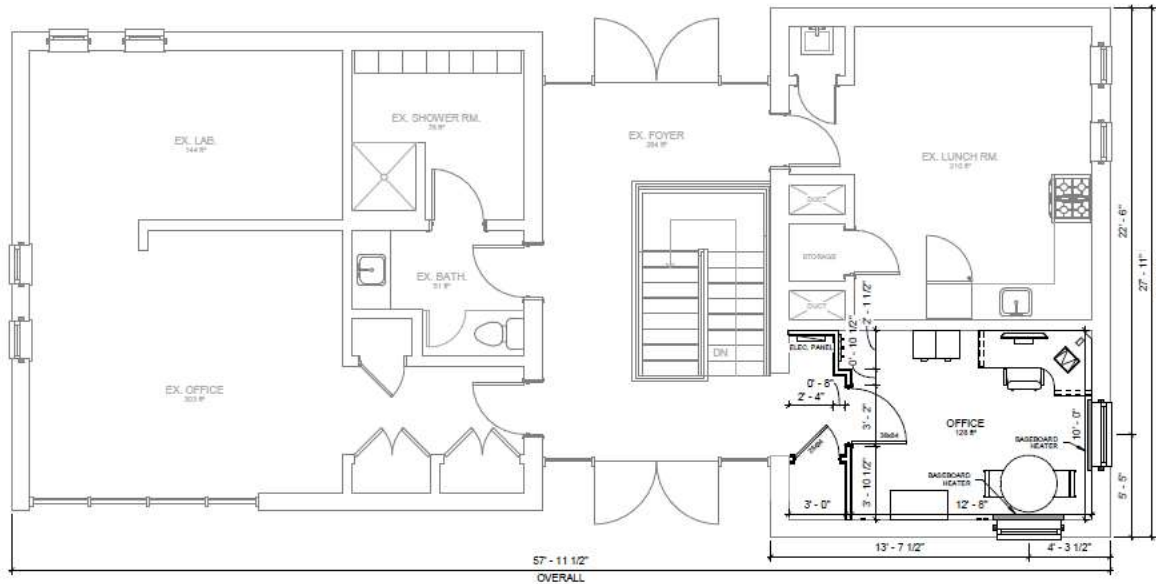
AS BUILT & DEMO

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

A1

Scale 3/16" = 1'-0"

ATTACHMENT



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



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56 MCKEAND ST.

OFFICE RENO

FLOOR PLAN




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

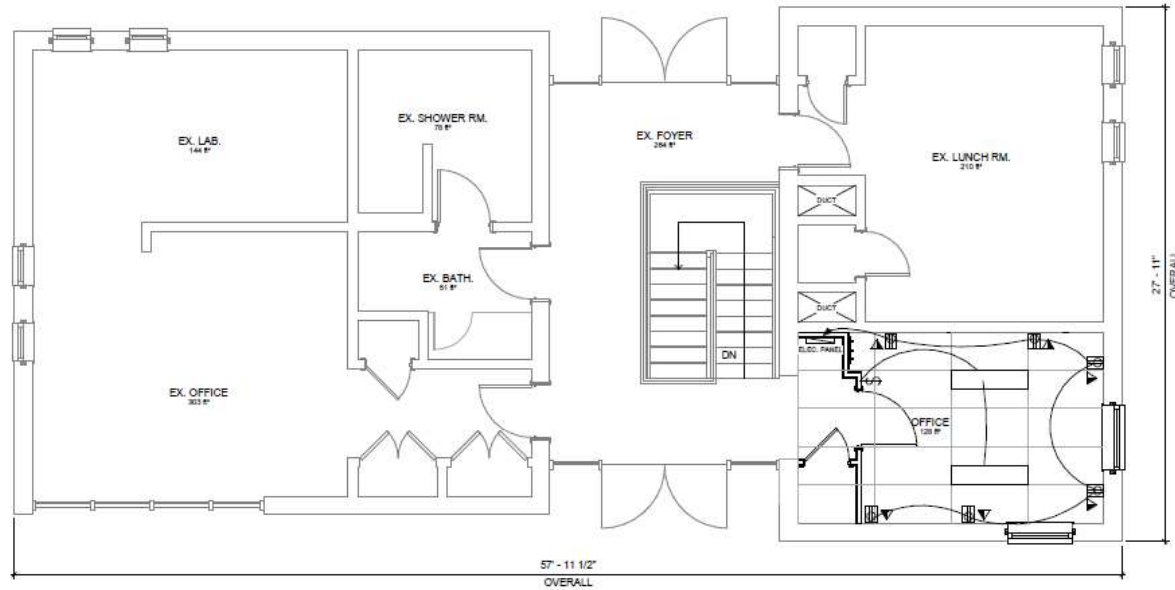
A2

Scale 1/4" = 1'-0"

ATTACHMENT

LEGEND:

-  DUPLEX OUTLET
-  TELE-DATA OUTLET
-  LIGHT SWITCH



NOTES:

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



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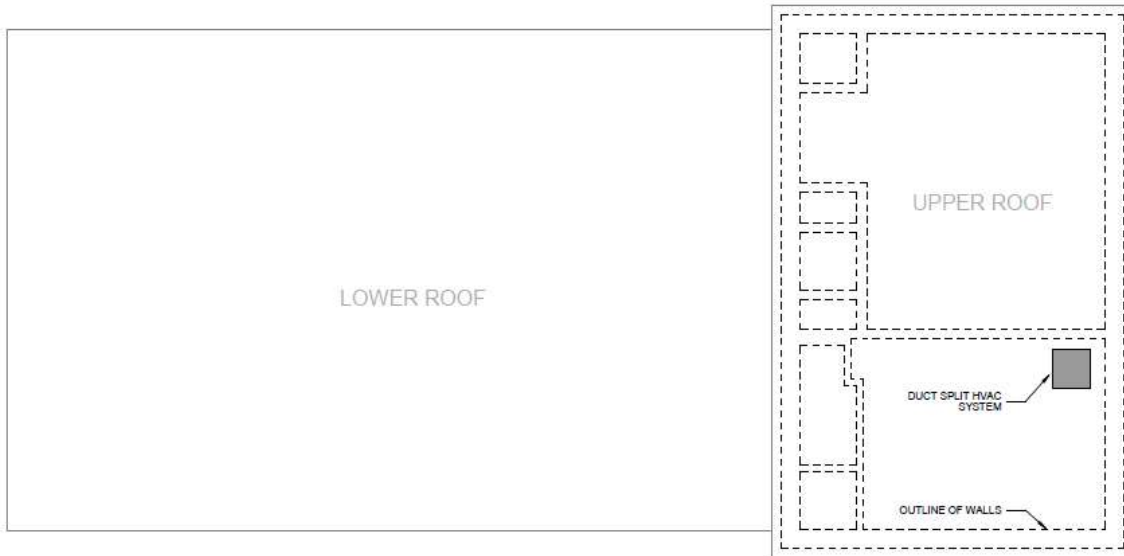
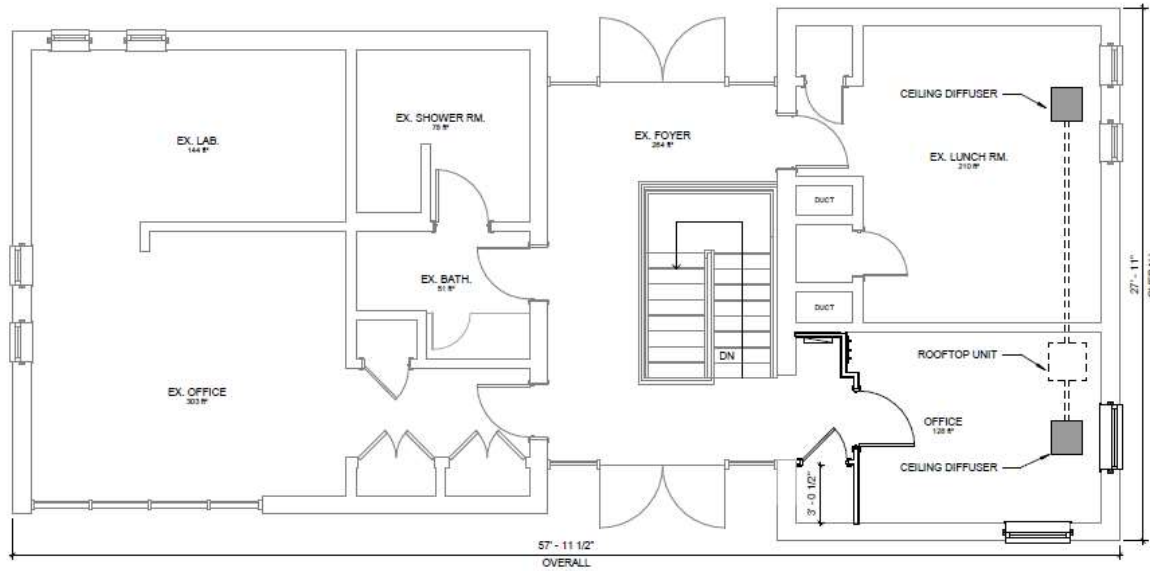
ELECTRICAL PLAN

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

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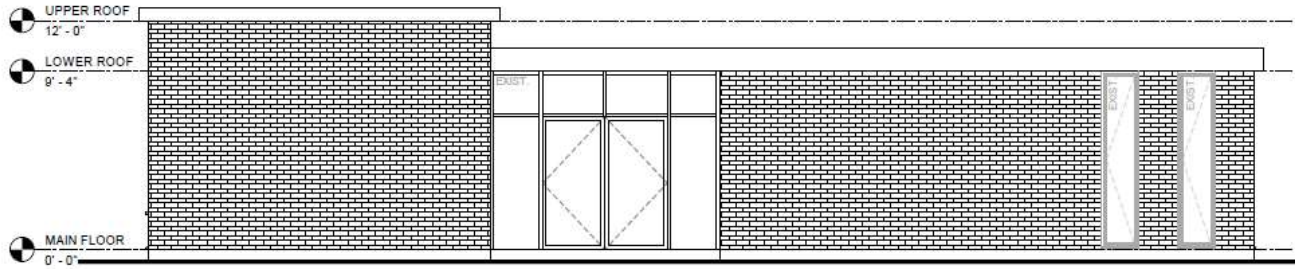
HVAC PLAN

Project number	001
Date	AUG 15, 2023
Drawn by	R.S.
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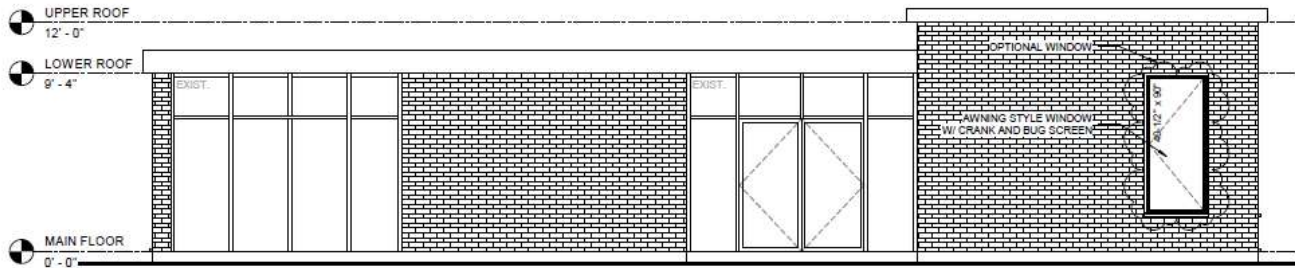
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1 NORTH
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2 SOUTH
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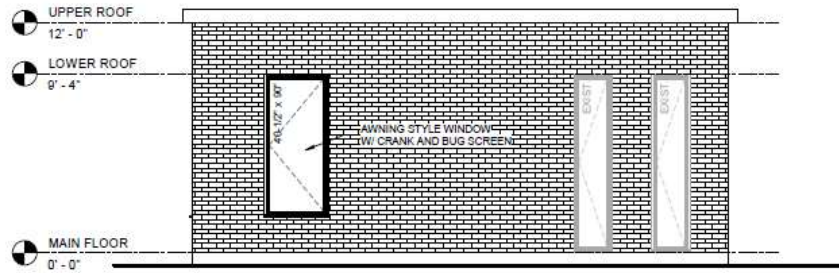
56 MCKEAND ST.
OFFICE RENO
ELEVATIONS

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

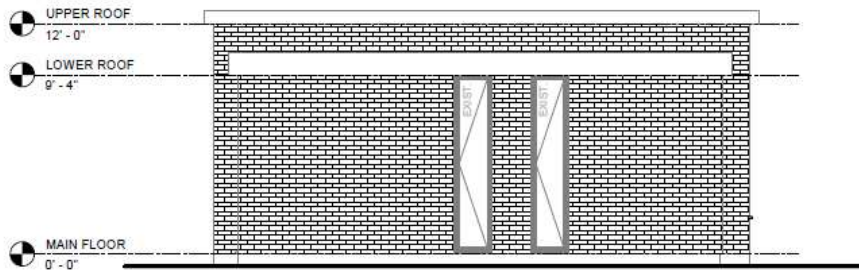
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① EAST
1/4" = 1'-0"



② WEST
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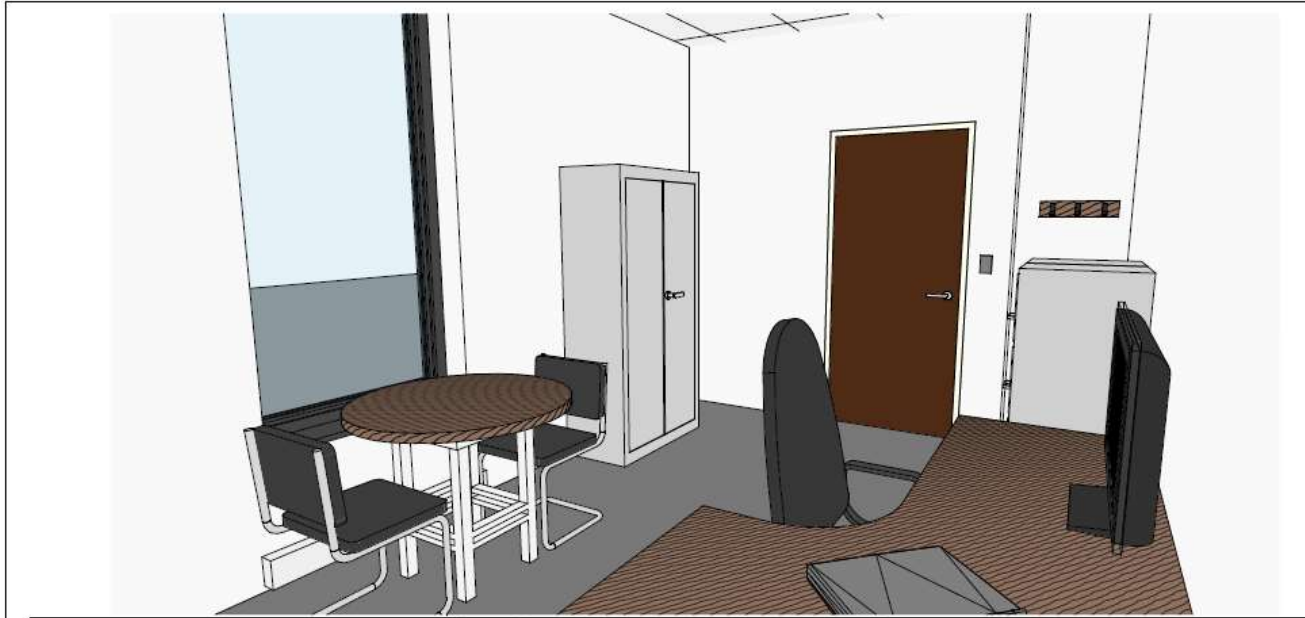
ELEVATIONS

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No.	Description	Date

56 MCKEAND ST.
OFFICE RENO

3D VIEWS

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

A7

Scale



Human Services

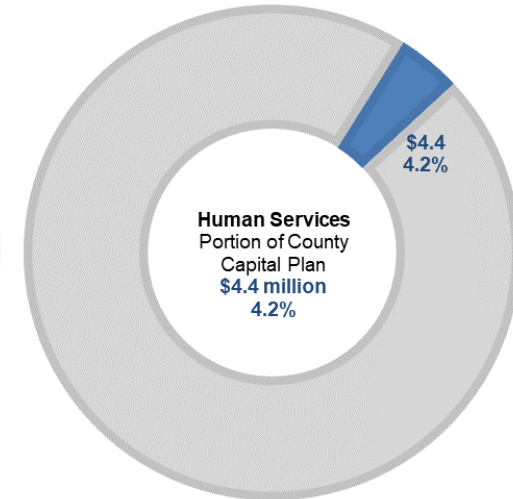
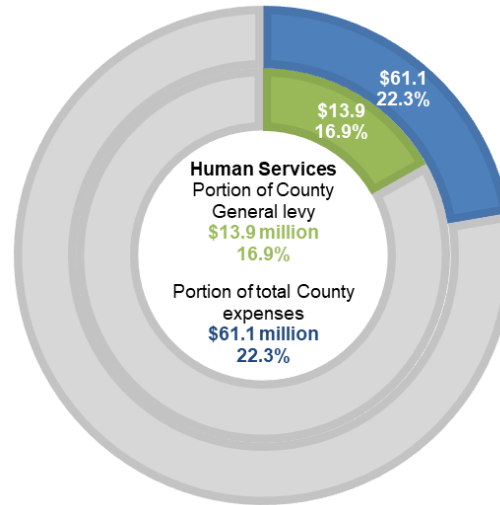
2024

**BUSINESS
PLAN &
BUDGET**



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



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

5 Year Projected Budget

	2024	2025	2026	2027	2028
	BUDGET	PROJECTED BUDGET	PROJECTED BUDGET	PROJECTED BUDGET	PROJECTED BUDGET
OPERATING					
REVENUES					
GENERAL REVENUES	(39,427,704)	(30,058,689)	(29,802,126)	(29,656,347)	(29,683,440)
OTHER REVENUES	(3,365,000)	(3,000,000)	(3,000,000)	(3,000,000)	(3,000,000)
TOTAL REVENUES	(42,792,704)	(33,058,689)	(32,802,126)	(32,656,347)	(32,683,440)
EXPENSES					
SALARIES AND BENEFITS	5,116,059	5,226,546	5,409,769	5,581,217	5,737,445
OPERATING EXPENSES	45,902,287	36,801,405	36,820,905	36,954,120	33,384,394
DEBT REPAYMENT	194,132	179,197	-	-	-
RESERVE TRANSFERS	4,045,000	4,300,000	4,450,000	4,475,000	4,500,000
INTERDEPARTMENTAL CHARGES	1,450,083	1,461,840	1,499,717	1,541,460	1,564,989
TOTAL EXPENSES	56,707,561	47,968,988	48,180,391	48,551,797	45,186,828
NET OPERATING	13,914,857	14,910,299	15,378,265	15,895,450	12,503,388
CAPITAL					
CAPITAL REVENUES	(4,351,650)	(1,452,600)	(1,266,500)	(945,900)	(1,270,500)
CAPITAL EXPENSES	4,353,650	1,452,600	1,266,500	945,900	1,270,500
NET CAPITAL	2,000	-	-	-	-
SUMMARY					
TOTAL REVENUES	(47,144,354)	(34,511,289)	(34,068,626)	(33,602,247)	(33,953,940)
TOTAL EXPENSES	61,061,211	49,421,588	49,446,891	49,497,697	46,457,328
TOTAL PROGRAM SURPLUS/DEFICIT	-	-	-	-	-
TOTAL LEVY	13,916,857	14,910,299	15,378,265	15,895,450	12,503,388

Services Overview

Full-Time Equivalents **12.0 FTE**

→ 0.0
 Base





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

Key Performance Indicators

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

*Oxford County assumed delivery of EarlyON programs in 2021.

Goals and Objectives

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

Budget

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

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

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

Services Overview

Full-Time Equivalents **32.8 FTE**

→ 0.0 Base +0.7 Temporary





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

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

Key Performance Indicators

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

Goals and Objectives

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

Budget

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

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

Budget Impact Details

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

Services Overview

Full-Time Equivalents **3.5 FTE**

↑ 1.0 Base +0.7 Temporary




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



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

Key Performance Indicators

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

Goals and Objectives

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

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

Budget

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

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

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

Budget Impact Details

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

Capital Budget

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

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

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

FTE Change – Supervisor of Human Services – Housing Portfolio

FTE 2024-06

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

STRATEGIC PLAN



Continuous improvement and results-driven solutions

REQUEST DETAILS

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

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

REQUEST DETAILS

Housing Providers (Rent-Geared to Income Units)

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

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

Table 1: EOM/EOA Dates for Housing Providers

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

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

REQUEST DETAILS

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

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

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

County Rent-Geared-to-Income Waitlist

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

Housing Portfolio

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

REQUEST DETAILS

Staff Oversight

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

Conclusion

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

BUDGET REQUIREMENTS

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

New Initiative – Homelessness Response Strategy

NI 2024-10

SUMMARY

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

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

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

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

STRATEGIC PLAN



100% Housed

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

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

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

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

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

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

REQUEST DETAILS

Overview

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

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

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

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

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

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

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

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

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

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

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

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

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

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

REQUEST DETAILS

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

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

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

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

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

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

REQUEST DETAILS

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

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

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

Summary

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

BUDGET REQUIREMENTS

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

BUDGET REQUIREMENTS

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



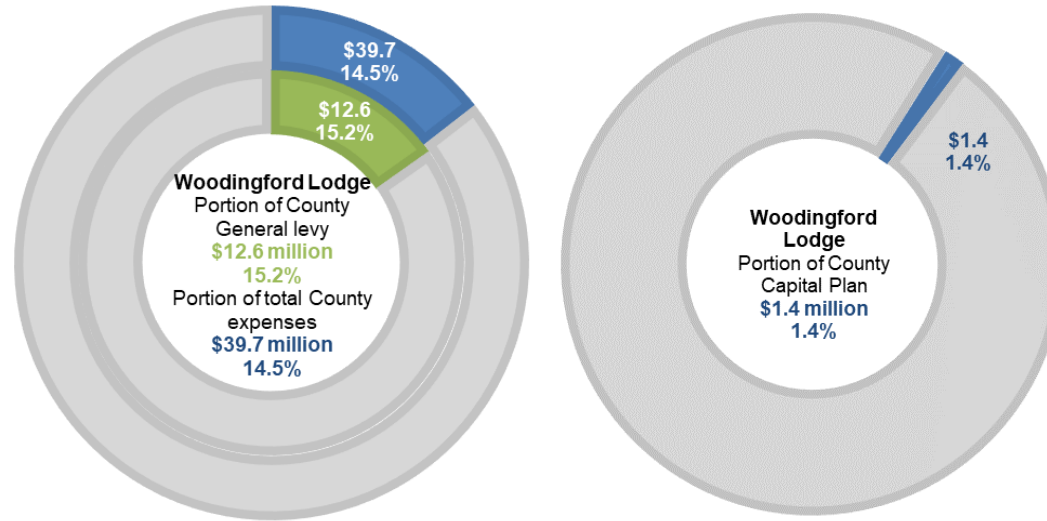
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Woodingford Lodge

2024

**BUSINESS
PLAN &
BUDGET**

www.oxfordcounty.ca/budget



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

5 Year Projected Budget

	2024	2025	2026	2027	2028
	BUDGET	PROJECTED BUDGET	PROJECTED BUDGET	PROJECTED BUDGET	PROJECTED BUDGET
OPERATING					
REVENUES					
GENERAL REVENUES	(25,743,776)	(26,305,282)	(26,704,505)	(27,073,902)	(26,848,301)
TOTAL REVENUES	(25,743,776)	(26,305,282)	(26,704,505)	(27,073,902)	(26,848,301)
EXPENSES					
SALARIES AND BENEFITS	27,985,669	28,651,470	29,371,902	30,105,942	30,854,012
OPERATING EXPENSES	6,096,525	6,323,783	6,534,783	6,746,055	6,879,306
DEBT REPAYMENT	776,033	740,857	706,018	671,177	-
RESERVE TRANSFERS	1,364,000	1,403,000	1,443,000	1,474,000	1,507,000
INTERDEPARTMENTAL CHARGES	2,037,597	2,058,180	2,126,480	2,197,872	2,257,103
TOTAL EXPENSES	38,259,824	39,177,290	40,182,183	41,195,046	41,497,421
NET OPERATING	12,516,048	12,872,008	13,477,678	14,121,144	14,649,120
CAPITAL					
CAPITAL REVENUES	(1,376,163)	(718,460)	(1,393,620)	(1,085,730)	(1,486,950)
CAPITAL EXPENSES	1,415,369	718,460	1,393,620	1,085,730	1,486,950
NET CAPITAL	39,206	-	-	-	-
SUMMARY					
TOTAL REVENUES	(27,119,939)	(27,023,742)	(28,098,125)	(28,159,632)	(28,335,251)
TOTAL EXPENSES	39,675,193	39,895,750	41,575,803	42,280,776	42,984,371
TOTAL PROGRAM SURPLUS/DEFICIT	-	-	-	-	-
TOTAL LEVY	12,555,254	12,872,008	13,477,678	14,121,144	14,649,120

Services Overview

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

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

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

- **0.1 FTE Maintenance Full-time** - Re-implement the maintenance lead hand responsibilities by promoting a current maintenance worker to this position. **FTE 2024-08**
- **5.6 FTE PSW Full-time** - Increase Woodstock PSW hours to support the nursing and personal care services **FTE 2024-09**






- **0.2 FTE Support Service Clerks Part-time** - Increase hours weekly by 7.5 hours to ensure strong customer service, consistency in coverage and backup support throughout the seven day work week **FTE 2024-10**

- **1.0 FTE Family Transition Support Positions Full-time** - One time funding through the Ontario Health's Local Priorities Fund to expand the Family Transition Program. The plan includes offering day programming and caregiver respite support for community residents awaiting Long-Term Care residency. FTE carryover from 2023 **BI 2023-10**

Key Performance Indicators

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

Goals and Objectives

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

Budget

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

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

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

Budget Impact Details

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

Capital Budget

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

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

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

Special Report – Per Diem

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

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

FTE Change – Nurse Practitioner

FTE 2024-07

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

STRATEGIC PLAN

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

REQUEST DETAILS

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

Background

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

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

REQUEST DETAILS

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

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

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

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

REQUEST DETAILS

Potential Positive Impacts

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

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

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

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

BUDGET REQUIREMENTS

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

FTE Change – Maintenance

FTE 2024-08

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

STRATEGIC PLAN



Attract, retain and engage staff

REQUEST DETAILS

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

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

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

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

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

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

Coordinator of Environmental Services– 80 hours

REQUEST DETAILS

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

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

PT – 48 hours

PT – 24 hours

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

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

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

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

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

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

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

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

REQUEST DETAILS

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

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

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

BUDGET REQUIREMENTS

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

FTE Change – Personal Support Worker

FTE 2024-09

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

STRATEGIC PLAN



Continuous improvement and results-driven solutions

REQUEST DETAILS

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

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

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

BUDGET REQUIREMENTS

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

FTE Change – Support Service Clerks

FTE 2024-10

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

STRATEGIC PLAN

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

REQUEST DETAILS

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

This role is responsible for:

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

REQUEST DETAILS

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

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

Current Master Schedule

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

Proposed Maser Schedule for 2024

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

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

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

REQUEST DETAILS

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

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

BUDGET REQUIREMENTS

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

New Initiative – MealSuite - Food Management System (Woodstock)

NI 2024-11

SUMMARY

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

STRATEGIC PLAN



Continuous improvement and results-driven solutions

REQUEST DETAILS

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

The key features this program includes:



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

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

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

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

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

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

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

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

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

Overall benefits includes:

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

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

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

BUDGET REQUIREMENTS

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

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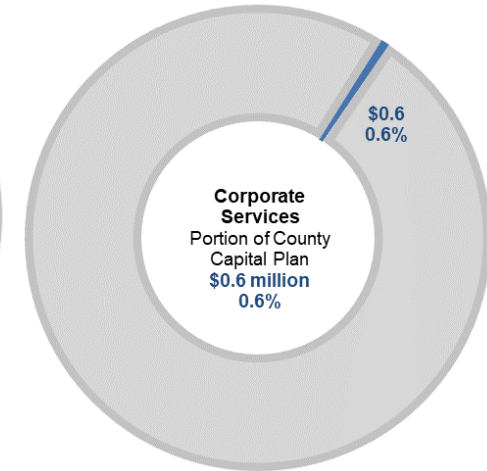
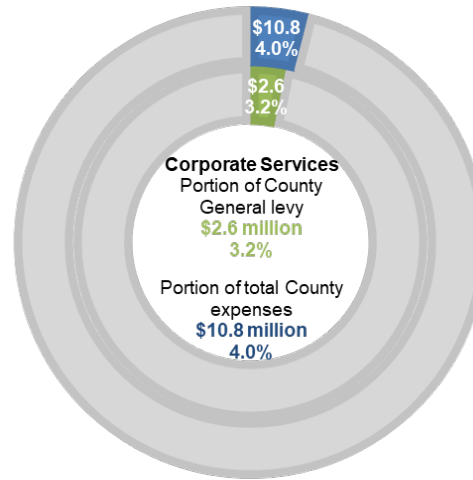
Corporate Services

2024

BUSINESS
PLAN &
BUDGET

www.oxfordcounty.ca/budget

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



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

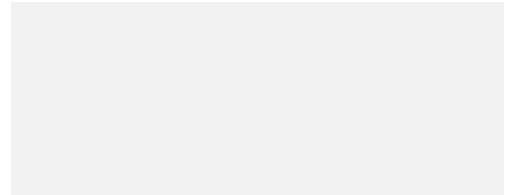
Division	Division Description	Services	2024 FTE Base	2024 FTE Temp
Information Technology	Provides professional support services including: computer and other technology equipment related support for County Council, County departments, and staff. Provide network support and internet access to all County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

5 Year Projected Budget

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

Services Overview

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



Budget

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

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

Services Overview

Full-Time Equivalents **4.0 FTE**




→ **0.0**
 Base

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

Key Performance Indicators

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

Goals and Objectives

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

Budget

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

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

Budget Impact Details

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

New Initiative – Corporate Services – FOI Solutions

NI 2024-12

SUMMARY

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

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

STRATEGIC PLAN



Continuous improvement and results-driven solutions

REQUEST DETAILS

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

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

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

BUDGET REQUIREMENTS

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

Services Overview

Full-Time Equivalents **5.2 FTE**

↑1.0 Base
+0.0 Temporary


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

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

Key Performance Indicators

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

Goals and Objectives

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

Budget

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

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

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

Budget Impact Details

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

Capital Budget

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

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

FTE Change – Business and Policy Analyst

FTE 2023-11

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

STRATEGIC PLAN



Continuous improvement and results-driven solutions

REQUEST DETAILS

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

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

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

BUDGET REQUIREMENTS

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

New Initiative – Customer Relationship Management Software

NI 2024-13

SUMMARY

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

STRATEGIC PLAN



Continuous improvement and results-driven solutions

REQUEST DETAILS

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

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

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

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

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

REQUEST DETAILS

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

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

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

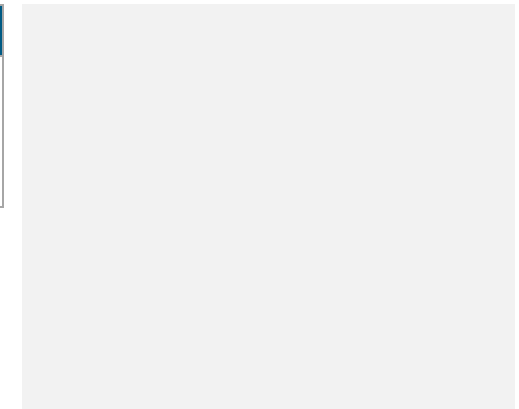
BUDGET REQUIREMENTS

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

Services Overview

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




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



Key Performance Indicators

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

Goals and Objectives

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

Budget

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

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

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

Budget Impact Details

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

Capital Budget

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

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

Services Overview

Full-Time Equivalents **12.0 FTE**

↑ 1.0
 Base



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

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

Key Performance Indicators

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

Goals and Objectives

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

Budget

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

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

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

Budget Impact Details

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

Capital Budget

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

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

FTE Change – Network Technician

FTE 2024-12

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

STRATEGIC PLAN



Sustainable infrastructure and development

REQUEST DETAILS

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

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

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

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

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

REQUEST DETAILS

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

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

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

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

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

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

BUDGET REQUIREMENTS

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

BUDGET REQUIREMENTS

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

Services Overview

Full-Time Equivalents **5.0 FTE**

→ 0.0
Base




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

Key Performance Indicators

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

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

Goals and Objectives

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

Budget

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

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

Services Overview

Full-Time Equivalents 18.0 FTE

↑ 1.0
Base

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



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

Key Performance Indicators

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

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

Goals and Objectives

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

Budget

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

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

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

Budget Impact Details

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

Capital Budget

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

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

FTE Change – Capital Planning Analyst

FTE 2024-13

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

STRATEGIC PLAN

<i>Sustainable infrastructure and development</i>

REQUEST DETAILS

Background

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

Comments

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

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

REQUEST DETAILS

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

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

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

Implications if Not Approved

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

Conclusions

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

BUDGET REQUIREMENTS

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

New Initiative – Payroll and Scheduling Software

NI 2024-14

SUMMARY

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

STRATEGIC PLAN



Continuous improvement and results-driven solutions

REQUEST DETAILS

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

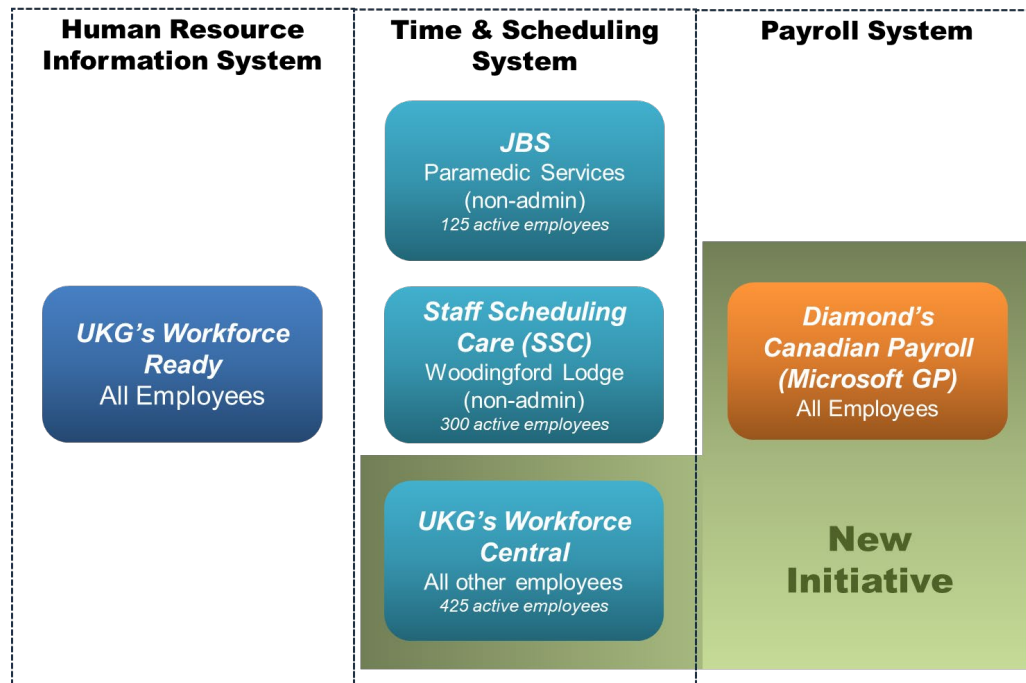
- 1. End of Service for UKG Workforce Central:** The current scheduling software, UKG Workforce Central, is set to end its service in December 2025. UKG is currently utilized by all divisions with the exception of the 24 hour operations of Woodingford Lodge and Paramedic Services. This impending deadline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

REQUEST DETAILS

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

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

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



BUDGET REQUIREMENTS

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



08

General

2024

**BUSINESS
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5 Year Projected Budget

	2024	2025	2026	2027	2028
	BUDGET	PROJECTED BUDGET	PROJECTED BUDGET	PROJECTED BUDGET	PROJECTED BUDGET
OPERATING					
REVENUES					
PROPERTY TAXATION	(2,409,000)	(2,409,000)	(2,409,000)	(2,409,000)	(2,409,000)
GENERAL REVENUES	(8,569,584)	(8,131,642)	(7,283,208)	(6,515,860)	(5,768,613)
TOTAL REVENUES	(10,978,584)	(10,540,642)	(9,692,208)	(8,924,860)	(8,177,613)
EXPENSES					
SALARIES AND BENEFITS	(550,000)	(550,000)	(550,000)	(550,000)	(550,000)
OPERATING EXPENSES	9,477,444	9,593,780	9,825,113	10,062,999	10,307,620
DEBT REPAYMENT	6,750,247	6,052,863	5,436,733	4,515,801	3,729,987
RESERVE TRANSFERS	140,000	140,000	140,000	140,000	140,000
TOTAL EXPENSES	15,817,691	15,236,643	14,851,846	14,168,800	13,627,607
NET OPERATING	4,839,107	4,696,001	5,159,638	5,243,940	5,449,994
SUMMARY					
TOTAL REVENUES	(10,978,584)	(10,540,642)	(9,692,208)	(8,924,860)	(8,177,613)
TOTAL EXPENSES	15,817,691	15,236,643	14,851,846	14,168,800	13,627,607
TOTAL PROGRAM SURPLUS/DEFICIT	-	-	-	-	-
TOTAL LEVY	4,839,107	4,696,001	5,159,638	5,243,940	5,449,994

Budget

	2023	2023	LESS: 2023	2024	2024	2024	\$ OVER	% OVER
	FORECAST	BUDGET*	NON-	BASE	BUDGET	2024	2023	2023
			RECURRING	BUDGET	IMPACTS	BUDGET	BUDGET	BUDGET
OPERATING REVENUES								
PROPERTY TAXATION								
IN LIEU AND SUPPS	(2,187,300)	(2,187,300)	-	(221,700)	-	(2,409,000)	(221,700)	10.1%
TOTAL PROPERTY TAXATION	(2,187,300)	(2,187,300)	-	(221,700)	-	(2,409,000)	(221,700)	10.1%
GENERAL REVENUES								
USER FEES AND CHARGES	(6,987,644)	(6,554,484)	-	(195,763)	-	(6,750,247)	(195,763)	3.0%
NET INVESTMENT INCOME	(1,911,593)	(1,356,328)	-	(255,509)	-	(1,611,837)	(255,509)	18.8%
OTHER REVENUE	(207,500)	(207,500)	-	-	-	(207,500)	-	-
TOTAL GENERAL REVENUES	(9,106,737)	(8,118,312)	-	(451,272)	-	(8,569,584)	(451,272)	5.6%
OTHER REVENUES								
RESERVE TRANSFER	(2,500,000)	(2,500,000)	2,500,000	-	-	-	2,500,000	(100.0%)
TOTAL OTHER REVENUES	(2,500,000)	(2,500,000)	2,500,000	-	-	-	2,500,000	(100.0%)
TOTAL REVENUES	(13,794,037)	(12,805,612)	2,500,000	(672,972)	-	(10,978,584)	1,827,028	(14.3%)
EXPENSES								
SALARIES AND BENEFITS								
GAPPING ALLOCATION	-	(550,000)	-	-	-	(550,000)	-	-
TOTAL SALARIES AND BENEFITS	-	(550,000)	-	-	-	(550,000)	-	-
OPERATING EXPENSES								
MATERIALS	3,933,000	3,933,000	(2,500,000)	(308,800)	-	1,124,200	(2,808,800)	(71.4%)
CONTRACTED SERVICES	1,774,190	1,791,300	-	(2,900)	-	1,788,400	(2,900)	(0.2%)
RENTS AND FINANCIAL EXPENSES	-	-	-	-	-	-	-	-
EXTERNAL TRANSFERS	309,500	309,500	-	(62,000)	-	247,500	(62,000)	(20.0%)
TOTAL OPERATING EXPENSES	6,016,690	6,033,800	(2,500,000)	(373,700)	-	3,160,100	(2,873,700)	(47.6%)
DEBT REPAYMENT								
PRINCIPAL REPAYMENT	5,725,235	5,397,563	-	(101,032)	-	5,296,531	(101,032)	(1.9%)
INTEREST REPAYMENT	1,262,412	1,156,921	-	296,795	-	1,453,716	296,795	25.7%
TOTAL DEBT REPAYMENT	6,987,647	6,554,484	-	195,763	-	6,750,247	195,763	3.0%
RESERVE TRANSFERS								
CONTRIBUTIONS TO RESERVES	-	-	-	-	140,000	140,000	140,000	-
TOTAL RESERVE TRANSFERS	-	-	-	-	140,000	140,000	140,000	-
TOTAL EXPENSES	13,004,337	12,038,284	(2,500,000)	(177,937)	140,000	9,500,347	(2,537,937)	(21.1%)

	2023	2023	LESS: 2023	2024	2024		\$ OVER	% OVER
	2023	2023	NON-	BASE	BUDGET	2024	2023	2023
	FORECAST	BUDGET*	RECURRING	BUDGET	IMPACTS	BUDGET	BUDGET	BUDGET
NET OPERATING	(789,700)	(767,328)	-	(850,909)	140,000	(1,478,237)	(710,909)	92.6%
SUMMARY								
TOTAL REVENUES	(13,794,037)	(12,805,612)	2,500,000	(672,972)	-	(10,978,584)	1,827,028	(14.3%)
TOTAL EXPENSES	13,004,337	12,038,284	(2,500,000)	(177,937)	140,000	9,500,347	(2,537,937)	(21.1%)
TOTAL PROGRAM SURPLUS/DEFICIT	-	-	-	-	-	-	-	-
TOTAL LEVY	(789,700)	(767,328)	-	(850,909)	140,000	(1,478,237)	(710,909)	92.6%
% BUDGET INCREASE (DECREASE)			-	110.9%	(18.2%)	92.6%		

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

Budget Impact Details

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

Grant Details

	2023	2023	2024	\$ OVER	% OVER
	FORECAST	BUDGET	BUDGET	2023	2023
				BUDGET	BUDGET
GENERAL					
GRANTS					
Creative Connections	60,000	60,000	30,000	(30,000)	(50.00%)
Oxford County Youth Initiatives	15,000	15,000	15,000	-	-
Social Planning Council Oxford	80,000	80,000	80,000	-	-
Agricultural Award of Excellence	2,000	2,000	-	(2,000)	(100.00%)
Economic Development [Oxford Connection]	50,000	50,000	-	(50,000)	(100.00%)
Physician Recruitment	30,000	30,000	-	(30,000)	(100.00%)
Small Business Centre	50,000	50,000	-	(50,000)	(100.00%)
North Oxford Intercommunity Bus Transit	22,500	22,500	22,500	-	-
Oxford Health Team	-	-	-	-	-
Ingersoll Pipe Band	-	-	-	-	-
Indigenous Solidarity & Awareness Network	-	-	-	-	-
TOTAL GRANTS	309,500	309,500	147,500	(162,000)	(52.34%)

Budget

	2023	2023	2024	\$ OVER	% OVER
	FORECAST	BUDGET	BUDGET	2023	2023
				BUDGET	BUDGET
OPERATING EXPENSES					
UPPER THAMES	1,106,291	1,106,291	1,339,493	233,202	21.1%
GRAND RIVER	103,618	103,500	105,841	2,341	2.3%
LONG POINT	484,196	484,196	510,690	26,494	5.5%
CATFISH CREEK	14,033	14,897	15,282	385	2.6%
TOTAL OPERATING EXPENSES	1,708,138	1,708,884	1,971,306	262,422	15.4%

Budget

	2023	2023	LESS: 2023	2024	2024	2024	\$ OVER	% OVER
	FORECAST	BUDGET*	NON-RECURRING	BASE BUDGET	BUDGET IMPACTS	BUDGET	2023 BUDGET	2023 BUDGET
OPERATING EXPENSES								
OPERATING EXPENSES								
EXTERNAL TRANSFERS	3,169,783	2,786,700	-	1,559,338	-	4,346,038	1,559,338	56.0%
TOTAL OPERATING EXPENSES	3,169,783	2,786,700	-	1,559,338	-	4,346,038	1,559,338	56.0%
TOTAL EXPENSES	3,169,783	2,786,700	-	1,559,338	-	4,346,038	1,559,338	56.0%
NET OPERATING	3,169,783	2,786,700	-	1,559,338	-	4,346,038	1,559,338	56.0%
TOTAL EXPENSES	3,169,783	2,786,700	-	1,559,338	-	4,346,038	1,559,338	56.0%
TOTAL LEVY	3,169,783	2,786,700	-	1,559,338	-	4,346,038	1,559,338	56.0%
% BUDGET INCREASE (DECREASE)			-	56.0%	-	56.0%		

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



Council

2024

**BUSINESS
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Budget

	2023	2023	LESS: 2023	2024	2024	2024	\$ OVER	% OVER
	FORECAST	BUDGET*	NON-RECURRING	BASE BUDGET	BUDGET IMPACTS	BUDGET	2023 BUDGET	2023 BUDGET
OPERATING								
REVENUES								
GENERAL REVENUES								
PROVINCIAL GRANTS	-	(1,406,400)	1,406,400	-	(247,935)	(247,935)	1,158,465	(82.4%)
TOTAL GENERAL REVENUES	-	(1,406,400)	1,406,400	-	(247,935)	(247,935)	1,158,465	(82.4%)
TOTAL REVENUES	-	(1,406,400)	1,406,400	-	(247,935)	(247,935)	1,158,465	(82.4%)
EXPENSES								
SALARIES AND BENEFITS								
SALARIES	413,787	413,787	-	12,413	-	426,200	12,413	3.0%
BENEFITS	28,664	28,664	-	945	-	29,609	945	3.3%
TOTAL SALARIES AND BENEFITS	442,451	442,451	-	13,358	-	455,809	13,358	3.0%
OPERATING EXPENSES								
MATERIALS	67,360	63,479	-	6,391	-	69,870	6,391	10.1%
CONTRACTED SERVICES	9,597	5,500	-	-	-	5,500	-	-
EXTERNAL TRANSFERS	-	1,406,400	(1,406,400)	-	247,935	247,935	(1,158,465)	(82.4%)
TOTAL OPERATING EXPENSES	76,957	1,475,379	(1,406,400)	6,391	247,935	323,305	(1,152,074)	(78.1%)
INTERDEPARTMENTAL CHARGES								
INTERDEPARTMENTAL CHARGES	121,248	121,248	-	4,505	-	125,753	4,505	3.7%
TOTAL INTERDEPARTMENTAL CHARGES	121,248	121,248	-	4,505	-	125,753	4,505	3.7%
TOTAL EXPENSES	640,656	2,039,078	(1,406,400)	24,254	247,935	904,867	(1,134,211)	(55.6%)
NET OPERATING	640,656	632,678	-	24,254	-	656,932	24,254	3.8%
SUMMARY								
TOTAL REVENUES	-	(1,406,400)	1,406,400	-	(247,935)	(247,935)	1,158,465	(82.4%)
TOTAL EXPENSES	640,656	2,039,078	(1,406,400)	24,254	247,935	904,867	(1,134,211)	(55.6%)
TOTAL LEVY	640,656	632,678	-	24,254	-	656,932	24,254	3.8%
% BUDGET INCREASE (DECREASE)			-	3.8%	-	3.8%		

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

Budget Impact Details

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



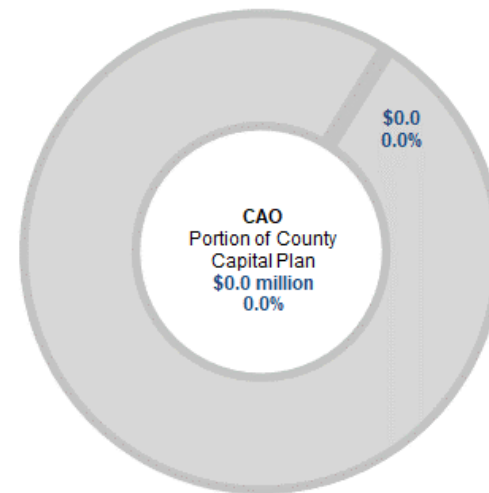
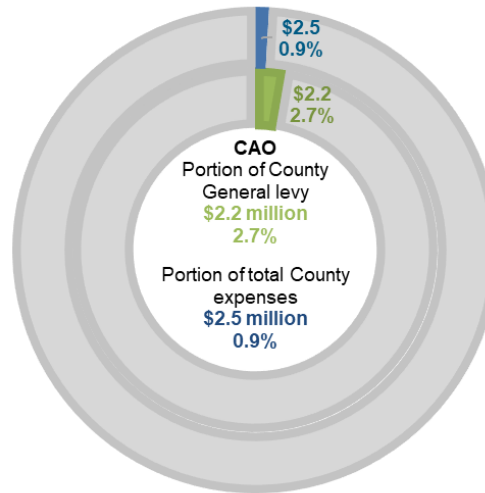
CAO's Office

2024

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



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

5 Year Projected Budget

	2024	2025	2026	2027	2028
	BUDGET	PROJECTED BUDGET	PROJECTED BUDGET	PROJECTED BUDGET	PROJECTED BUDGET
OPERATING					
REVENUES					
GENERAL REVENUES	(38,989)	(18,989)	(30,015)	(18,989)	(30,015)
OTHER REVENUES	(100,000)	-	-	-	-
INTERDEPARTMENTAL RECOVERIES	(87,220)	(93,300)	(99,800)	(102,800)	(105,900)
TOTAL REVENUES	(226,209)	(112,289)	(129,815)	(121,789)	(135,915)
EXPENSES					
SALARIES AND BENEFITS	1,645,388	1,807,130	1,896,685	1,970,680	2,027,221
OPERATING EXPENSES	714,877	601,545	594,992	591,885	605,847
RESERVE TRANSFERS	20,000	20,000	20,000	20,000	20,000
INTERDEPARTMENTAL CHARGES	176,568	179,056	183,696	188,672	193,024
TOTAL EXPENSES	2,556,833	2,607,731	2,695,373	2,771,237	2,846,092
NET OPERATING	2,330,624	2,495,442	2,565,558	2,649,448	2,710,177
CAPITAL					
CAPITAL EXPENSES	4,200	-	-	-	-
NET CAPITAL	4,200	-	-	-	-
SUMMARY					
TOTAL REVENUES	(226,209)	(112,289)	(129,815)	(121,789)	(135,915)
TOTAL EXPENSES	2,561,033	2,607,731	2,695,373	2,771,237	2,846,092
TOTAL LEVY	2,334,824	2,495,442	2,565,558	2,649,448	2,710,177

Services Overview

Full-Time Equivalents **5.0 FTE**

↑ 1.0
 Base

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

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






Key Performance Indicators

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

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

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

Goals and Objectives

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

Budget

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

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

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

Budget Impact Details

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

Capital Budget

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

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

Future Oxford - Budget


	2023	2023	LESS: 2023	2024	2024	2024	\$ OVER	% OVER
	FORECAST	BUDGET*	NON-RECURRING	BASE BUDGET	BUDGET IMPACTS	BUDGET	2023 BUDGET	2023 BUDGET
OPERATING EXPENSES								
MATERIALS	17,648	23,000	-	1,000	-	24,000	1,000	4.3%
CONTRACTED SERVICES	33,500	45,000	-	(15,000)	(10,000)	20,000	(25,000)	(55.6%)
EXTERNAL TRANSFERS	146,000	146,000	-	1,000	-	147,000	1,000	0.7%
TOTAL OPERATING EXPENSES	197,148	214,000	-	(13,000)	(10,000)	191,000	(23,000)	(10.7%)
TOTAL EXPENSES	197,148	214,000	-	(13,000)	(10,000)	191,000	(23,000)	(10.7%)
NET OPERATING	197,148	214,000	-	(13,000)	(10,000)	191,000	(23,000)	(10.7%)
SUMMARY								
TOTAL EXPENSES	197,148	214,000	-	(13,000)	(10,000)	191,000	(23,000)	(10.7%)
TOTAL LEVY	197,148	214,000	-	(13,000)	(10,000)	191,000	(23,000)	(10.7%)
% BUDGET INCREASE (DECREASE)			-	(6.1%)	(4.7%)	(10.7%)		

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

FTE Change – Community Environmental Sustainability Specialist

FTE 2024-14

SUMMARY	
Type of FTE request	Service Level
Classification	Full-time - Permanent
Job Title	Community Environmental Sustainability Specialist
FTE	1.0
Description	Reporting to the Manager of Strategic Initiatives and Continuous Improvement, this position would lead and facilitate environmental sustainability initiatives within the broader community. This position would oversee the Future Oxford Community Sustainability Plan and act as the liaison for the Smart Energy Oxford and Zero Waste subcommittees.

STRATEGIC PLAN

<i>Climate change mitigation and adaption</i>

REQUEST DETAILS

The Future Oxford Community Sustainability Plan was originally adopted by Council in September of 2015 and gained a significant amount of momentum shortly afterwards. Oxford County quickly became a leader in the municipal environmental sustainability realm – we were doing great things. For a variety of reasons however, this momentum has slowed drastically.

As recently established in the 2023-2026 Strategic Plan, County Council has determined that we will continue to emphasize the importance of climate change mitigation and adaptation. There are a few positions in the organization that are pursuing internal initiatives related to sustainability as part of their role and service delivery, such as the Coordinator of Energy Management, Fleet Technician, and Supervisor of Facilities. The Manager of Strategic Initiatives and Continuous Improvement (SI and CI) position is the only role in the organization that has some accountability for sustainability within the broader community. Currently, the Manager of SI and CI acts as a staff resource and liaison to Future Oxford, including Zero Waste and Smart Energy Oxford. Over the past few years, Future Oxford and its committees have seen dwindling participation and progress, some of which can be directly attributed to the transition of CAO's, staffing changes in the role of Manager of SI and CI, as well as the municipal election and subsequent Strategic Planning process. It is difficult to get consistent participation from members and we often have meetings with only a handful of individuals present. We have attempted different days and times of the week to find an option that works, but without much success. People are busy and it is difficult to expect them to attend these meetings in addition to their own employment, family and personal commitments. Zero Waste and Smart Energy seem to be more successful in getting participation, but even those meetings often have the same few participants attending. If Oxford County truly wants to achieve 100% RE, a

REQUEST DETAILS

dedicated FTE is necessary – we cannot continue to rely on a few groups of individuals, volunteering their own time, in between various other commitments, to successfully achieve such a lofty goal for the County of Oxford.

The newest version of the Strategic Plan specifically identifies multiple initiatives that do not currently have staff resources dedicated to achieve them:

- Develop a Climate Action Plan with targets, resource requirements and implementation plan, leveraging existing plans (Energy Management Plan, 100% Renewable Energy Plan, Green Fleet Plan)
- Implement initiatives to support community members and stakeholders in embracing sustainable options, including education and awareness initiatives
- Advocate to the provincial and federal governments for policy amendments that enable sustainable development

These are significant initiatives that represent an investment in the future of our community and without the addition of an FTE, would either need to be contracted out or become part of someone else's role. However, adding these duties to another position is not a very realistic option for multiple reasons. First of all, there are only a select few positions in which it would even make sense to assign these duties to. Secondly, many staff already have workload issues as identified through the most recent employee engagement survey, and therefore adding these important tasks would add extensive work and stress to existing staff. Thirdly, these particular tasks require a level of expertise and knowledge that existing staff may not have.

Having a staff person dedicated to community-based climate change mitigation and adaptation is not unreasonable, particularly in comparison to other municipalities. Some have entire departments dedicated to this work and we are significantly lagging behind considering we have one FTE Coordinator of Energy Management, as well as 2 other positions that spend a portion of their time focusing on internal environmental sustainability initiatives for the organization.

Adding this FTE would also reduce the need to continue to pay administration costs, as well as additional financial savings associated with having the Manager of SI and CI participate in Future Oxford and related subcommittee meetings.

An additional benefit of this new FTE, is that it will assist in differentiating the efforts by Oxford County as an organization and Oxford County, the broader community. With the recent adoption of the 2023-2026 Strategic Plan, including the following initiative: "Implement initiatives to support community members and stakeholders in embracing sustainable options, including education and awareness initiatives" it has been clearly identified that Council plans to support the community in achieving 100% RE. However, based on observations from working with Future Oxford and the pillar committees over the past year, there is ongoing confusion around the roles and accountabilities of the Oxford County employees participating on these committees. As an organization, Oxford County is doing its part in working towards 100% RE. We have a few internal positions as mentioned previously, which focus at least some of their time on advancing these initiatives for the organization. They have implemented the Renewable Energy Action Plan, the Green Fleet Plan and continue to research and implement initiatives to progress us towards this goal. However, oftentimes committee members do not understand why the initiatives are specific to the organization and often will question why these staff are not implementing these things for the broader community. Part of this problem lies in

REQUEST DETAILS

the fact that there is not currently an employee dedicated to these things and we then rely on Future Oxford, Zero Waste and Smart Energy Oxford.

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Salaries and benefits	\$-	\$117,860	\$117,860
Operating expenses			
Training/Conferences	-	3,000	3,000
Mileage	-	1,000	1,000
Telecommunications: Cell phone and monthly fee	300	300	600
Purchased Services (reduction of Administration services in Future Oxford)	-	(10,000)	(10,000)
Total operating expenses	300	(5,700)	(5,400)
Capital			
Computer Equipment: Laptop	2,000	-	2,000
Total capital	2,000	-	2,000
County Levy	\$2,300	\$112,160	\$114,460
<i>Initiative Gapping – position start July 2024</i> 2025 Budget Impact	-	(58,930)	(58,930)
2024 Budget Impact	\$2,300	\$53,230	\$55,530

New Initiative – Community Well-Being Survey

NI 2024-15

SUMMARY

Measuring outcomes is important in demonstrating progress and advancement. As an organization, there are many areas in which we lack adequate data to report back to both Council and the community. This New Initiative request is intended to address this opportunity for improvement and obtain the relevant data through the utilization of an external provider that would facilitate a community wide survey.

STRATEGIC PLAN



Collaborate with our partners and communities

REQUEST DETAILS

As mentioned above, Oxford County has not always excelled at consistent performance measurement, particularly when it comes to broader strategic initiatives and reporting back to residents. The current members of Council have demonstrated a passion and drive for Oxford County to be a vibrant, healthy and sustainable community; to help in achieving this, we need to gather baseline data and then subsequently, continue to regularly measure that same data. It will also be important to share that data and communicate our progress to Council and residents.

In 2016, Oxford County engaged The University of Waterloo to conduct the Community Index of Well-Being (CIW) survey, which reports on the quality of life of Canadians. Survey questions and data gathered included:

- Extent to which programmes and services of local government have made you better off
- I would recommend this community to others as a place to live
- Sense of belonging to the community
- Feel uncomfortable or out of place in your neighbourhood because of your ethnicity, culture, race, or skin colour
- Overall accessibility of the health care services in your community

The results of this survey and report were utilized in various ways, but in particular, helped shape the Community Sustainability Plan. However, this study has not been conducted since then and we therefore do not have updated data to monitor changes or improvements. Although this particular survey contains strong data and information, enough time has passed that other similar surveys could be sourced through the procurement process and utilized to essentially start again with new benchmark data.

Regardless of the specific survey utilized, the benefit of conducting a regular study such as the CIW is that the data can be specifically tailored to our needs, it is a consistent and reliable source, and will produce data that can be utilized in various ways to inform decision making and data-driven service delivery. In particular, Oxford County will use it to measure many of the outcomes associated with the

REQUEST DETAILS

Community Safety and Well-Being Plan, to gauge community satisfaction with services, and to support multiple initiatives within the Strategic Plan.

BUDGET REQUIREMENTS

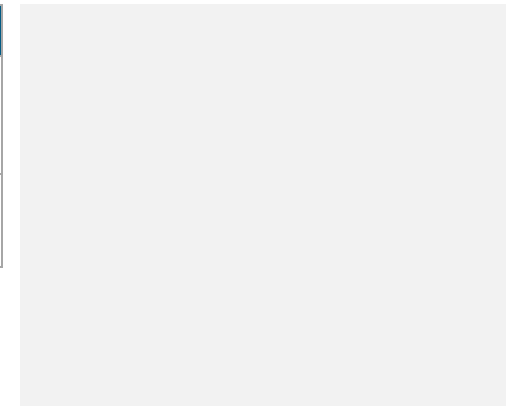
	One-time	Base	Total Budget
Revenues			
Corporate General Reserve Funding*	\$100,000	\$-	\$100,000
Total revenues	100,000	-	100,000
Operating expenses			
Advertising	20,000	-	20,000
Purchased Services: Consultant	80,000	-	80,000
Total operating expenses	100,000	-	100,000
County Levy	\$-	\$-	\$-

Services Overview

Full-Time Equivalents **3.3 FTE**

→ 0.0
 Base




Service	Service Description	2022 Service Level	Service Type
Tourism Industry Support	An external service that supports businesses with product development, marketing and collaboration opportunities.	326 partnership activities	Community
Tourism Visitor Support	An external service that manages and supports visitation.	5% increase in website page views	Community



Key Performance Indicators

	2020 Actual	2021 Actual	2022 Actual	2023 Forecast	2024 Budget	Target
Number of partnerships	335	290	326	364	320	320
Sustainable tourism development & promotion activities	6	6	8	6	3	3
Number of travel media stories	11	14	8	8	3	3
Paid digital campaign impressions	4,650,000	5,000,000	4,000,000	4,000,000	4,000,000	4,000,000
Consumer engagement (social media followers, subscribers, website/video views, print, in person)	241,282	287,916	365,966	300,000	248,560	300,000

Goals and Objectives

Description	2024	2025	2026	Strategic Plan	Other Plan Alignment
<p>Develop and begin implementation of Tourism Strategy Complete research and develop a five-year Tourism Strategy for Oxford County. Components include consultation (meetings, surveys) with tourism businesses and residents and a review of existing reports/strategies, and research.</p>	●			 Connected people and places	
<p>Implement Sustainable Tourism Strategy Recommendations Start implementation of sustainability recommendations resulting from the <i>GreenStep 2023 Destination Assessment</i>.</p>	●	●	●	 Preserve and enhance our natural environment	
<p>Modernize Visitor Services Improve visitor information services with increased signage and improved online customer experience. Install visitor information signage in municipalities at key locations, where it has not yet been installed. Develop and implement a website content strategy with the goal to improve customer service and reduce staff time maintaining content</p>	●			 Continuous improvement and results-driven solutions	

Budget

	2023	2023	LESS: 2023	2024	2024	2024	\$ OVER	% OVER
	FORECAST	BUDGET*	NON-RECURRING	BASE BUDGET	BUDGET IMPACTS	BUDGET	2023 BUDGET	2023 BUDGET
OPERATING								
REVENUES								
GENERAL REVENUES								
PROVINCIAL GRANTS	(52,834)	(56,523)	-	52,834	(20,000)	(23,689)	32,834	(58.1%)
USER FEES AND CHARGES	(16,775)	(16,075)	-	775	-	(15,300)	775	(4.8%)
TOTAL GENERAL REVENUES	(69,609)	(72,598)	-	53,609	(20,000)	(38,989)	33,609	(46.3%)
TOTAL REVENUES	(69,609)	(72,598)	-	53,609	(20,000)	(38,989)	33,609	(46.3%)
EXPENSES								
SALARIES AND BENEFITS								
SALARIES	228,813	228,813	-	12,264	-	241,077	12,264	5.4%
BENEFITS	65,784	65,784	-	6,536	-	72,320	6,536	9.9%
TOTAL SALARIES AND BENEFITS	294,597	294,597	-	18,800	-	313,397	18,800	6.4%
OPERATING EXPENSES								
MATERIALS	105,405	105,575	-	13,467	7,000	126,042	20,467	19.4%
CONTRACTED SERVICES	136,095	139,784	(8,000)	(61,834)	40,000	109,950	(29,834)	(21.3%)
TOTAL OPERATING EXPENSES	241,500	245,359	(8,000)	(48,367)	47,000	235,992	(9,367)	(3.8%)
INTERDEPARTMENTAL CHARGES								
INTERDEPARTMENTAL CHARGES	45,574	45,574	-	4,130	-	49,704	4,130	9.1%
TOTAL INTERDEPARTMENTAL CHARGES	45,574	45,574	-	4,130	-	49,704	4,130	9.1%
TOTAL EXPENSES	581,671	585,530	(8,000)	(25,437)	47,000	599,093	13,563	2.3%
NET OPERATING	512,062	512,932	(8,000)	28,172	27,000	560,104	47,172	9.2%
SUMMARY								
TOTAL REVENUES	(69,609)	(72,598)	-	53,609	(20,000)	(38,989)	33,609	(46.3%)
TOTAL EXPENSES	581,671	585,530	(8,000)	(25,437)	47,000	599,093	13,563	2.3%
TOTAL LEVY	512,062	512,932	(8,000)	28,172	27,000	560,104	47,172	9.2%
% BUDGET INCREASE (DECREASE)			(1.6%)	5.5%	5.3%	9.2%		

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

Budget Impact Details

	REF	OPERATING EXPENSES	CAPITAL EXPENSES	REVENUES	TAXATION	%
ONE-TIME ITEMS						
TOUR-Lure Brochure Reprint		7,000	-	-	7,000	1.4%
TOUR-Tourism Development Fund		40,000	-	20,000	20,000	3.9%
		47,000	-	20,000	27,000	5.3%
TOTAL		47,000	-	20,000	27,000	5.3%

Services Overview

Full-Time Equivalents **5.0 FTE**

↑0.7
Base

Service	Service Description	2022 Service Level	Service Type
Communication and Engagement	An internal service that provides strategic communication consultation; establishes communication-related policy, guidelines and protocols; delivers tactical communication support; and supports public consultation.	5% Social media growth 75% Growth in support for engagement campaigns from 2020-2021 to 2022-2023	Support

- 1.0 FTE Multimedia Designer Full-time - and (0.3) FTE Student - To support demand for visual communication services and restore communication capacity currently being diverted to provide graphic design support. **FTE 2024-15**




Key Performance Indicators

	2020 Actual	2021 Actual	2022 Actual	2023 Forecast	2024 Budget	Target
Media interviews facilitated	150	103	136	140	142	+ 2%/yr
News releases & updates	93	81	77	80	83	+ 3%/yr
Total annual sessions to website	516,824	518,500	559,202	572,500	590,000	+ 7-15%/yr
Social media followers*	10,093	11,039	13,179	13,900	14,500	+ 5%/yr
Employee organizational communication**	N/A	N/A	66.4%	N/A	N/A	75%
New: Public consultations, outreaches and engagement campaigns	9	7	13	14	15	+ 3%/yr

* Includes Oxford County main corporate accounts only. Does not include accounts for Tourism, Library, Paramedics, Archives, Wasteline (Public Works) or Future Oxford.

** From 2022 Employee Engagement Survey. During Pandemic Database Average = 65.8% (Note: Employee Engagement Survey is undertaken approximately every 3 years by Human Resources.)

Goals and Objectives

Description	2024	2025	2026	Strategic Plan	Other Plan Alignment
<p>Update communication and engagement strategy Update Oxford County’s communication and engagement strategy (“Inform and Engage: A Guideline for Effective Communication & Public Participation at Oxford County,” 2014) as per the 2023-2026 Strategic Plan: Goal 3.2 - <i>Update the County’s Communication & Engagement Strategy to support & Engagement Strategy to support continuous civic engagement and ongoing communication.</i></p>	●	●		 <i>Collaborate with our partners and communities</i>	
<p>Expand use of short-form video to augment online engagement Broaden Oxford County’s use of short-form video across social media platforms to increase number of engagements.</p>	●			 <i>Continuous improvement and results-driven solutions</i>	
<p>Exploring options for services to some area municipalities Develop service delivery framework for area municipalities interested in partnering with the County for delivery of these services.</p>	●			 <i>Collaborate with our partners and communities</i>	

Budget

	2023	2023	LESS: 2023	2024	2024	2024	\$ OVER	% OVER
	FORECAST	BUDGET*	NON-RECURRING	BASE BUDGET	BUDGET IMPACTS	BUDGET	2023 BUDGET	2023 BUDGET
OPERATING								
REVENUES								
INTERDEPARTMENTAL RECOVERIES								
DEPARTMENTAL RECOVERIES	(80,100)	(80,100)	-	(7,120)	-	(87,220)	(7,120)	8.9%
TOTAL INTERDEPARTMENTAL RECOVERIES	(80,100)	(80,100)	-	(7,120)	-	(87,220)	(7,120)	8.9%
TOTAL REVENUES	(80,100)	(80,100)	-	(7,120)	-	(87,220)	(7,120)	8.9%
EXPENSES								
SALARIES AND BENEFITS								
SALARIES	374,510	368,545	-	33,494	51,341	453,380	84,835	23.0%
BENEFITS	106,500	102,486	-	11,849	22,169	136,504	34,018	33.2%
GAPPING ALLOCATION	-	-	-	-	(14,144)	(14,144)	(14,144)	-
TOTAL SALARIES AND BENEFITS	481,010	471,031	-	45,343	59,366	575,740	104,709	22.2%
OPERATING EXPENSES								
MATERIALS	49,238	49,357	-	2,108	850	52,315	2,958	6.0%
CONTRACTED SERVICES	7,000	10,000	-	-	(2,000)	8,000	(2,000)	(20.0%)
TOTAL OPERATING EXPENSES	56,238	59,357	-	2,108	(1,150)	60,315	958	1.6%
INTERDEPARTMENTAL CHARGES								
INTERDEPARTMENTAL CHARGES	51,492	51,492	-	14,156	-	65,648	14,156	27.5%
TOTAL INTERDEPARTMENTAL CHARGES	51,492	51,492	-	14,156	-	65,648	14,156	27.5%
TOTAL EXPENSES	588,740	581,880	-	61,607	58,216	701,703	119,823	20.6%
NET OPERATING	508,640	501,780	-	54,487	58,216	614,483	112,703	22.5%
CAPITAL								
CAPITAL EXPENSES	315	-	-	-	2,200	2,200	2,200	-
NET CAPITAL	315	-	-	-	2,200	2,200	2,200	-
SUMMARY								
TOTAL REVENUES	(80,100)	(80,100)	-	(7,120)	-	(87,220)	(7,120)	8.9%
TOTAL EXPENSES	589,055	581,880	-	61,607	60,416	703,903	122,023	21.0%
TOTAL LEVY	508,955	501,780	-	54,487	60,416	616,683	114,903	22.9%
% BUDGET INCREASE (DECREASE)			-	10.9%	12.0%	22.9%		

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

Budget Impact Details

	REF	OPERATING EXPENSES	CAPITAL EXPENSES	REVENUES	TAXATION	%
SERVICE LEVEL						
SCE-Multimedia Designer FTE	FTE2024-08	72,360	2,200	-	74,560	14.9%
		72,360	2,200	-	74,560	14.9%
INITIATIVE GAPPING						
SCE-Multimedia Designer FTE	FTE2024-08	(14,144)	-	-	(14,144)	(2.8%)
		(14,144)	-	-	(14,144)	(2.8%)
TOTAL		58,216	2,200	-	60,416	12.0%

Capital Budget

PROJECT # AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2024 REQUEST**	2025	2026-2033
COMPUTER EQUIPMENT							
113000 - Computer Equipment	Macbook and monitor for Multimedia Designer (FTE 2024-15)	Expansion	N/A	\$2,200	2,200	-	-
				\$2,200	\$2,200	\$0	\$0

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

FTE Change – Multimedia Designer

FTE 2024-15

SUMMARY	
Type of FTE request	Service Level
Classification	Full-time - Permanent
Job Title	Multimedia Designer
FTE	0.7
Description	To support demand for visual communication services and restore communication capacity currently being diverted to provide graphic design support

STRATEGIC PLAN



Continuous improvement and results-driven solutions

REQUEST DETAILS

Current situation

- **Demand.** The demand for visual communication (graphics, professionally designed fact sheets, infographics, publications, short-form videos, presentations) continues to increase with overall growth in County activities and with public preferences for information in these formats.
- **Resourcing impact.** To backfill work demand and time demands, one communication officer role has been operating over the past year as 75% graphic design support, creating a deficit in the other types of tactical support (e.g., writing) for which this role was established.
- **Maintaining best practices.** While the Strategic Communication & Engagement (SCE) team has established an effective, branded aesthetic for social media graphics, the department does not have the capacity or specialist depth to keep pace with the trend towards greater use of animated posts and short-form videos, which increasingly dominate online views (e.g., Instagram Reels). Previous SCE business plans have signaled a need for a future focus on expanding visual communication capacity.
- **Turnaround times.** A high volume of urgent and short-term deadlines (including same day and next day) cannot be guaranteed or routinely met with externally contracted graphic design service providers.

Proposal

- **1 FTE Multimedia Designer.** SCE is seeking the addition of 1 FTE Multimedia Designer focusing on graphic design support (design and layout of print ads, publications, infographics, social media graphics, resident handouts, posters, etc.) and multi-media design support (primarily short-form video and social media animations).

REQUEST DETAILS

- **Summer student role.** If the FTE Change is accepted, SCE would forego its summer student position to help offset cost. The student position has been a great help this year over the summer months, providing an extra set of hands support during peak vacation periods while offering a work development opportunity; however, the addition of a new FTE could be used to help fill the need for vacation coverage support.
- **Purchased services.** The budget allocation for purchased services (graphic design) has been reduced but not eliminated. The team has made significant use of external graphic design support and will continue to do so; this role proposal would add visual communication expertise beyond traditional graphic design and restore the communication officer to the incumbent's original job description.

Expected results

- **Greater communication and engagement.** Adding capacity for more frequent and effective digital communications will increase the County's outreach to its residents. The removal of Canadian news on some platforms and changes in local news media staffing and publications over past years requires greater effort and creativity to get our news and information in front of people.
- **Improved internal support.** With the allocation of graphic design support within the SCE team, the communication officer who is backfilling this need could resume regular tactical support to the team, adding capacity for writing and project support. Barring other changes or impacts to workload, SCE expects to move work requests along more quickly with the addition of the new FTE.

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Salaries and benefits			
Salaries and benefits	\$-	\$84,866	\$84,866
Post secondary student savings – (0.33) FTE	-	(11,356)	(11,356)
Total salaries and benefits	-	73,510	73,510
Operating expenses			
Training	-	500	500
Memberships	-	350	350
Purchased Services	-	(2,000)	(2,000)
Total operating expenses	-	(1,150)	(1,150)
Capital			
Computer equipment: Laptop and monitor	2,200	-	2,200
Total capital	2,200	-	2,200
County Levy	\$2,200	\$72,360	\$74,560
<i>Initiative Gapping – position start March 2024</i> 2025 Budget Impact	-	(14,144)	(14,144)
2024 Budget Impact	\$2,200	\$58,216	\$60,416

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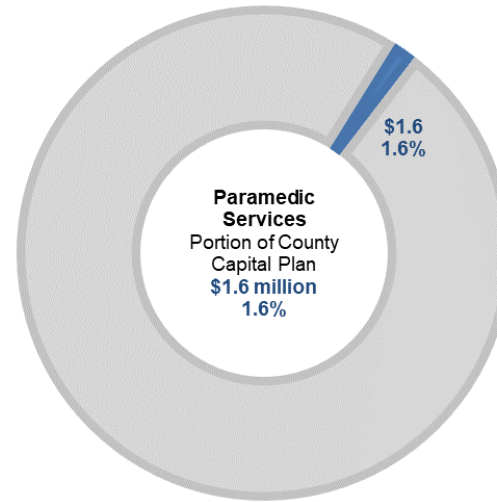
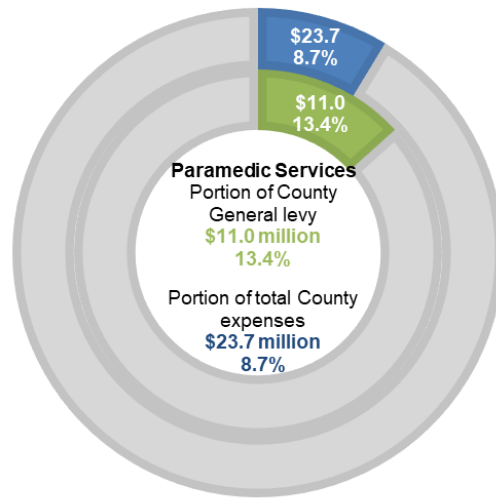
Paramedic Services

2024

BUSINESS
PLAN &
BUDGET



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Division		Division Description	Services	2024 FTE Base	2024 FTE Temp
Paramedic Services Director of Paramedic Services	Paramedic Services	Paramedic Services is an external service that provides emergency care to stabilize a patient's condition, initiates rapid transport to hospitals, and facilitates both emergency and non-emergency transfers between medical facilities.	<ul style="list-style-type: none"> Paramedic Services Emergency Management 911 Call Taking & Dispatch 	86.1	-
	Community Paramedicine	Paramedics provide in-home assessments, referrals, treatment, and support to patients to meet their goals of care in an effort to prevent 911 calls and hospital admissions.	<ul style="list-style-type: none"> Community Paramedicine 	14.5	-
Total				100.6	0.0

5 Year Projected Budget

	2024	2025	2026	2027	2028
	BUDGET	PROJECTED BUDGET	PROJECTED BUDGET	PROJECTED BUDGET	PROJECTED BUDGET
OPERATING					
REVENUES					
GENERAL REVENUES	(10,758,173)	(12,233,467)	(10,570,648)	(10,253,753)	(10,588,265)
OTHER REVENUES	(739,569)	-	-	-	-
TOTAL REVENUES	(11,497,742)	(12,233,467)	(10,570,648)	(10,253,753)	(10,588,265)
EXPENSES					
SALARIES AND BENEFITS	17,252,026	17,655,669	16,512,705	16,387,841	16,776,304
OPERATING EXPENSES	2,185,417	2,022,824	1,916,248	1,994,711	1,939,855
RESERVE TRANSFERS	1,164,500	1,254,000	1,291,000	1,318,000	1,346,000
INTERDEPARTMENTAL CHARGES	1,523,658	1,479,268	1,508,961	1,596,293	1,622,141
TOTAL EXPENSES	22,125,601	22,411,761	21,228,914	21,296,845	21,684,300
NET OPERATING	10,627,859	10,178,294	10,658,266	11,043,092	11,096,035
CAPITAL					
CAPITAL REVENUES	(1,201,869)	(1,942,780)	(959,180)	(1,323,154)	(388,780)
CAPITAL EXPENSES	1,609,509	2,267,780	959,180	1,323,154	388,780
NET CAPITAL	407,640	325,000	-	-	-
SUMMARY					
TOTAL REVENUES	(12,699,611)	(14,176,247)	(11,529,828)	(11,576,907)	(10,977,045)
TOTAL EXPENSES	23,735,110	24,679,541	22,188,094	22,619,999	22,073,080
TOTAL LEVY	11,035,499	10,503,294	10,658,266	11,043,092	11,096,035

Services Overview

Full-Time Equivalents **100.6 FTE** ↑11.4
Base





Service	Service Description	2022 Service Level	Service Type
911 Call Taking & Dispatch	An external service that provides 911 answering services to people reporting emergencies and directs calls to appropriate emergency service dispatch centres according to the callers request.	Terms of contract met by provider	Public Health & Safety
Paramedic Services (Land Ambulance)	An external service that provides emergency care to stabilize a patient's condition, initiates rapid transport to hospitals, and facilitates both emergency and non-emergency transfers between medical facilities.	70,080 Paramedic Service Delivery Hours	Public Health & Safety
Paramedic Services (Community Paramedicine)	Paramedics provide in-home assessments, referrals, treatment, and support to patients to meet their goals of care in an effort to prevent 911 calls and hospital admissions.	455 Unique Patients Rostered	Public Health & Safety
Emergency Management	A service that develops and coordinates all appropriate event response activities, with clarity of roles and accountability, across all departments and relevant organizations during an emergency and ensures the continuity of essential municipal services.	EMCPA compliant	Public Health & Safety

- **7.0 FTE Paramedics and 1.0 FTE Acting Superintendent Full-time** - Increased Paramedic Service delivery levels by adding an additional 8,760 annualized paramedic service hours. **FTE 2024-16**
- **1.0 FTE Paramedic Educator Full-time** - Increased demand for internal education and training caused by current and future service growth requires additional staff (Paramedic Educator) **FTE 2024-17**
- **0.4 FTE Emergency Management Coordinator Full-time** - The evolving landscape of emergency management, particularly in the context of Long-Term Care, necessitates a proactive approach. **FTE 2024-18**
- **1.0 FTE Superintendent and 1.0 FTE Logistics Coordinator Full-time** - In order to maintain the momentum we have built over the last 2 years, additional staff are required to develop new models of care that can reduce 911 calls and ED visits, and train our Paramedics. **FTE 2024-19**

Key Performance Indicators

	2020 Actual	2021 Actual	2022 Actual	2023 Forecast	2024 Target	Target
Total 911 patient encounters	14,857	17,250	19,266	22,150	25,103	↑
Community Paramedic Unique Patients Rostered	N/A	470	455	650	800	800
CTAS 1 Response Time Performance	72.9%	73.2%	74.9%	68.9%	>70.0%	>70.0%
WSIB Lost Time (Events)	8	9	16	27	35	↓

Goals and Objectives

Description	2024	2025	2026	Strategic Plan	Other Plan Alignment
<p>911 Alternate Models of Care Alternate patient care models will provide eligible patients with appropriate community-based care options to improve patients' timely access to care needed, and to reduce pressures on hospital emergency departments and ambulance services.</p>	●	●	●	 Community health, safety and well-being	
<p>Local Community Health Care Integration Advance opportunities to deliver more comprehensive community health care through partnerships with other local health care and social service providers/institutions</p>	●	●	●	 Community health, safety and well-being	
<p>Emergency Management Program Review Identify opportunities for program improvement through gap analysis compared to CSA Z-7100 standard. Engage area municipalities interested in Emergency Management program alignment and shared resources.</p>	●			 Continuous improvement and results-driven solutions	
<p>Paramedic Services Roadmap Develop a roadmap plan for Paramedic Services that supports the Oxford County Strategic Plan, projects service growth, and informs departmental operations and planning.</p>	●			 Continuous improvement and results-driven solutions	

911 Operation - Budget

	2023	2023	LESS: 2023	2024	2024		\$ OVER	% OVER
	FORECAST	BUDGET*	NON-RECURRING	BASE BUDGET	BUDGET IMPACTS	2024 BUDGET	2023 BUDGET	2023 BUDGET
OPERATING								
REVENUES								
GENERAL REVENUES								
PROVINCIAL GRANTS	(7,899,188)	(7,841,089)	65,973	(359,257)	(55,500)	(8,189,873)	(348,784)	4.4%
USER FEES AND CHARGES	(232,790)	(158,600)	-	(21,700)	-	(180,300)	(21,700)	13.7%
OTHER REVENUE	(22,000)	(17,000)	-	(3,000)	-	(20,000)	(3,000)	17.6%
TOTAL GENERAL REVENUES	(8,153,978)	(8,016,689)	65,973	(383,957)	(55,500)	(8,390,173)	(373,484)	4.7%
OTHER REVENUES								
RESERVE TRANSFER	(40,700)	(50,000)	-	50,000	(739,569)	(739,569)	(689,569)	1,379.1%
DEVELOPMENT CHARGES	(199,298)	(199,298)	-	199,298	-	-	199,298	(100.0%)
TOTAL OTHER REVENUES	(239,998)	(249,298)	-	249,298	(739,569)	(739,569)	(490,271)	196.7%
TOTAL REVENUES	(8,393,976)	(8,265,987)	65,973	(134,659)	(795,069)	(9,129,742)	(863,755)	10.4%
EXPENSES								
SALARIES AND BENEFITS								
SALARIES	9,863,459	10,018,234	(56,289)	280,133	1,103,671	11,345,749	1,327,515	13.3%
BENEFITS	3,374,089	3,117,478	(5,484)	544,878	311,689	3,968,561	851,083	27.3%
GAPPING ALLOCATION	-	(14,300)	14,300	-	(27,456)	(27,456)	(13,156)	92.0%
TOTAL SALARIES AND BENEFITS	13,237,548	13,121,412	(47,473)	825,011	1,387,904	15,286,854	2,165,442	16.5%
OPERATING EXPENSES								
MATERIALS	1,420,652	1,399,206	(11,725)	133,507	114,950	1,635,938	236,732	16.9%
CONTRACTED SERVICES	264,673	272,500	-	(32,600)	55,500	295,400	22,900	8.4%
RENTS AND FINANCIAL EXPENSES	12,110	-	-	-	8,650	8,650	8,650	-
TOTAL OPERATING EXPENSES	1,697,435	1,671,706	(11,725)	100,907	179,100	1,939,988	268,282	16.0%
DEBT REPAYMENT								
PRINCIPAL REPAYMENT	180,000	180,000	-	(180,000)	-	-	(180,000)	(100.0%)
INTEREST REPAYMENT	2,652	2,652	-	(2,652)	-	-	(2,652)	(100.0%)
TOTAL DEBT REPAYMENT	182,652	182,652	-	(182,652)	-	-	(182,652)	(100.0%)
RESERVE TRANSFERS								
CONTRIBUTIONS TO CAPITAL RESERVES	939,800	939,800	-	102,200	62,500	1,104,500	164,700	17.5%
DEVELOPMENT CHARGES EXEMPTIONS	75,000	25,000	-	35,000	-	60,000	35,000	140.0%
TOTAL RESERVE TRANSFERS	1,014,800	964,800	-	137,200	62,500	1,164,500	199,700	20.7%
INTERDEPARTMENTAL CHARGES								

	2023	2023	LESS: 2023	2024	2024		\$ OVER	% OVER
	FORECAST	BUDGET*	NON-RECURRING	BASE BUDGET	BUDGET IMPACTS	2024 BUDGET	2023 BUDGET	2023 BUDGET
INTERDEPARTMENTAL CHARGES	1,022,908	1,057,772	(4,200)	161,875	150,812	1,366,259	308,487	29.2%
DEPARTMENTAL CHARGES	-	-	-	-	-	-	-	-
TOTAL INTERDEPARTMENTAL CHARGES	1,022,908	1,057,772	(4,200)	161,875	150,812	1,366,259	308,487	29.2%
TOTAL EXPENSES	17,155,343	16,998,342	(63,398)	1,042,341	1,780,316	19,757,601	2,759,259	16.2%
NET OPERATING	8,761,367	8,732,355	2,575	907,682	985,247	10,627,859	1,895,504	21.7%
CAPITAL								
CAPITAL REVENUES								
CAPITAL FEDERAL GRANTS	-	-	-	-	-	-	-	-
CAPITAL PROVINCIAL GRANTS	(36,537)	(31,000)	-	31,000	-	-	31,000	(100.0%)
CAPITAL RESERVE TRANSFER	(1,354,920)	(2,126,106)	-	983,997	-	(1,142,109)	983,997	(46.3%)
CAPITAL DEVELOPMENT CHARGES	-	-	-	-	(49,760)	(49,760)	(49,760)	-
TOTAL CAPITAL REVENUES	(1,391,457)	(2,157,106)	-	1,014,997	(49,760)	(1,191,869)	965,237	(44.7%)
CAPITAL EXPENSES	1,395,457	2,162,106	(5,000)	(1,014,997)	457,400	1,599,509	(562,597)	(26.0%)
NET CAPITAL	4,000	5,000	(5,000)	-	407,640	407,640	402,640	8,052.8%
SUMMARY								
TOTAL REVENUES	(9,785,433)	(10,423,093)	65,973	880,338	(844,829)	(10,321,611)	101,482	(1.0%)
TOTAL EXPENSES	18,550,800	19,160,448	(68,398)	27,344	2,237,716	21,357,110	2,196,662	11.5%
TOTAL LEVY	8,765,367	8,737,355	(2,425)	907,682	1,392,887	11,035,499	2,298,144	26.3%
% BUDGET INCREASE (DECREASE)			(0.0%)	10.4%	15.9%	26.3%		

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

911 Operation - Budget Impact Details

	REF	OPERATING EXPENSES	CAPITAL EXPENSES	REVENUES	TAXATION	%
ONE-TIME ITEMS						
PS-Consultant to map data for historical ePCR data		20,000	-	-	20,000	0.2%
PS-Legacy Oil and Gas Wells Funding		55,500	-	55,500	-	
		75,500	-	55,500	20,000	0.2%
SERVICE LEVEL						
PS-Land Ambulance Operations FTE	FTE2024-16	1,441,637	372,400	789,329	1,024,708	11.7%
PS-Paramedic Educator FTE	FTE2024-17	62,881	5,000	-	67,881	0.8%
PS-Co-ordinator of Emergency Management FTE	FTE2024-18	60,792	-	-	60,792	0.7%
PS-Emergency management training to all staff		2,500	-	-	2,500	0.0%
PS-Griffin Way Site Expansion		35,000	30,000	-	65,000	0.7%
		1,602,810	407,400	789,329	1,220,881	14.0%
INTERDEPARTMENTAL INITIATIVES						
PS-SR Co-ordinator of EE Health & Disability Management FTE		115,812	-	-	115,812	1.3%
		115,812	-	-	115,812	1.3%
INITIATIVE GAPPING						
PS-Co-ordinator of Emergency Management FTE	FTE2024-18	(27,456)	-	-	(27,456)	(0.3%)
		(27,456)	-	-	(27,456)	(0.3%)
MINOR CAPITAL						
PS-Pallet mover		13,650	50,000	-	63,650	0.7%
		13,650	50,000	-	63,650	0.7%
TOTAL		1,780,316	457,400	844,829	1,392,887	15.9%

Paramedicine - Budget

	2023	2023	LESS: 2023	2024	2024		\$ OVER	% OVER
	FORECAST	BUDGET*	NON-RECURRING	BASE BUDGET	BUDGET IMPACTS	2024 BUDGET	2023 BUDGET	2023 BUDGET
OPERATING REVENUES								
GENERAL REVENUES								
PROVINCIAL GRANTS	(1,896,414)	(2,000,000)	-	320,461	(310,461)	(1,990,000)	10,000	(0.5%)
USER FEES AND CHARGES	(523,126)	(94,500)	-	(283,500)	-	(378,000)	(283,500)	300.0%
TOTAL GENERAL REVENUES	(2,419,540)	(2,094,500)	-	36,961	(310,461)	(2,368,000)	(273,500)	13.1%
TOTAL REVENUES	(2,419,540)	(2,094,500)	-	36,961	(310,461)	(2,368,000)	(273,500)	13.1%
EXPENSES								
SALARIES AND BENEFITS								
SALARIES	1,353,180	1,205,476	-	85,075	236,354	1,526,905	321,429	26.7%
BENEFITS	412,520	318,339	-	47,021	72,907	438,267	119,928	37.7%
TOTAL SALARIES AND BENEFITS	1,765,700	1,523,815	-	132,096	309,261	1,965,172	441,357	29.0%
OPERATING EXPENSES								
MATERIALS	393,334	364,003	-	(143,774)	1,200	221,429	(142,574)	(39.2%)
CONTRACTED SERVICES	142,779	83,600	-	(59,600)	-	24,000	(59,600)	(71.3%)
TOTAL OPERATING EXPENSES	536,113	447,603	-	(203,374)	1,200	245,429	(202,174)	(45.2%)
INTERDEPARTMENTAL CHARGES								
INTERDEPARTMENTAL CHARGES	117,727	123,082	-	34,317	-	157,399	34,317	27.9%
TOTAL INTERDEPARTMENTAL CHARGES	117,727	123,082	-	34,317	-	157,399	34,317	27.9%
TOTAL EXPENSES	2,419,540	2,094,500	-	(36,961)	310,461	2,368,000	273,500	13.1%
NET OPERATING	-	-	-	-	-	-	-	-
CAPITAL								
CAPITAL REVENUES								
CAPITAL PROVINCIAL GRANTS	(27,537)	-	-	-	(10,000)	(10,000)	(10,000)	-
TOTAL CAPITAL REVENUES	(27,537)	-	-	-	(10,000)	(10,000)	(10,000)	-
CAPITAL EXPENSES	27,537	-	-	-	10,000	10,000	10,000	-
NET CAPITAL	-	-	-	-	-	-	-	-
SUMMARY								
TOTAL REVENUES	(2,447,077)	(2,094,500)	-	36,961	(320,461)	(2,378,000)	(283,500)	13.5%
TOTAL EXPENSES	2,447,077	2,094,500	-	(36,961)	320,461	2,378,000	283,500	13.5%
TOTAL LEVY	-	-	-	-	-	-	-	-
% BUDGET INCREASE (DECREASE)								

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

Paramedicine - Budget Impact Details

	REFERENCE	OPERATING EXPENSES	CAPITAL EXPENSES	REVENUES	TAXATION	%
SERVICE LEVEL						
CPS-Paramedic Educator FTE	FTE2024-17	62,281	-	62,280	-	
CPS-Community Paramedicine FTE	FTE2024-19	248,180	10,000	258,181	-	
		310,461	10,000	320,461	-	
TOTAL		310,461	10,000	320,461	-	

Capital Budget

PROJECT # AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2024 REQUEST**	2025	2026-2033
BUILDING							
510000 - Griffin Way	Griffin Way Site Expansion - One Time Capital Costs for keyscan, security alarm, IT presentation equipment, and blinds	Expansion	N/A	\$30,000	30,000	-	-
915010 - EMS Mill St, Woodstock	Various projects as identified from the Building Condition Assessments	Renewal	Poor	\$16,000	16,000	-	-
915030 - EMS 162 Carnegie St, Ingersoll	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$47,500	47,500	-	-
915040 - EMS 81 King St, Tillsonburg	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$65,600	65,600	-	-
915050 - EMS Wilmot St, Drumbo	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$9,000	9,000	-	-
915060 - EMS CR8, Embro	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$24,000	24,000	-	-
915070 - EMS Tidey, Norwich	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$9,000	9,000	-	-
COMPUTER EQUIPMENT							
520000 - Computer Equipment	Two laptops for Community Paramedicine program (FTE 2024-19)	Expansion	N/A	\$4,000	4,000	-	-
510000 - Computer Equipment	Laptop and Tablet for Land Ambulance Operations (FTE 2024-16)	Expansion	N/A	\$3,950	3,950	-	-
510000 - Computer Equipment	Laptop for Paramedic Educator (FTE 2024-17)	Expansion	N/A	\$2,000	2,000	-	-
EQUIPMENT							
510000 - Equipment	New Equipment required for Land Ambulance Operations (FTE 2024-16)	Expansion	N/A	\$119,650	119,650	-	-
510000 - Equipment	Pallet Mover - Griffin Way	Expansion	N/A	\$50,000	50,000	-	-
510000 - Equipment	Regular Annual Equipment Replacement, including autopulses and suction units	Replacement	Poor	\$313,409	313,409	-	-
FURNISHINGS							
510000 - Furnishings	Desk / Chair for Paramedic Educator (FTE 2024-17)	Expansion	N/A	\$3,000	3,000	-	-
520000 - Furnishings	Furnishings for staff for Community Paramedicine program (FTE 2024-19)	Expansion	N/A	\$6,000	6,000	-	-
VEHICLES							
510000 - Vehicles	Ambulance Replacement - Unit 1097	Replacement	Fair	\$248,800	248,800	-	-
510000 - Vehicles	Ambulance Replacement - Unit 1096	Replacement	Fair	\$248,800	248,800	-	-
510000 - Vehicles	Emergency Response Vehicle Replacement - Unit 1318	Replacement	Poor	\$110,000	110,000	-	-

PROJECT # AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2024 REQUEST**	2025	2026-2033
510000 - Vehicles	New Ambulance required for Land Ambulance Operations (FTE 2024-16)	Expansion	N/A	\$248,800	248,800	-	-
510000 - Vehicles	OXF 1 Van - CNG Conversion	Expansion	N/A	\$10,000	10,000	-	-
				\$1,569,509	\$1,569,509	\$0	\$0

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

FTE Change – Land Ambulance Operations FTE

FTE 2024-16

SUMMARY	
Type of FTE request	Service Level
Classification	Full-time - Permanent
Job Title	Land Ambulance Operations FTE
FTE	8.0
Description	Increase Paramedic Service delivery levels by adding an additional 8,760 annualized paramedic service unit hours. This service level increase would translate to 8.0 FTE positions. 7.0 Primary Care Paramedics & 1.0 Acting Superintendent.

STRATEGIC PLAN



Continuous improvement and results-driven solutions

REQUEST DETAILS

Oxford County Paramedic Services (OCPS) stands at a pivotal moment in its commitment to delivering timely emergency medical services. This business case underscores the pressing need to augment Paramedic service unit hours in 2024, drawing from historical trends, strategic advice, and the potential repercussions of maintaining the status quo.

Currently, OCPS delivers 70,080 Paramedic service unit hours each year. However, the landscape of emergency medical needs has shifted dramatically. From 2020 to 2022, we witnessed a surge in emergency call volumes by 30%. This trend didn't wane in 2023, with call volumes further escalating by 10-15%.

Strategic foresight from the 10-year master plan of 2018 and the Joint Municipal Paramedic Service Delivery Review of 2021 both converge on a recommendation: a target Unit-Hour Availability (UHA) of 0.35. Yet, our response times tell a concerning story. In 2022, our 70th percentile CTAS 1 response time performance was a commendable 74.9%, comfortably within our Response Time Performance Plan target of 70%. But by August 20, 2023, this metric had slipped to 68.9%, overshooting our target.

To realign with the recommended UHA of 0.35, given the call volumes of 2023, the City of Woodstock urgently requires an infusion of 8,760 additional Paramedic service unit hours. The stakes of inaction are high. Without this increase, Oxford County Paramedic Services runs the grave risk of not meeting our Response Time Performance targets for CTAS 1 & 2 calls, which are the most critical, in 2024. Such a shortfall would not only compromise patient outcomes but also erode the trust our community places in us.

One of the requested FTEs will be for an additional Acting Superintendent. This position, in addition to the duties as a Primary Care Paramedic, will have additional administrative duties while not responding to 911 calls for service.

REQUEST DETAILS

In conclusion, the data and strategic insights present an unequivocal call to action. The need to bolster our Paramedic service unit hours in 2024 transcends mere targets; it's about safeguarding the health and well-being of our community. We advocate for the approval of an additional 8,760 Paramedic service unit hours for 2024 to ensure swift response times and uphold the health outcomes of our patients.

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Revenues			
Provincial Funding ¹	\$-	\$-	\$-
Development Charge Revenue	49,760	-	49,760
Corporate General Reserve Funding*	739,569	-	739,569
Total revenues	789,329	-	789,329
Salaries and benefits	-	1,292,287	1,292,287
Operating expenses			
Meeting Costs	-	1,000	1,000
Computer Software/Support	-	7,500	7,500
Licenses	-	750	750
Telecommunications: Cell phone and monthly fee for Acting Superintendent	300	300	600
R&M Vehicles	20,000	20,000	40,000
Fuel	-	2,000	2,000
Uniforms for Paramedics	30,000	10,000	40,000
Contribution to Capital Reserve	-	57,500	57,500
Total operating expenses	50,300	99,050	149,350
Capital			
Computer Equipment: iPads (2) & Mounting Kit	1,950	-	1,950
Computer Equipment: Laptop for Acting Superintendent	2,000	-	2,000
GPS/AVL	3,250	-	3,250

BUDGET REQUIREMENTS

Power Loader	30,000	-	30,000
Power Stretcher	32,000	-	32,000
Stair Chair	3,000	-	3,000
Scoop Stretcher	1,100	-	1,100
Defibrillator	32,000	-	32,000
Defibrillator Mounting Device	1,000	-	1,000
Autopulse	12,000	-	12,000
Router	2,500	-	2,500
Equipment Bags	1,400	-	1,400
Dash Cam	400	-	400
Portable Suction Unit	1,000	-	1,000
Ambulance	248,800	-	248,800
Total capital	372,400	-	372,400
County Levy	(\$366,629)	\$1,391,337	\$1,024,708
<p><i>*Initiative Gapping – The preference is to begin this service level enhancement as early as possible, but current staffing levels may prevent this. Recruitment is normally completed by June 1 of each year. The additional ambulance will be ordered in 2024, but will not be delivered until 2025</i></p>			

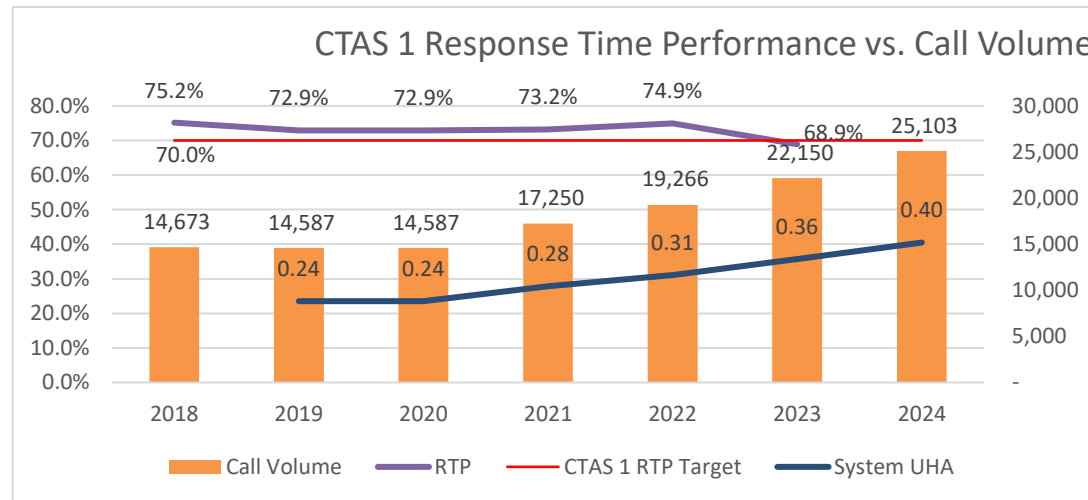
¹ Costs will be cost-shared with the province at 50% starting in 2025

ATTACHMENT - UHA ANALYSIS – 2023 YTD AUG 20

SYSTEM BUSYNESS – UNIT HOUR ACTIVITY (UHA)

Unit Hour Activity (UHA) is a standard metric across Ontario for measuring patient-focused system busyness levels. UHA measures the share of a deployed hour ambulances are “in service” doing patient-centric work versus the share of an hour spent preparing to respond to an emergency call. Busyness beyond 0.40 UHA can burn out Paramedics and negatively impact response times.¹

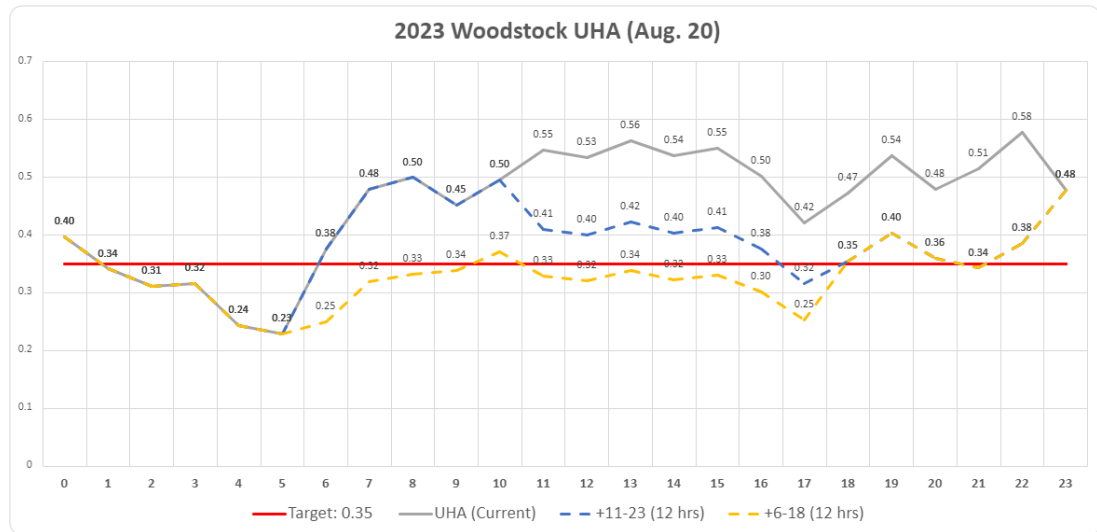
Leading best practices suggest targeting to an annual UHA of 0.35 or less. At this level, ambulance availability for the next call is 65% or better and service response times are reasonable. In 2016, OCPS adopted an annual UHA of 0.35 as the preferred upper limit service level target for land ambulance stations as recommended in the 10-year master plan and endorsed by Oxford County Council (PS 2018-01). Experience shows that it is undesirable to operate at UHA over 0.40, since at such levels, there would be little capacity-in-reserve for overlapping calls, ambulance availability for the next call would be less than 60%, and the service response times would be lengthy.² We have experienced this with our current land ambulance deployment, where rural response time performance deteriorates as the UHA increases.



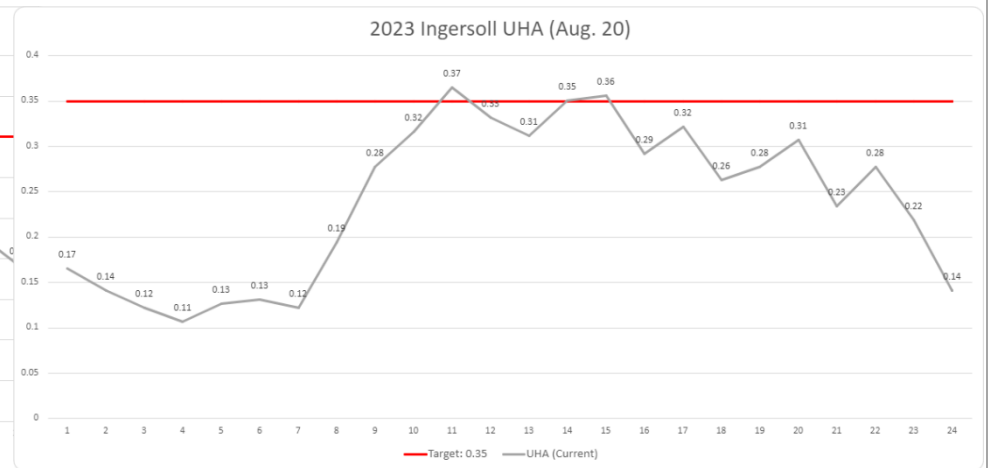
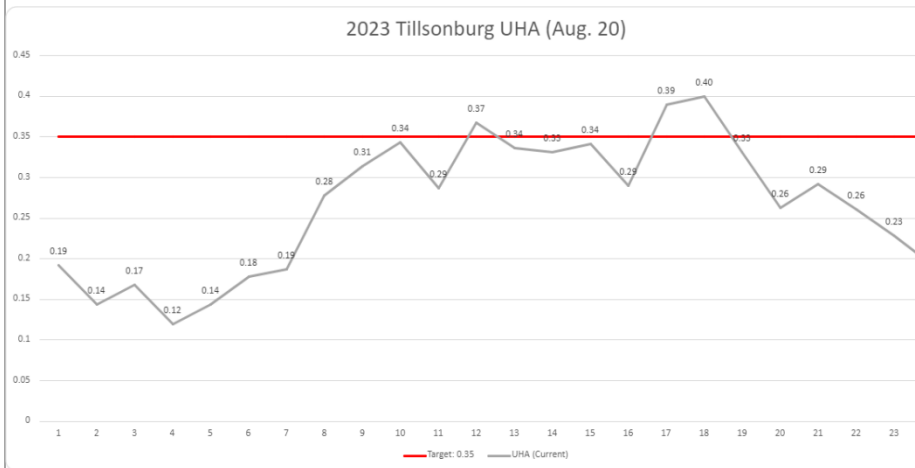
¹ Joint Municipal Paramedic Services Deployment Review, 2021. Performance Concepts Consulting

² Final Report: Comprehensive Master Plan for Oxford County Paramedic Services, 2016. (Pg. 61) Apexpro Consulting Inc.

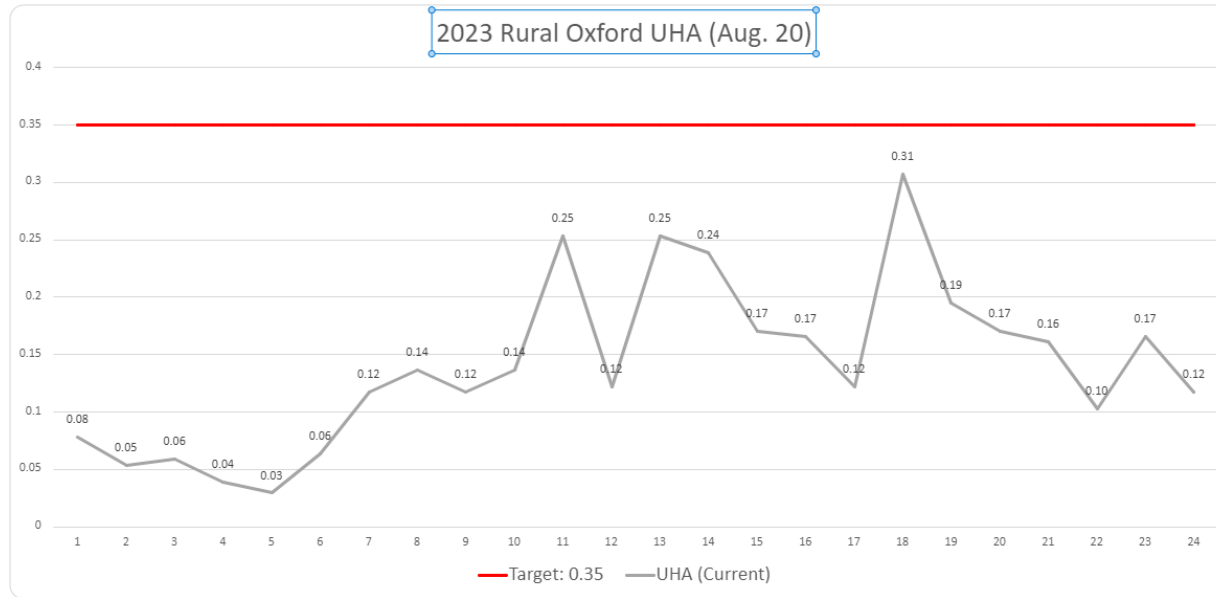
System-wide UHA has increased from pre-pandemic levels to a high of 0.36 in the first 10 months of 2023. System-wide UHA in urban areas of Oxford (specifically Woodstock) are averaging 0.46.



Tillsonburg and Ingersoll peak hour UHA has also been trending upwards. Ongoing residential growth in Tillsonburg over the next few years will drive peak hours UHA further towards “Woodstock-ish” levels of urban busyness. With current growth forecasts, it is anticipated the Town of Tillsonburg will require additional Paramedic service unit hours in 2025.



UHA levels across the rest of the system in Oxford are significantly lower than Woodstock or Tillsonburg. These non-urban stations balance the realities of system busyness with the need for stable/predictable geographic coverage.



2023 UHA calculations are based solely on emergency call volume and does not consider the increased impact of emergency stand-by coverage on the rural stations. Rural ambulances spend much of the shift out of their respective coverage zones, performing standby coverage and/or responding to calls for service in the urban centres. The situation has resulted in a significant urban-rural imbalance where rural service levels and response times are inordinately degraded, due to urban ambulance coverage issues. Increasing Paramedic service unit hours in urban centres over the coming years will help mitigate the impacts of this imbalance.

FTE Change – Paramedic Educator

FTE 2024-17

SUMMARY	
Type of FTE request	Service Level
Classification	Full-time - Permanent
Job Title	Paramedic Educator
FTE	1.0
Description	Increased demand for internal education and training caused by current and future service growth requires additional staff (Paramedic Educator). Specific portfolios that require staff are Recruitment (including Paramedic Student, Paramedic onboarding, and mentorship coordination) and Return to Work (including Peer Support activities to support the mental health and wellbeing of our staff).

STRATEGIC PLAN



Continuous improvement and results-driven solutions

REQUEST DETAILS

Oxford County Paramedic Services (OCPS) urgently requires a Full-Time Equivalent (FTE) position, dedicated to supporting the individual and specific training needs of Paramedics returning to clinical practice after a period of inactivity greater than 90 days, supporting our Paramedics through Peer Support and Mental Wellness initiatives, and providing recruitment, onboarding, and Paramedic mentoring programs. These functions are critical for those returning to work after experiencing an Operational Stress Injury (OSI). Such Paramedics often necessitate increased support, individualized training schedules, and work hardening regimes. Due to unprecedented emergency call volume increases, anticipated further increases, and significant ongoing Paramedic recruitment challenges, these requests for additional FTEs are to meet the return-to-work needs of our Paramedics and ensure the continued fulfilment of the department's training and service delivery requirements.

Our vision for the Paramedic Educator role is comprehensive and multifaceted. This position will serve as a(n):

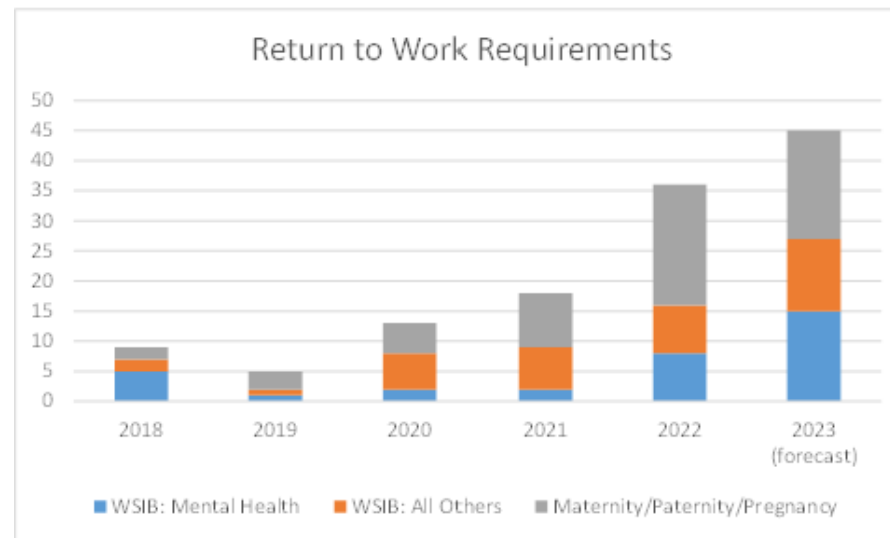
- Front-line Peer Support resource for staff,
- Advocate for those who may not feel comfortable speaking for themselves,
- Key player in peer support and mental wellness initiatives,
- Dedicated resource for preparing and delivering educational content to those returning to work.

REQUEST DETAILS

- Lead for all recruitment initiatives, under the direction of the Superintendent - Education & Training. Recruitment initiatives include Paramedic Student placement, Paramedic selection and testing, on-boarding training, supporting Paramedic mentors and monitoring new recruit performance.

In the recent past (2022), approximately 10% of Oxford County Paramedics have lodged a Workplace Safety and Insurance Board (WSIB) lost time claim due to mental health issues, typically leading to work absences ranging from 6-8 months. In light of this, the role of a dedicated Paramedic Educator becomes increasingly vital.

Moreover, the demand for return-to-work training programs has seen a significant uptick over the last few years. The table below outlines the growing needs:



The recruitment needs of Oxford County Paramedic Services have drastically increased since the beginning of the pandemic, and will continue to be a source of risk in meeting our operational service delivery needs in the near-future. OCPS is competing not only with neighbouring services, but with all Paramedic Services across Ontario for limited Paramedic availability.

The Ministry of Health has recently increased the frequency of legislative standards updates, with changes now released bi-annually as opposed to the historical rate of once every 2-3 years. Although not every update necessitates classroom training, all Paramedics must be informed of any changes. As the service provider, OCPS is responsible for ensuring staff are aware of these changes. This obligation further underscores the necessity for an additional FTE dedicated to education and training.

REQUEST DETAILS

Historically, OCPS has depended on one FTE for all staff training and education. Unfortunately, with dramatically increasing requirements, this position has become overwhelming. Although OCPS has been providing ad-hoc support through internal education and training team members, this temporary solution has failed to provide consistency or meet the burgeoning return-to-work needs of our Paramedics. The current Superintendent – Education & Training position experiences frequent turnover due to burnout, with six (6) Paramedics occupying this role since 2020.

The rising mental health support requirements of our Paramedics are alarming, and we must do everything within our power to mitigate the associated challenges. A dedicated Paramedic Educator FTE would offer invaluable support through peer support initiatives, system navigation, and return-to-work processes, thereby reducing the impact of lost time events.

The recruitment needs of OCPS is of paramount importance, as our dramatically increasing call volume levels will require more Paramedics to staff additional Paramedic service unit hours. Without staffed ambulances, response times will increase and the existing system will become even more over-burdened resulting in increased Paramedic mental health stress and burnout.

Paramedic Educators provide paramedic job-specific education and training on clinical knowledge, skills, and equipment. Upon returning to work after an absence of greater than 90 days, Paramedics must re-familiarize themselves with equipment, protocols and directives, which is not a function we have utilized County of Oxford HR staff for, as they are not familiar with the job functions.

For recruitment initiatives, HR has supported our internal staff throughout the process but the evaluation of candidates is managed by Paramedic Services staff. Student placement traditionally begins in September, and goes until mid-April when our recruitment cycle begins. We have a comprehensive on-boarding process that involves 2-3 weeks of in-class/field instruction. With the increasing amount of Paramedic training related to new models of care, chronic disease management, and palliative care symptom management, 50% of the budget for this position will be from the Community Paramedicine program. The remaining 50% of the budget will be from the Land Ambulance program, which will be funded at up to 50% by the Ministry of Health beginning in 2025.

OCPS urges all stakeholders to recognize the necessity of these positions, not only for the benefit of our Paramedics and our ability to deliver exceptional service but also for the overall health of our community. We believe the addition of one Paramedic Educator FTE is not just desirable; it is essential.

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Revenues			
Provincial Land Ambulance 50/50 funding ¹	\$-	\$-	\$-

BUDGET REQUIREMENTS

Provincial Community Paramedicine 100% funding (50% of Salaries and benefits)	-	62,280	62,280
Total revenues	-	62,280	62,280
Salaries and benefits	-	124,562	124,562
Operating expenses			
Telecommunications – Cell phone and monthly fee	300	300	600
Total operating expenses	300	300	600
Capital			
Computer Equipment: Laptop	2,000	-	2,000
Furniture: Office Furniture	3,000	-	3,000
Total capital	5,000	-	5,000
County Levy	\$5,300	\$62,582	\$67,882

¹ Costs will be cost-shared with the province at 50% starting in 2025 for half of the FTE's salaries and benefits cost

FTE Change – Emergency Management Coordinator

FTE 2024-18

SUMMARY	
Type of FTE request	Service Level
Classification	Full-time - Permanent
Job Title	Emergency Management Coordinator
FTE	0.4
Description	The evolving landscape of emergency management, particularly in the context of Long-Term Care (LTC), necessitates a proactive approach. With the introduction of the Fixing Long-Term Care Homes Act (FLTCHA) and its stringent requirements, there is a compelling need to increase the number of full-time equivalent (FTE) Emergency Management Coordinators. This business case outlines the reasons for this increase, emphasizing the critical role of the Oxford County Emergency Management Coordinator.

STRATEGIC PLAN



Continuous improvement and results-driven solutions

REQUEST DETAILS

Background

- The Fixing Long-Term Care Homes Act (FLTCHA) (S.90) mandates every LTC home licensee to:
- Develop, evaluate, and update comprehensive emergency plans.
- Ensure these plans are in compliance with the regulations, which include measures for epidemics, pandemics, evacuations, and more.
- Regularly test, evaluate, and review these plans with staff.
- Maintain resources and supplies for emergencies.
- Identify potential emergency service providers in the vicinity.
- Ensure food, fluid, and drug provisions during emergencies.
- Activate and communicate these plans effectively.
- Train staff on these plans annually.

The Need for Increased FTE

REQUEST DETAILS

Legislative Compliance: The FLTCHA has introduced a comprehensive set of requirements that LTC homes must adhere to. Meeting these requirements is not just a matter of compliance but also ensures the safety and well-being of residents, staff, and other stakeholders.

Stakeholder Communication: Maintaining an up-to-date inventory of key stakeholder contact information in tools like Everbridge is crucial for swift and effective communication during emergencies.

Conclusion

In light of the new legislative requirements and the pivotal role of the Oxford County Emergency Management Coordinator, there is a clear and present need for an increased FTE. This proactive approach will not only ensure compliance with the FLTCHA but also enhance the safety, security, and well-being of all stakeholders involved in LTC. The shared cost model further ensures that this enhancement is both economically viable and beneficial for all participating municipalities.

The current resources available in the Emergency Management program (0.6 FTE) are insufficient to address the legislative requirements of Woodingford Lodge in addition to the legislative requirements of Oxford County under the Emergency Management and Civil Protection Act, in addition to updating the Oxford County Emergency Plan on a regular basis.

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Salaries and benefits	\$-	\$60,792	\$60,792
County Levy	\$-	\$60,792	\$60,792
<i>Initiative Gapping – position start July 2024</i> 2025 Budget Impact	-	(27,456)	(27,456)
2024 Budget Impact	\$-	\$33,336	\$33,336

FTE Change – Superintendent (Models of Care Integration), Logistics Coordinator

FTE 2024-19

SUMMARY	
Type of FTE request	Service Level
Classification	Full-time - Temporary
Job Title	Superintendent (Models of Care Integration), Logistics Coordinator
FTE	2.0
Description	The Community Paramedicine program continues to evolve and become increasingly integrated into the greater healthcare system in Oxford County. In order to maintain the momentum we have built over the last 2 years, additional staff are required to develop new models of care that can reduce 911 calls and ED visits, and train our Paramedics.

STRATEGIC PLAN



Continuous improvement and results-driven solutions

REQUEST DETAILS

Superintendent (Models of Care Integration)

In order to drive the implementation of innovative care models in our community, it is crucial to have an additional resource for our program. This resource will focus on providing appropriate care in the right place, improving access to care, and maximizing the skills of our healthcare workforce. As the healthcare landscape changes and the demands on paramedic services and healthcare partners increase, this specialized role will enhance communication, data sharing, and coordination among healthcare providers. Ultimately, this will lead to improved patient outcomes and a more efficient healthcare system in Oxford.

Promoting Collaboration and Efficient Resource Utilization

The introduction of new care models will promote collaboration between land ambulance and Community Paramedicine resources. This will allow for alternative treatment options that do not require transportation to an emergency department, utilizing community-based healthcare resources. This will ensure that our land ambulance resources are available for more appropriate medical emergencies. These alternative care models have already shown significant impacts on paramedic services and the capacity, access, and flow of the healthcare system.

Successes of the Community Paramedicine Program

The Oxford County Paramedic's Community Paramedicine (CP) Program has already demonstrated many successes. For example, their Remote Care Monitoring (RCM) Program, which targets patients with chronic diseases, has shown positive results. However, the increasing

REQUEST DETAILS

workload associated with managing and expanding the CP program has reached a point where a dedicated Superintendent (Models of Care) is necessary. This role will not only support the ongoing success of the CP program but also contribute to the development of a more integrated, efficient, and patient-centered healthcare system in Oxford. It will ensure that the evolving needs of the community are met with the highest standards of care.

Logistics Coordinator

The past few years have seen significant growth and increased demands on Oxford County Paramedic Services. The number of emergency responses, vehicles, and complexity of equipment have all risen. Additionally, the department now provides logistical support to the growing Community Paramedicine and Land Ambulance programs. As a result, the number of employees has also increased. This growth has put pressure on all aspects of the operation, particularly the effort hours required for logistics support to manage the increased call volumes effectively.

Logistical support includes tasks such as inventory management, distribution, vendor management, day-to-day purchasing, paramedic scheduling, and service/maintenance for vehicles and equipment. Currently, Oxford County Paramedic Services has two Logistics Coordinators in place.

Supply-chain management has become a crucial aspect of the department's day-to-day operations. The service has experienced substantial growth since 2020, with call volumes increasing by 30% and total service hours rising by 25% (due to Community Paramedicine). There has also been a significant increase in the number of employees, with a 40% rise from 2020. These growth figures do not include anticipated additional growth in 2024.

However, the resources in the logistics division have not been expanded to accommodate this growth. The post-pandemic healthcare landscape has introduced new complexities, further highlighting the need for enhanced logistics support.

Implications of Not Approving the Proposal

If this proposal is not approved, there will be significant implications. Without the additional resource and dedicated Superintendent (Models of Care), the implementation of innovative care models will be hindered. This could lead to a lack of coordination among healthcare providers, slower access to care, and a strain on paramedic services and the healthcare system partners. Patient outcomes may suffer, and the healthcare delivery system in Oxford may become less efficient. It is crucial to prioritize this role and resource to ensure the continued progress and improvement of healthcare services in our community.

Oxford County Paramedic Services has experienced significant growth and increased demands in recent years. The logistics division has not been adequately expanded to meet the growing needs of the service and will not be able to continue to meet the demands of our rapidly growing department without additional support.

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Revenues			
Provincial Community Paramedicine 100% Funding	\$10,600	\$247,580	\$258,180
Total revenues	10,600	247,580	258,180
Salaries and benefits	-	246,980	246,980
Operating expenses			
Telecommunications: Cell phone and monthly fee (2)	600	600	1,200
Total operating expenses	600	600	1,200
Capital			
Computer Equipment: Laptop (2)	4,000	-	4,000
Furniture: Office Furniture (2)	6,000	-	6,000
Total capital	10,000	-	10,000
County Levy	\$-	\$-	\$-

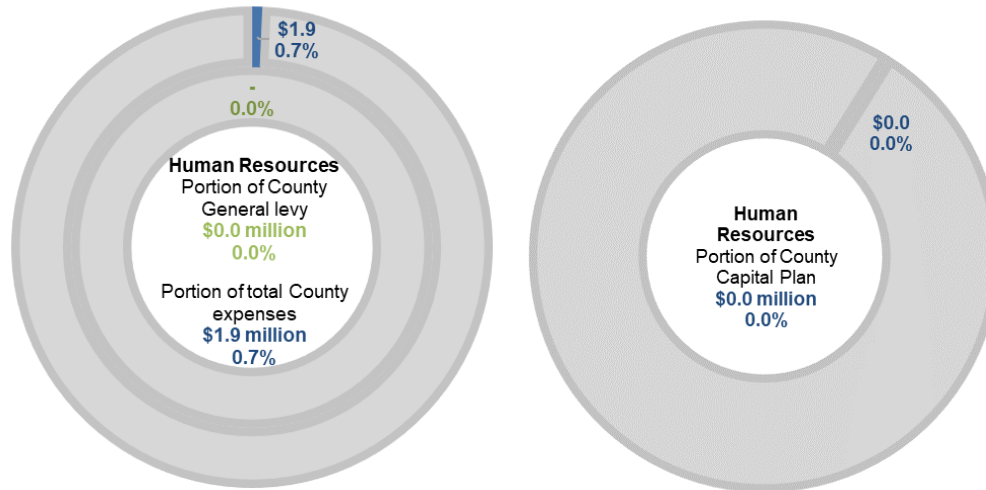
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Human Resources

2024

BUSINESS
PLAN &
BUDGET

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Division	Division Description	Services	2024 FTE
Human Resources Director of Human Resource	Human Resources Provide strategic advice and support to County departments to enable them to deliver the programs and services mandated by County Council in a timely and effective manner and to provide human resources advice and assistance to the area municipalities as requested.	<ul style="list-style-type: none"> ▪ Employee Wellness and Safety ▪ Labour Relations ▪ Staff Development ▪ Staffing ▪ Total compensation 	11.0
		Total	11.0

5 Year Projected Budget

	2024	2025	2026	2027	2027
	BUDGET	PROJECTED	PROJECTED	PROJECTED	PROJECTED
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
OPERATING					
REVENUES					
OTHER REVENUES	(98,000)	(65,000)	(50,000)	(98,000)	(65,000)
INTERDEPARTMENTAL RECOVERIES	(1,769,029)	(1,817,055)	(1,888,978)	(1,958,254)	(2,014,644)
TOTAL REVENUES	(1,867,029)	(1,882,055)	(1,938,978)	(2,056,254)	(2,079,644)
EXPENSES					
SALARIES AND BENEFITS	1,448,779	1,565,805	1,632,768	1,700,924	1,749,134
OPERATING EXPENSES	377,050	278,150	267,310	315,630	290,110
INTERDEPARTMENTAL CHARGES	37,200	38,100	38,900	39,700	40,400
TOTAL EXPENSES	1,863,029	1,882,055	1,938,978	2,056,254	2,079,644
NET OPERATING	(4,000)	-	-	-	-
CAPITAL					
CAPITAL EXPENSES	4,000	-	-	-	-
NET CAPITAL	4,000	-	-	-	-
SUMMARY					
TOTAL REVENUES	(1,867,029)	(1,882,055)	(1,938,978)	(2,056,254)	(2,079,644)
TOTAL EXPENSES	1,867,029	1,882,055	1,938,978	2,056,254	2,079,644
TOTAL LEVY	-	-	-	-	-

Services Overview

Full-Time Equivalents **11.0 FTE**

↑2.0
 Base






Service	Service Description	2022 Service Level	Service Type
Employee Wellness and Safety	An internal service that provides safe workplaces for employees.	138 Safe work sites inspected	Support
Labour Relations	An internal service that manages labour relations on behalf of the County of Oxford.	5 Collective agreements	Support
Staff Development	An internal service that manages learning and development opportunities on behalf of the County of Oxford.	77 Development sessions	Support
Staffing	An internal service that provides the County of Oxford with qualified employees through the life cycle of their employment.	865 Qualified employees	Support
Total Compensation	An internal service that provides total compensation to County of Oxford employees.	544 Total compensation packages	Support

- **1 FTE Learning and Development Specialist Full-time** - To create a new position to oversee learning and development, which is currently a gap in the HR department. **FTE 2024-20**
- **1 FTE Senior Coordinator, Employee Health and Disability Management Full-time** - To increase capacity to adequately serve this crucial function. **FTE 2024-21**

Key Performance Indicators

	2020 Actual	2021 Actual	2022 Actual	2023 Forecast	2024 Budget	Target
Voluntary employee turnover rate (retirement/resignation)	8.8%	10.5%	16.0%	15.0%	↓	↓
Job Vacancies Posted	233	433	442	501	N/A	Increase % of vacancies filled
Job Vacancies Filled	199	344	368	445		
% of Job Vacancies Filled	85.4%	79.4%	83.2%	89.0%		
Grievances filed	17	24	27	15	N/A	Increase % resolved prior to arb
Grievances resolved prior to arbitration	15	21	11	12		
% of Grievances resolved prior to arbitration	88.2%	87.5%	40.1%	80.0%		
Workplace Safety Insurance Board (WSIB) claims filed	72	56	89	94	↓	↓
Training/development session arranged or facilitated	69	80	77	87	N/A	N/A

Goals and Objectives

Description	2024	2025	2026	Strategic Plan	Other Plan Alignment
<p>Employer Branding Work with Strategic Communications and Engagement to develop a variety of promotional materials to market the County as an attractive employer.</p>	●			 <i>Attract, retain and engage staff</i>	
<p>Succession Planning & Leadership Development Review past succession planning and leadership development programs, make improvements based on current and projected needs, best practices, etc. and re-launch improved programs.</p>	●	●		 <i>Attract, retain and engage staff</i>	
<p>Learning and Career Development Review overall learning and development programs/options available to all staff (example, Oxford Grows annual learning calendar) to see where gaps exist and plan/strategize accordingly.</p>	●	●		 <i>Attract, retain and engage staff</i>	
<p>Ensure Competitive Compensation Complete a non-union compensation review. Analyze unionized compensation in preparation for future rounds of negotiations.</p>	●	●		 <i>Attract, retain and engage staff</i>	
<p>Diversity, Equity, and Inclusion Work with the County's DEI Officer and DEI Committee to implement the County's internal DEI action plan.</p>	●	●		 <i>Attract, retain and engage staff</i>	

Budget

	2023	2023	LESS: 2023	2024	2024	2024	\$ OVER	% OVER
	FORECAST	BUDGET*	NON-RECURRING	BASE BUDGET	BUDGET IMPACTS	BUDGET	2023 BUDGET	2023 BUDGET
OPERATING REVENUES								
OTHER REVENUES								
RESERVE TRANSFER	-	(50,000)	-	-	(48,000)	(98,000)	(48,000)	96.0%
TOTAL OTHER REVENUES	-	(50,000)	-	-	(48,000)	(98,000)	(48,000)	96.0%
INTERDEPARTMENTAL RECOVERIES								
INTERDEPARTMENTAL RECOVERIES	(1,417,364)	(1,417,364)	(16,585)	(90,551)	(244,529)	(1,769,029)	(351,665)	24.8%
TOTAL INTERDEPARTMENTAL RECOVERIES	(1,417,364)	(1,417,364)	(16,585)	(90,551)	(244,529)	(1,769,029)	(351,665)	24.8%
TOTAL REVENUES	(1,417,364)	(1,467,364)	(16,585)	(90,551)	(292,529)	(1,867,029)	(399,665)	27.2%
EXPENSES								
SALARIES AND BENEFITS								
SALARIES	850,000	899,802	-	55,199	193,564	1,148,565	248,763	27.6%
BENEFITS	256,822	256,822	-	26,027	59,550	342,399	85,577	33.3%
GAPPING ALLOCATION	-	(18,845)	18,845	-	(42,185)	(42,185)	(23,340)	123.9%
TOTAL SALARIES AND BENEFITS	1,106,822	1,137,779	18,845	81,226	210,929	1,448,779	311,000	27.3%
OPERATING EXPENSES								
MATERIALS	196,218	248,885	(260)	11,825	29,600	290,050	41,165	16.5%
CONTRACTED SERVICES	41,234	42,500	-	(3,500)	48,000	87,000	44,500	104.7%
TOTAL OPERATING EXPENSES	237,452	291,385	(260)	8,325	77,600	377,050	85,665	29.4%
INTERDEPARTMENTAL CHARGES								
INTERDEPARTMENTAL CHARGES	36,200	36,200	-	1,000	-	37,200	1,000	2.8%
TOTAL INTERDEPARTMENTAL CHARGES	36,200	36,200	-	1,000	-	37,200	1,000	2.8%
TOTAL EXPENSES	1,380,474	1,465,364	18,585	90,551	288,529	1,863,029	397,665	27.1%
NET OPERATING	(36,890)	(2,000)	2,000	-	(4,000)	(4,000)	(2,000)	100.0%
CAPITAL								
CAPITAL EXPENSES	2,000	2,000	(2,000)	-	4,000	4,000	2,000	100.0%
NET CAPITAL	2,000	2,000	(2,000)	-	4,000	4,000	2,000	100.0%
SUMMARY								
TOTAL REVENUES	(1,417,364)	(1,467,364)	(16,585)	(90,551)	(292,529)	(1,867,029)	(399,665)	27.2%
TOTAL EXPENSES	1,382,474	1,467,364	16,585	90,551	292,529	1,867,029	399,665	27.2%
TOTAL LEVY	(34,890)	-	-	-	-	-	-	-
% BUDGET INCREASE (DECREASE)								

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

Budget Impact Details

	REF	OPERATING EXPENSES	CAPITAL EXPENSES	REVENUES	INTERDEPT RECOVERY	%
ONE-TIME ITEMS						
HR-Employer branding initiative		12,000	-	-	12,000	0.8%
HR-Compensation Market Review		48,000	-	48,000	-	
		60,000	-	48,000	12,000	0.8%
SERVICE LEVEL						
HR-Learning & Development Specialist FTE	FTE2024-20	119,360	2,000	-	121,360	8.6%
HR-SR Co-ordinator of EE Health & Disability Management FTE	FTE2024-21	118,233	2,000	-	120,233	8.5%
HR-General employee recognition		10,000	-	-	10,000	0.7%
HR-WHMIS online training		5,000	-	-	5,000	0.4%
		252,593	4,000	-	256,593	18.1%
INTERDEPARTMENTAL INITIATIVES						
HR-WFL Impact for SR Co-ordinator of EE Health & Disability Management FTE		18,121	-	-	18,121	1.3%
		18,121	-	-	18,121	1.3%
INITIATIVE GAPPING						
HR-Learning & Development Specialist FTE	FTE2024-20	(19,643)	-	-	(19,643)	(1.4%)
HR-SR Co-ordinator of EE Health & Disability Management FTE	FTE2024-21	(22,542)	-	-	(22,542)	(1.6%)
		(42,185)	-	-	(42,185)	(3.0%)
TOTAL		288,529	4,000	48,000	244,529	17.3%

Capital Budget

PROJECT # AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2024 REQUEST**	2025	2026-2033
COMPUTER EQUIPMENT							
112000 - Computer Equipment	Laptop for HR Learning & Development (FTE 2024-20)	Expansion	N/A	\$2,000	2,000	-	-
112000 - Computer Equipment	Laptop for HR SR Coordinator of Employee Health & Disability Management (FTE 2024-21)	Expansion	N/A	\$2,000	2,000	-	-
				\$4,000	\$4,000	\$0	\$0

FTE Change – Learning and Development Specialist

FTE 2024-20

SUMMARY	
Type of FTE request	Service Level
Classification	Full-time - Permanent
Job Title	Learning and Development Specialist
FTE	1.0
Description	This newly proposed FTE will ensure the innovative, effective, and efficient delivery of Oxford County’s human resources services related to organizational learning and development, including core organizational training, management/supervisory training, leadership and career development and succession planning.

STRATEGIC PLAN

<i>Attract, retain and engage staff</i>

REQUEST DETAILS

Prior to 2015, corporate organizational learning and development was not an area of focus for the County. Since then, we have planned and implemented the following:

- 2015 – created a “Succession Planning and Leadership Development Toolkit”
- 2015/2016 – 20 current and emerging leaders participated in a leadership development program with an external provider
- 2016 – facilitated 360 developmental assessments with each member of the senior and extended management teams
- 2016 to present – introduced and maintained “Oxford Grows”, which is our annual learning and development calendar, which provides educational opportunities for all staff to register for on a variety of topics
- 2016/2017 – 18 current and emerging leaders participated in a leadership development program with an external provider
- 2017 – contracted an external consultant firm to complete a learning and development review, which demonstrated that we have a lot of opportunity for improvement in relation to our learning and development function
- 2023 – 18 supervisory staff attending 3 half day sessions with an external provider

Over the past number of years, we have been able to coordinate and facilitate these opportunities within our current staffing complement; however, as demands on HR have increased, organizational learning and development has become a “side of the desk” function and we no longer have the capacity to devote the time and expertise necessary to build and maintain an impactful organizational learning and development program that meets our current and future needs.

REQUEST DETAILS

By implementing this position, we will gain an organizational learning and development specialist who has the time and expertise to devote to this crucial function. As a result, we will be able to focus on the following:

- Conducting research into the latest techniques, tools, partnerships, and practices related to organizational learning and development and assess where the County has gaps that must be addressed.
- Reviewing our current annual learning and development calendar to determine where improvements can be made in content and process.
- Preparing, designing/customizing, and delivering course materials for in-person and virtual training.
- Coordinating and facilitating corporate leadership development opportunities, including researching and proposing leadership development opportunities across a continuum for various levels within the organization.
- Developing and facilitating orientation programs specific to new supervisory staff within the organization.
- Developing, implementing, and maintaining a succession planning program that meets our current and future needs.
- In conjunction with our DEI Officer, coordinate mandatory diversity, equity, and inclusion training for all staff in alignment with our internal DEI Action Plan.

Adding this new FTE is critical to working towards our recently approved strategic plan in terms of Goal 3.3., specifically building internal capacity, and innovative policies and practices that support employee attraction, retention, and succession planning. Lastly, research indicates that most municipalities of our size and scope have at least one dedicated organizational learning and development position. In order to deliver this critical service to all departments, increased resources are required as demonstrated above.

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Salaries and benefits	\$-	\$117,860	\$117,860
Operating expenses			
Advertising	500	-	500
Membership	-	500	500
Training	-	500	500
Total operating expenses	500	1,000	1,500
Capital			
Computer equipment: Laptop	2,000	-	2,000


BUDGET REQUIREMENTS

Total capital	2,000	-	2,000
Net Interdepartmental Charge	\$2,500	\$118,860	\$121,360
<i>Initiative Gapping – position start March 2024</i> 2025 Budget Impact	-	19,643	19,643
2024 Budget Impact	\$2,500	\$99,217	\$101,717

FTE Change – Senior Coordinator, Employee Wellness & Disability Management

FTE 2024-21

SUMMARY	
Type of FTE request	Service Level
Classification	Full-time - Permanent
Job Title	Senior Coordinator, Employee Wellness & Disability Management
FTE	1.0
Description	This newly proposed FTE will ensure the County's employee health and disability management program is properly resourced, including employee wellness, managing short- and long-term disability and WSIB claims, and supporting attendance management across the organization.

STRATEGIC PLAN

<i>Attract, retain and engage staff</i>

REQUEST DETAILS

For approximately the last 20 years the County has had one Human Resources staff member overseeing employee health, wellness, and disability management. Up until recent years, this position has had the capacity to operate in a more proactive manner, including facilitating corporate wide wellness initiatives, policy and procedure development, supporting supervisory staff with attendance management, and taking a more persistent and supportive approach to returning staff on WSIB, and short- and long-term disability absences to the workplace, which results in cost containment.

However, the last few years have seen increases in the complexity, frequency, and length of employee absences, which has left no capacity to perform in a proactive manner. Impacting this change is an overall increase in non-occupational mental health claims, as well as workplace related mental health claims within Paramedic Services, which are compensable through WSIB. It should be noted that this is not unique to Oxford County Paramedic Services, and services across the province are experiencing similar trends. In April 2016, the Ontario government enacted the Supporting Ontario's First Responders Act (Posttraumatic Stress Disorder) which creates a presumption that PTSD and other mental health challenges are automatically assumed to have arisen from the course of their employment. Although generally beneficial from the perspective of providing more support and resources to first responders experiencing mental health challenges it has significantly impacted workload and the complexity of managing those claims.

Since 2021, we are averaging 195 annual claims that must currently be managed by one incumbent in this position. These claims range from short term income protection absences due to surgery, illness, or mental health related purposes that may last a few weeks to complex WSIB and longer-term claims that can last months or years.

REQUEST DETAILS

Managing each claim requires the following:

- Discussion with the employee to ensure the proper documentation is completed at the onset of the absence. Assessing this documentation for eligibility for short term income protection and follow up as necessary.
- Ongoing communication with the supervisor of the absent employee and scheduling staff as necessary.
- Requests for and assessments of updated medical documentation at regular intervals.
- Regular communication and planning with WSIB Case Managers and Return to Work Specialists, Sun Life Claims Managers and Payment Adjudicators.
- Managing any WSIB appeals.
- Return to work planning, including potential modified duties or accommodation requirements, including regular follow up with all applicable parties to ensure a successful return to full and regular duties.

Unfortunately, the rise in frequency and complexity of claims has resulted in increased workload for HR staff, leading to additional work being placed on departmental supervisory staff, who already have significant workloads and are not subject matter experts in this regard. We estimate that a claim takes on average more than 8 hours to manage from start to finish (with some claims being less time consuming and others being days or weeks of work over the course of a year or longer), which means that managing these claims alone results in almost an entire FTE. This increased workload has compromised the ability for this position to be proactive in wellness initiatives, developing new and/or updating current policies and procedures, and supporting supervisory staff with duties such as addressing attendance management concerns, particularly in our 24/7 operations. As a result, these necessary proactive activities have been neglected resulting in the potential for increased costs related to employee absences.

In January 2023 we implemented new software to track WSIB and non-occupational claims more effectively. Unfortunately, we lack data regarding accurate numbers of non-occupational claims prior to 2021. However, supporting the case for increased human resources in claims management are our WSIB claims filed and associated costs since 2012*:

2012	2013	2014**	2015	2016	2017	2018	2019	2020	2021	2022	2023 as of June 30/23	2023 projected year end
54	48	44	39	51	34	74	48	72	56	89	47	94
539,091	455,220	948,958	774,398	729,192	694,549	782,403	741,220	779,406	755,630	826,732	839,023	TBD

*note that claim costs can carry over year after year and are not necessarily reflective of the claims filed on an annual basis

**note that a significant workplace injury occurred in 2014 affecting WSIB costs in that year

REQUEST DETAILS

We currently use a third-party adjudication firm to adjudicate short-term income protection leaves for full-time staff at Woodingford Lodge. The intent of utilizing this service was to reduce HR workload, but unfortunately that has not been our experience, as managing this relationship has proved time consuming. If this additional FTE request is approved, we will discontinue the use of these external services and manage all claims internally. Additional capacity would allow us to develop more robust forms, policies, and procedures to manage these claims more effectively.

In conclusion, as demonstrated above, there is a strong business case for additional resources in our employee health, wellness, and disability management function to ensure optimal support for staff and management, leading to cost containment related to employee absences.

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Salaries and benefits	\$-	\$135,254	\$135,254
Operating expenses			
Advertising	500	-	500
Membership	-	100	100
Training	-	500	500
Purchased Services (Acclaim Ability Management savings in WFL budget with this FTE request)	-	(18,121)	(18,121)
Total operating expenses	500	(17,521)	(17,021)
Capital			
Computer equipment: Laptop	2,000	-	2,000
Total capital	2,000	-	2,000
Net Interdepartmental Charge	\$2,500	\$117,733	\$120,233
<i>Initiative Gapping – position start March 2024</i> 2025 Budget Impact	-	22,542	22,542
2024 Budget Impact	\$2,500	\$95,191	\$97,691

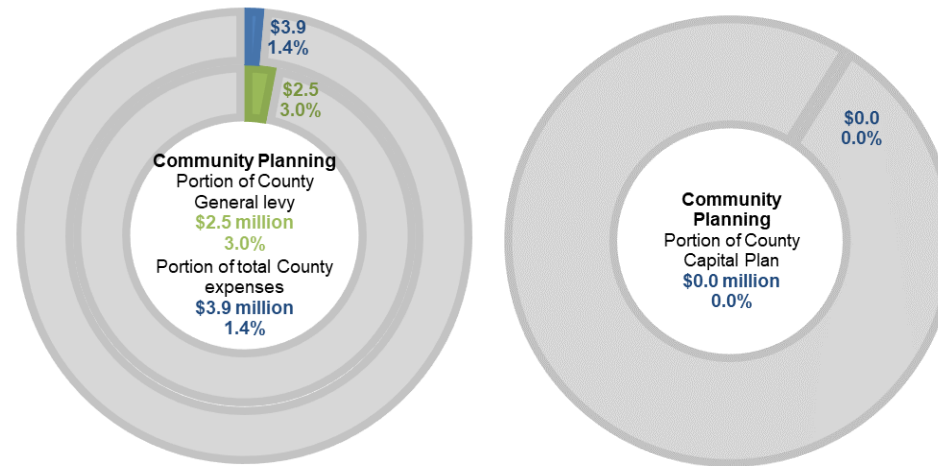
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Community Planning

2024

BUSINESS
PLAN &
BUDGET

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Division	Division Description	Services	2024 FTE
Community Planning Director of Community Planning	Provides a full range of land use planning services on behalf of the County and the Area Municipalities, including reviewing and commenting on proposed legislation and policy related to land use; developing and maintaining the Official Plan and Area Municipal Zoning By-laws; undertaking various planning related projects and studies; providing advice and strategic direction on land use planning related programs and initiatives; responding to development inquiries; providing professional planning review services for all Planning Act applications; acquiring and maintaining various planning related data sets and statistics; and developing mapping and other planning related resource materials.	<ul style="list-style-type: none"> ▪ Land Use Policy and Strategic Planning ▪ Development Review 	20.7
Total			20.7

5 Year Projected Budget

	2024	2025	2026	2027	2028
	BUDGET	PROJECTED BUDGET	PROJECTED BUDGET	PROJECTED BUDGET	PROJECTED BUDGET
OPERATING					
REVENUES					
GENERAL REVENUES	(532,230)	(452,540)	(460,990)	(469,610)	(478,400)
OTHER REVENUES	(825,000)	-	-	-	(110,000)
TOTAL REVENUES	(1,357,230)	(452,540)	(460,990)	(469,610)	(588,400)
EXPENSES					
SALARIES AND BENEFITS	2,519,572	2,678,808	2,774,601	2,865,135	2,951,299
OPERATING EXPENSES	1,080,278	909,260	466,840	464,470	367,180
RESERVE TRANSFERS	-	-	-	-	200,000
INTERDEPARTMENTAL CHARGES	253,200	259,171	265,279	271,958	277,917
TOTAL EXPENSES	3,853,050	3,847,239	3,506,720	3,601,563	3,796,396
NET OPERATING	2,495,820	3,394,699	3,045,730	3,131,953	3,207,996
CAPITAL					
CAPITAL EXPENSES	6,000	-	-	-	-
NET CAPITAL	6,000	-	-	-	-
SUMMARY					
TOTAL REVENUES	(1,357,230)	(452,540)	(460,990)	(469,610)	(588,400)
TOTAL EXPENSES	3,859,050	3,847,239	3,506,720	3,601,563	3,796,396
TOTAL PROGRAM SURPLUS/DEFICIT	-	-	-	-	-
TOTAL LEVY	2,501,820	3,394,699	3,045,730	3,131,953	3,207,996

Services Overview

Full-Time Equivalents 20.7 FTE

↑3.0
 Base




Service	Service Description	2022 Service Level	Service Type
Development Review	A service responsible for developing and maintaining local land use planning documents (Zoning and Site Plan guidelines) and providing professional recommendations and advice to the County and 8 Area Municipalities regarding development applications and other day to day land use planning related matters.	478 Development applications processed	Community
Land Use Policy and Strategic Planning	A service responsible for developing and maintaining the County's land use policies (Official Plan), undertaking special planning related projects and providing recommendations and advice to the County and 8 Area Municipalities on land use related matters of a policy or strategic nature, and/or matters having a high level of complexity or potential corporate impact.	16 policy/strategic planning initiatives, including, but not limited to, County Official Plan and Area Municipal Zoning By-Law updates	Community



- 1.0 FTE Development Planner Full-time -
 - 1.0 FTE Policy Planner Full-time -
 - 1.0 FTE Planning Technician Full-time -
- Additional staff resources to provide additional capacity necessary to take on and/or support timely completion of various larger scale, proactive planning related projects and initiatives identified by Council and/or Area Municipalities, as a priority. **FTE 2024-22**

Key Performance Indicators

	2020 Actual	2021 Actual	2022 Actual	2023 Forecast	2024 Budget	Target
Total development applications processed	430	533	478	450+	↑	-
Total # of reports completed & presented to council(s)/committees	346	422	444	425+	↑	-
Residential density – new subdivisions – (units/ha) large urban centers	43.0	33.7	34.4	↑	↑	↑
Residential density – new subdivisions – (units/ha) serviced villages	19.1	26.5	19.7	↑	↑	↑
Approved single detached and semi-detached units	502	387	705	↑	-	-
Approved townhouses/ground oriented multi-unit	274	505	206	↑	-	-
Approved apartment units	46	361	390	↑	-	-
Agricultural lands re-designated/rezoned for non-agricultural use (in hectares)	71.5	16.6	719.7	↓	-	↓

Goals and Objectives

Description	2024	2025	2026	Strategic Plan	Other Plan Alignment
<p>Official Plan Review</p> <p>Review and update OP policies as necessary to ensure consistency with Provincial legislation; including extensive municipal, public and stakeholder consultation. Current/upcoming phases and amendments will focus on:</p> <ul style="list-style-type: none"> • Planning for growth (i.e. secondary planning); • Initial policy updates to support increased density/height and unit mix; • Policies pertaining to natural environment and environmental sustainability; and • Develop workplan for the development of a new Official Plan. 	●	●		 Sustainable infrastructure and development	
<p>Planning for Growth</p> <p>Assist Area Municipalities with initiating and/or reviewing secondary planning and other studies and planning applications necessary to expand settlement areas, where required, to accommodate forecasted growth, and identify land needs.</p> <p>A number of such studies are underway/nearing completion (i.e. Ing, EZT) and the need to initiate a number of others will likely need to be considered in 2024 and beyond. CP staff will continue to acquire, improve and track growth and housing data/information necessary to inform various growth and housing related initiatives, including undertaking updates to the County's growth forecasts and land needs analysis. Also see Housing Initiatives below.</p>	●	●		 Sustainable infrastructure and development	
<p>Planning for Infrastructure</p> <p>Continue to work with Public Works to develop data and processes to ensure servicing capacity information is current and accurate to support timely responses to development inquiries with respect to servicing and timely identification of potential future infrastructure needs. This joint initiative is expected to be completed in early 2024, but will require on-going CP staffing resources to support/maintain.</p> <p>Further, initiate a study/review to assess the long-term environmental sustainability of development on individual on-site sewage services (i.e. septic systems) and ensure appropriate review processes (e.g. study requirements) and standards (e.g., minimum lot areas) are in place for development on such systems.</p>	●			 Preserve and enhance our natural environment	

Description	2024	2025	2026	Strategic Plan	Other Plan Alignment
<p>Housing Initiatives</p> <p>Continue to work with Human Services, other departments and Area Municipalities to develop implementation tools to assist in addressing the need, and increasing opportunities, for housing that is affordable and attainable for Oxford residents.</p> <p>Current projects include: assisting HS with updates to the County Housing Needs Study; initiating interim updates to the Official Plan and Zoning By-laws to support increased density, height and/or unit mix; and working with the Area Municipalities to identify potential areas for the establishment of specific density targets and policies and any studies/reviews that would be necessary to support such changes.</p>	●	●	●	 <i>100% Housed</i>	
<p>Zoning By-Law and Development Process Updates</p> <p>Work with the Area Municipalities to coordinate and undertake regular review and updates of their Zoning By-laws (e.g. to ensure timely conformity with current legislation, regulations, policies and address any municipal implementation concerns).</p> <p>Work with County Departments and Area Municipal partners to expand the implementation of a development application tracking solution with a view to improving development review processes and creating efficiencies.</p>	●			 <i>Continuous improvement and results-driven solutions</i>	

Budget

	2023	2023	LESS: 2023	2024	2024	2024	\$ OVER	% OVER
	FORECAST	BUDGET*	NON-RECURRING	BASE BUDGET	BUDGET IMPACTS	BUDGET	2023 BUDGET	2023 BUDGET
OPERATING								
REVENUES								
GENERAL REVENUES								
PROVINCIAL GRANTS	(25,986)	(25,986)	-	25,986	-	-	25,986	(100.0%)
USER FEES AND CHARGES	(435,717)	(435,717)	-	(96,513)	-	(532,230)	(96,513)	22.2%
TOTAL GENERAL REVENUES	(461,703)	(461,703)	-	(70,527)	-	(532,230)	(70,527)	15.3%
OTHER REVENUES								
RESERVE TRANSFER	(203,570)	(203,570)	-	(253,568)	-	(457,138)	(253,568)	124.6%
DEVELOPMENT CHARGES	(255,233)	(255,233)	-	(112,629)	-	(367,862)	(112,629)	44.1%
TOTAL OTHER REVENUES	(458,803)	(458,803)	-	(366,197)	-	(825,000)	(366,197)	79.8%
TOTAL REVENUES	(920,506)	(920,506)	-	(436,724)	-	(1,357,230)	(436,724)	47.4%
EXPENSES								
SALARIES AND BENEFITS								
SALARIES	1,586,125	1,686,658	-	48,849	257,001	1,992,508	305,850	18.1%
BENEFITS	444,050	468,696	-	32,892	81,972	583,560	114,864	24.5%
GAPPING ALLOCATION	-	(52,658)	-	52,658	(56,496)	(56,496)	(3,838)	7.3%
TOTAL SALARIES AND BENEFITS	2,030,175	2,102,696	-	134,399	282,477	2,519,572	416,876	19.8%
OPERATING EXPENSES								
MATERIALS	201,544	202,300	-	(19,609)	-	182,691	(19,609)	(9.7%)
CONTRACTED SERVICES	523,223	523,223	-	374,364	-	897,587	374,364	71.5%
TOTAL OPERATING EXPENSES	724,767	725,523	-	354,755	-	1,080,278	354,755	48.9%
INTERDEPARTMENTAL CHARGES								
INTERDEPARTMENTAL CHARGES	218,399	218,399	-	34,801	-	253,200	34,801	15.9%
TOTAL INTERDEPARTMENTAL CHARGES	218,399	218,399	-	34,801	-	253,200	34,801	15.9%
TOTAL EXPENSES	2,973,341	3,046,618	-	523,955	282,477	3,853,050	806,432	26.5%
NET OPERATING	2,052,835	2,126,112	-	87,231	282,477	2,495,820	369,708	17.4%
CAPITAL								
CAPITAL EXPENSES	-	4,000	(4,000)	-	6,000	6,000	2,000	50.0%

	2023	2023	LESS: 2023	2024	2024		\$ OVER	% OVER
	FORECAST	BUDGET*	NON-	BASE	BUDGET	2024	2023	2023
			RECURRING	BUDGET	IMPACTS	BUDGET	BUDGET	BUDGET
NET CAPITAL	-	4,000	(4,000)	-	6,000	6,000	2,000	50.0%
SUMMARY								
TOTAL REVENUES	(920,506)	(920,506)	-	(436,724)	-	(1,357,230)	(436,724)	47.4%
TOTAL EXPENSES	2,973,341	3,050,618	(4,000)	523,955	288,477	3,859,050	808,432	26.5%
TOTAL PROGRAM SURPLUS/DEFICIT	-	-	-	-	-	-	-	-
TOTAL LEVY	2,052,835	2,130,112	(4,000)	87,231	288,477	2,501,820	371,708	17.5%
% BUDGET INCREASE (DECREASE)			(0.2%)	4.1%	13.5%	17.5%		

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

Budget Impact Details

	REFERENCE	OPERATING EXPENSES	CAPITAL EXPENSES	REVENUES	TAXATION	%
SERVICE LEVEL						
PLAN-Community Planning FTE	FTE2024-22	338,973	6,000	-	344,973	16.2%
		338,973	6,000	-	344,973	16.2%
INITIATIVE GAPPING						
PLAN-Community Planning FTE	FTE2024-22	(56,496)	-	-	(56,496)	(2.7%)
		(56,496)	-	-	(56,496)	(2.7%)
TOTAL		282,477	6,000	-	288,477	13.5%

Capital Budget

PROJECT # AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2024 REQUEST**	2025	2026-2033
COMPUTER EQUIPMENT							
400000 - Computer Equipment	Laptops for Community Planning positions (Development Planner, Policy Planner, and Planning Technician (FTE 2024-22))	Expansion	N/A	\$6,000	6,000	-	-
				\$6,000	\$6,000	\$0	\$0

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

FTE Change – Community Planning FTE

FTE 2024-22

SUMMARY	
Type of FTE request	Service Level
Classification	Full-time - Permanent
Job Title	Community Planning FTE
FTE	3.0
Description	The addition of two permanent, full-time Development/Policy Planners and one permanent, full-time Planning Technician will provide additional capacity necessary to take on and/or support timely completion of various larger scale, proactive planning related projects and initiatives identified by Council and/or Area Municipalities, as a priority.

STRATEGIC PLAN



Continuous improvement and results-driven solutions

REQUEST DETAILS

Over the past few years, the Province has enacted and/or proposed a broad range of sweeping changes to various planning related legislation, regulations, policies, programs and other measures as part of the province’s ‘Housing Supply Action Plans’ (HSAP). Many of these changes have had, and will continue to have, a significant impact on how municipal land use planning is implemented, resourced and funded. It is anticipated that further changes will be forthcoming from the Province as the next phases of the HSAP are implemented.

Staff have presented a number of reports to Council over the past two years outlining various changes and potential impacts on land use planning at the municipal level, including increased demand on staffing and other resources. In addition to, and to some extent, because of the above-noted provincial changes, County Council has recently expressed a desire for Community Planning (CP) to take a more proactive leadership role in advocating on behalf of the County with respect to various provincial land use planning and housing matters, including supporting the collective actions of a number of municipal organizations (e.g. Western Wardens, AMO).

With the foregoing in mind, Council considered Report No. CP 2023-250 on August 9, 2023, in which potential options were presented to address staffing and other resource needs going forward with a view to establishing CP service levels into 2024 and beyond. Council passed a resolution in support of developing a comprehensive ‘in-house’ planning service over the longer-term that would be typical of a more urbanized municipality of similar size/growth as Oxford, providing a broad range of planning services and expertise to the County and Area Municipalities. It is anticipated that the enhanced planning service supported by Council will be developed and implemented over time, with annual review to

REQUEST DETAILS

determine specific needs/expertise and the most appropriate approach (i.e. retaining staff and/or consulting services) to providing planning service/support desired by the County and Area Municipalities.

The previously noted Report No. CP 2023-250 outlined a number of larger scale, proactive planning related projects and initiatives 'priorities' that would benefit from the addition of planning staff and resources, including (but not limited to) regular review and updates of Area Zoning By-laws, investigating potential benefits of alternative planning tools (i.e. development permitting system, inclusionary zoning), identifying and implementing measures to increase height/density and other potential area or topic based studies that may be requested by County and/or Area Councils. Adding two Development/Policy Planner FTEs and one Planning Technician FTE in 2024 will provide capacity for CP to:

- More consistently focus on supporting the policy team and area planners/municipalities with identifying and undertaking various proactive and/or special planning related projects and initiatives; and
- Focus on coordinating and supporting regular Zoning By-law reviews and updates for all eight Area Municipalities (to ensure timely conformity with current legislation, regulations and policies, and address any Area Municipal interpretation concerns, etc.) and support other planning functions, as time permits.

The Planning Technician FTE would provide needed technical support with respect to GIS and other planning related data development, compilation and analysis, specialized mapping, development tracking, site plan administration, etc. to continue to develop and maintain the information necessary to inform, assess and monitor various planning and housing related initiatives, including provincial reporting.

Dedicating staff specifically to the areas noted above will allow other planning staff to focus more time on core responsibilities related to providing strategic and day-to-day planning advice and development review services to Area Municipalities which should result in the ability to provide a higher level of service in those areas.

Over the longer term, this option would also assist in providing additional staff capacity to support the development of a new Official Plan beginning in late 2024, including associated background studies and policy updates to support more coordinated and comprehensive intensification, density and unit mix requirements for all of Oxford's fully serviced communities.

From a funding perspective, the added salary, benefits and other resource costs that will be required to facilitate the additional FTEs will be offset to some extent via increases to County development application fees. While an immediate fee increase is being investigated by CP staff for 2024, it is anticipated that a full review of application fees will be undertaken with a view to partnering with the Area Municipalities to determine appropriate fee levels at both the County and Area Municipal levels. As Council is aware, the Community Planning service is provided to the Area Municipalities by way of service agreements and funded largely via the tax levy and as such, the consideration of fees at both the County and Area Municipal level to off-set levy funding is considered to be appropriate.

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Salaries and benefits	\$-	\$338,973	\$338,973
Capital			
Computer equipment: Laptops (3)	6,000	-	6,000
Total capital	6,000	-	6,000
County Levy	\$6,000	\$338,973	\$344,973
<i>Initiative Gapping – position start March 2024</i> 2025 Budget Impact	-	(56,496)	(56,496)
2024 Budget Impact	\$6,000	\$282,477	\$288,477

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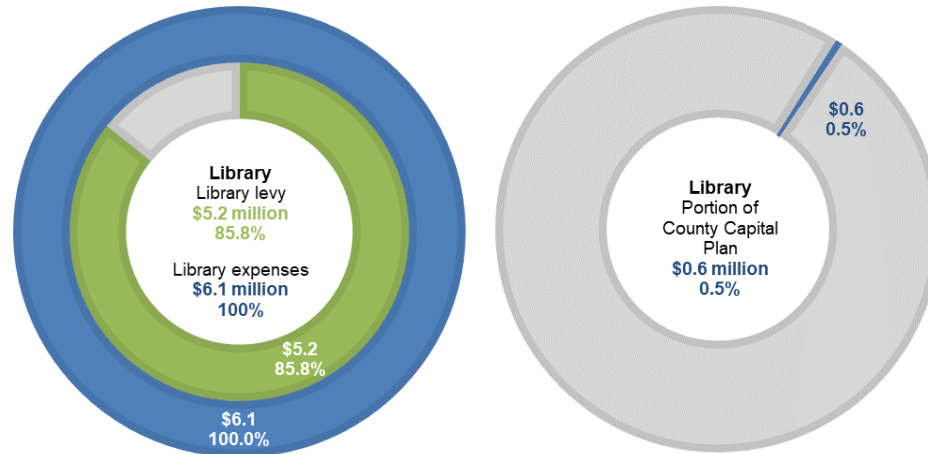
Library

2024

BUSINESS
PLAN &
BUDGET

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Division	Division Description	Services	2024 FTE Base	2024 FTE Temp
Oxford County Library Board	Library	<p>Provide comfortable, welcoming community hubs in 14 branch locations: Lending of a wide variety of materials; supporting the public's informational, recreational, and employment-based needs; offering a wide range of recreational and educational programs for all ages; providing access to electronic resources; coaching and training on the use of technology; home delivery services to nursing homes and homebound clients; mobile outreach service at community events and locations.</p> <ul style="list-style-type: none"> ▪ Library Collections ▪ Library Programming ▪ Library Reference and Information ▪ Library Public Space Access ▪ Library Technology Access and Coaching 	38.3	2.3
	Total		38.3	2.3

5 Year Projected Budget

	2024	2025	2026	2027	2027
	BUDGET	PROJECTED	PROJECTED	PROJECTED	PROJECTED
	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
OPERATING					
REVENUES					
GENERAL REVENUES	(162,404)	(163,204)	(164,204)	(165,204)	(166,204)
OTHER REVENUES	(377,548)	(71,649)	(71,649)	(71,649)	(71,649)
TOTAL REVENUES	(539,952)	(234,853)	(235,853)	(236,853)	(237,853)
EXPENSES					
SALARIES AND BENEFITS	3,198,446	3,221,486	3,329,402	3,432,216	3,526,529
OPERATING EXPENSES	692,273	548,460	555,943	563,681	571,492
RESERVE TRANSFERS	139,020	142,830	146,770	149,490	152,260
INTERDEPARTMENTAL CHARGES	1,504,955	1,530,391	1,578,101	1,618,309	1,656,537
TOTAL EXPENSES	5,534,694	5,443,167	5,610,216	5,763,696	5,906,818
NET OPERATING	4,994,742	5,208,314	5,374,363	5,526,843	5,668,965
CAPITAL					
CAPITAL REVENUES	(325,000)	(5,000)	(22,000)	(234,300)	(27,500)
CAPITAL EXPENSES	554,000	249,000	270,000	486,300	284,500
NET CAPITAL	229,000	244,000	248,000	252,000	257,000
SUMMARY					
TOTAL REVENUES	(864,952)	(239,853)	(257,853)	(471,153)	(265,353)
TOTAL EXPENSES	6,088,694	5,692,167	5,880,216	6,249,996	6,191,318
TOTAL LEVY	5,223,742	5,452,314	5,622,363	5,778,843	5,925,965

Services Overview

Full-Time Equivalents **38.3 FTE**

↑ **1.2** Base
 + **2.3** Temporary

Service	Service Description	2022 Service Level	Service Type
Library Collections	An external service offering loans of print, audiovisual and electronic materials to the public. Library collections also include non-traditional items such as kitchen equipment, maker kits and park passes.	656,010 Items borrowed, downloaded, or streamed	Information
Library Programming	An external service offering programming, outreach and special events that respond to the literacy, educational and recreational needs of the community.	23,846 People attended 302 In-Person and Virtual Programs	Information
Library Reference and Information	An external service offering answers to reference questions and readers' advisory in person or via other channels (email, web, phone).	1220 Research database uses 2217 Questions, Calls and Emails were received 457 were requests for Readers' Advisory	Information
Library Public Space Access	An external service providing welcoming and accessible meeting places.	357 Library room rentals for public use	Community
Library Technology Access and Coaching	An external service providing public access to technology and the internet.	26,472 Wired or wireless computer sessions and 729 coaching sessions Rural Branches also assisted 115 Customers with technology questions	Community

- **1.2 FTE Various branch positions Part-time** - To increase hours to various positions in order to increase service delivery hours at Village Branches and increased capacity at Regional Branches. **FTE 2024-23**
- **2.3 FTE Mobile Outreach Staff Full-time** - New outreach staff members **Outreach Specialist** to provide Programming, Library Services and supervision and **Public Service Clerk** to provide Library Services as part of 2-year pilot project **NI 2023-13**

Key Performance Indicators

	2020 Actual	2021 Actual	2022 Actual	2023 Forecast	2024 Budget	Target
Number of active library cards	13,710	16,551	17,691	16,000	16,500	↑
% of collection purchase requests filled	91%	95%	96%	95%	95%	90%
Physical & electronic materials circulation	278,878	459,003	656,010	638,500	665,000	↑
Branch attendance / Mobile Unit attendance	84,663	71,361	128,946	195,000	200,000	↑
Number of programs offered	923 (in-person)	270 (virtual only)	302 (in-person & virtual)	300 (in-person & virtual)	335 (in-person & virtual)	↑
Attendance at programs	7,827 (in-person)	5,961 (virtual only)	23,846 (in-person)	20,000 (in-person)	22,000 (in-person)	↑
Attendance at Tech Coaching Sessions	125	141	729	500	500	↑

Goals and Objectives

Description	2024	2025	2026	Library Strategic Plan	Other Plan Alignment
<p>Library Facilities Plan</p> <p>Develop a Library Facilities Plan (LFP) to meet the changing demands and create enjoyable and dynamic spaces for our communities. The review should help inform Oxford County Library and its existing partners of how much library space is required to meet community needs to the year 2034. The LFP will look at existing spaces and partnerships to provide required actions, while also looking at potential opportunities to work with partners on potential shared facilities in future locations. Project would start in Q3 with expected finalized report in 2025.</p>	●	●		Sustain Service Excellence	
<p>Library Technology Review</p> <p>Engage a Technology Consultant to work with County IS & IT teams, as well as Library staff, to develop a future focused roadmap for library technology needs. The review should look at current state and recommend changes to both County and Library infrastructure to meet current and future needs of library staff and customers. Project should be completed by June for impacts on 2025 budget.</p>	●			Innovate Access to Services	
<p>Rural Branch Customer Engagement</p> <p>Engage residents in catchment areas of Village and Regional Branches through surveys, mailings and focus groups to better serve the communities through review of operating hours, programming opportunities, and collections.</p>	●	●		Sustain Service Excellence	
<p>Enriched Membership Engagement Through Patron Point</p> <p>Develop and implement new enriched membership engagement strategy with the addition of Patron Point, a marketing automation platform to onboard, inform and engage library customers. The platform will provide segmented data on members to provide more targeted email information; streamlined processes of renewal and registration of memberships via an online portal; as well as regular survey opportunities of customers for better feedback. Implementation should be complete by end of Q2 with survey data on member satisfaction data available by Q3. KPI – Increase in membership renewals / Increased attendance at library programs and events.</p>	●	●		Grow Engagement and Member Relationships	

Budget

	2023	2023	LESS: 2023	2024	2024	2024	\$ OVER	% OVER
	FORECAST	BUDGET*	NON-RECURRING	BASE BUDGET	BUDGET IMPACTS	BUDGET	2023 BUDGET	2023 BUDGET
OPERATING								
REVENUES								
GENERAL REVENUES								
PROVINCIAL GRANTS	(175,768)	(138,904)	-	-	-	(138,904)	-	-
USER FEES AND CHARGES	(27,730)	(13,600)	-	(6,300)	-	(19,900)	(6,300)	46.3%
NET INVESTMENT INCOME	(5,000)	-	-	-	-	-	-	-
OTHER REVENUE	(8,616)	(3,600)	-	-	-	(3,600)	-	-
TOTAL GENERAL REVENUES	(217,114)	(156,104)	-	(6,300)	-	(162,404)	(6,300)	4.0%
OTHER REVENUES								
RESERVE TRANSFER	(501,642)	(595,820)	299,946	295,874	(305,899)	(305,899)	289,921	(48.7%)
DEVELOPMENT CHARGES	(157,160)	(157,160)	-	85,511	-	(71,649)	85,511	(54.4%)
TOTAL OTHER REVENUES	(658,802)	(752,980)	299,946	381,385	(305,899)	(377,548)	375,432	(49.9%)
TOTAL REVENUES	(875,916)	(909,084)	299,946	375,085	(305,899)	(539,952)	369,132	(40.6%)
EXPENSES								
SALARIES AND BENEFITS								
SALARIES	2,284,171	2,330,963	-	20,468	186,521	2,537,952	206,989	8.9%
BENEFITS	530,468	518,417	-	105,069	37,008	660,494	142,077	27.4%
GAPPING ALLOCATION	-	(18,000)	18,000	-	-	-	18,000	(100.0%)
TOTAL SALARIES AND BENEFITS	2,814,639	2,831,380	18,000	125,537	223,529	3,198,446	367,066	13.0%
OPERATING EXPENSES								
MATERIALS	657,515	688,937	(17,490)	(194,489)	65,165	542,123	(146,814)	(21.3%)
CONTRACTED SERVICES	78,736	60,000	(35,000)	(2,000)	120,000	143,000	83,000	138.3%
RENTS AND FINANCIAL EXPENSES	3,630	15,150	5,000	(20,000)	7,000	7,150	(8,000)	(52.8%)
TOTAL OPERATING EXPENSES	739,881	764,087	(47,490)	(216,489)	192,165	692,273	(71,814)	(9.4%)
DEBT REPAYMENT								
PRINCIPAL REPAYMENT	83,500	83,500	-	(83,500)	-	-	(83,500)	(100.0%)
INTEREST REPAYMENT	1,230	1,230	-	(1,230)	-	-	(1,230)	(100.0%)
TOTAL DEBT REPAYMENT	84,730	84,730	-	(84,730)	-	-	(84,730)	(100.0%)
RESERVE TRANSFERS								
CONTRIBUTIONS TO CAPITAL RESERVES	117,000	117,000	-	9,520	-	126,520	9,520	8.1%
DEVELOPMENT CHARGES EXEMPTIONS	20,000	5,000	-	7,500	-	12,500	7,500	150.0%
TOTAL RESERVE TRANSFERS	137,000	122,000	-	17,020	-	139,020	17,020	14.0%

	2023	2023	LESS: 2023	2024	2024		\$ OVER	% OVER
	FORECAST	BUDGET*	NON-	BASE	BUDGET	2024	2023	2023
			RECURRING	BUDGET	IMPACTS	BUDGET	BUDGET	BUDGET
INTERDEPARTMENTAL CHARGES								
INTERDEPARTMENTAL CHARGES	1,367,865	1,375,086	-	34,358	95,511	1,504,955	129,869	9.4%
TOTAL INTERDEPARTMENTAL CHARGES	1,367,865	1,375,086	-	34,358	95,511	1,504,955	129,869	9.4%
TOTAL EXPENSES	5,144,115	5,177,283	(29,490)	(124,304)	511,205	5,534,694	357,411	6.9%
NET OPERATING	4,268,199	4,268,199	270,456	250,781	205,306	4,994,742	726,543	17.0%
CAPITAL								
CAPITAL REVENUES								
CAPITAL PROVINCIAL GRANTS	(7,545)	-	-	-	-	-	-	-
CAPITAL RESERVE TRANSFER	(38,250)	(53,400)	24,000	(259,600)	-	(289,000)	(235,600)	441.2%
CAPITAL CONTRIBUTIONS	-	-	-	(36,000)	-	(36,000)	(36,000)	-
TOTAL CAPITAL REVENUES	(45,795)	(53,400)	24,000	(295,600)	-	(325,000)	(271,600)	508.6%
CAPITAL EXPENSES	65,795	73,400	(24,000)	504,600	-	554,000	480,600	654.8%
NET CAPITAL	20,000	20,000	-	209,000	-	229,000	209,000	1,045.0%
SUMMARY								
TOTAL REVENUES	(921,711)	(962,484)	323,946	79,485	(305,899)	(864,952)	97,532	(10.1%)
TOTAL EXPENSES	5,209,910	5,250,683	(53,490)	380,296	511,205	6,088,694	838,011	16.0%
TOTAL LEVY	4,288,199	4,288,199	270,456	459,781	205,306	5,223,742	935,543	21.8%
% BUDGET INCREASE (DECREASE)			6.3%	10.7%	4.8%	21.8%		

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

Budget Impact Details

	REFERENCE	OPERATING EXPENSES	CAPITAL EXPENSES	REVENUES	TAXATION	%
SERVICE LEVEL						
OCL-Increase in Library Branch Hours	FTE2024-23	73,376	-	-	73,376	1.7%
OCL-Patron Point marketing tool		16,500	-	-	16,500	0.4%
OCL-Patron Demand Growth		25,050	-	-	25,050	0.6%
OCL-Tillsonburg Security Services		83,880	-	-	83,880	2.0%
OCL-Faronics Deep Freeze Software		6,500	-	-	6,500	0.2%
		205,306	-	-	205,306	4.8%
NEW INITIATIVES						
OCL-Library Technology Review	NI2024-16	35,000	-	35,000	-	
OCL-Library Facilities Plan	NI2024-17	85,000	-	85,000	-	
		120,000	-	120,000	-	
CARRYOVER/IN-YEAR APPROVAL						
OCL-Ox on the Run (2 year trial from 2023)	NI2023-13	185,899	-	185,899	-	
		185,899	-	185,899	-	
TOTAL		511,205	-	305,899	205,306	4.8%

Capital Budget

PROJECT # AND NAME	DESCRIPTION	ASSET ACTIVITY	ASSET RATING	TOTAL	2024 REQUEST**	2025	2026-2033
BUILDING							
916040 - Ingersoll Library	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$181,000	181,000	-	-
916090 - Plattsville Library	Branch Signage	Replacement	Poor	\$2,000	2,000	-	-
916110 - Thamesford Library	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$91,000	91,000	-	-
916140 - Tillsonburg Library	Various projects as identified from the Building Condition Assessments	Replacement	Poor	\$51,000	51,000	-	-
COMPUTER EQUIPMENT							
600000 - Computer Equipment	Public use technologies	Expansion	N/A	\$10,000	10,000	-	-
EQUIPMENT							
600000 - Collection Materials	Annual refresh of collection materials, including non-traditional materials	Replacement	Poor	\$209,000	209,000	-	-
FURNISHINGS							
600000 - Furnishings	Book Drop and Staff Chairs	Replacement	Poor	\$10,000	10,000	-	-
				\$554,000	\$554,000	\$0	\$0

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

FTE Change – Increase in Library Branch Hours

FTE 2024-23

SUMMARY	
Type of FTE request	Service Level
Classification	Part-time - Permanent
Job Title	Various library branch positions
FTE	1.20
Description	Increased hours to various positions in order to increase service delivery hours at Village Branches and increased capacity at Regional Branches.

STRATEGIC PLAN



Connected people and places

REQUEST DETAILS

In Spring/Summer 2023, StrategyCorp Inc. conducted focus groups, surveys, and community engagement at local events to gather feedback to inform the Library’s Strategic Plan.

Through that process hours of operation were highlighted for consideration at the Village Branch level. Facilities hours were included as a key priority for non-library users in particular. In order to implement enhanced hours of operations at the Village Branch level, increased hours for positions within Village Branches will be required.

During the same time frame, Library Staff presented a new Service Delivery Model to the Library Board. This model outlined the Provincial requirements for hours (12 hour minimum) and the Administrators of Rural Urban Public Libraries of Ontario (ARUPLO) guidelines for branch hours (20 hour minimum). The new Service Delivery Model states,

“Oxford County Library supports and strives to meet the following Administrators of Rural Urban Public Libraries of Ontario (ARUPLO) Guidelines for minimum branch hours, while recognizing that opportunities to improve and enhance branch hours may not always meet these Guidelines.”

Upon Board Request, Library Staff presented options for increased Village Branch Hours to the Library Board at a special meeting on August 28, 2023. At that time, the Library Board directed staff to take a conservative approach to hours increases. With that direction in mind, Library Staff are requesting the increase of Village Branch positions to increase operating hours for all 8 Village Branch locations. The Library Team will review usage statistics over the course of 2024 and 2025 to determine the success of the increased hours. The team will also conduct targeted community engagement opportunities through surveys and focus groups to better understand the needs of the residents in Village and Regional Branch catchment areas.

REQUEST DETAILS

Community engagement for the strategic planning process also revealed the need for increased collections and enhanced programming for which further increased staffing hours would be required. With an eye to budget changes, staff have made only modest requests to increase hours for some Page and Public Service Clerk positions at the two Regional Branches. These slight changes will increase capacity for 2024 and allow Library staff to further examine needs for future years.

Timeline

In Q1 2024 Library staff will begin a Community Engagement process in catchment areas for all Village and Regional Branches. Engagement will focus on the following areas:

- Branch Hours – When should the Branch be open (days of week / hours of day)
- Collections – What physical resources should be at the Branch
- Programs – What type of programs would the community like to see at the Branch

By Q2 Library staff will implement new hours at Village Branch locations. Staff will also adjust operating hours at Regional Branch locations should changes within current hours budget be requested via the community engagement process.

Library Strategic Plan Alignment (Draft)

- Sustain Service Excellence
- Grow Engagement & Member Relationships

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Salaries and benefits	\$-	\$71,776	\$71,776
Operating expenses			
Charge From Facilities – increased utilities for Otterville branch increased hours	-	1,600	1,600
Total operating expenses	-	1,600	1,600
Library Levy	\$-	\$73,376	\$73,376

New Initiative – Library Technology Review

NI 2024-16

SUMMARY

Engage a Technology Consultant to work with Library staff, as well as County IS and IT teams to develop a future focused roadmap for library technology needs. The review should look at current state and recommend changes to both County and Library infrastructure to meet current and future needs of Library staff and customers. Project should be completed in time to inform the 2025 budget process.

STRATEGIC PLAN



Continuous improvement and results-driven solutions

REQUEST DETAILS

BACKGROUND

Oxford County Library worked with the Toronto Public Library to compile data as part of the Bridge and Edge project in 2021 and 2022. The *Impact of Technology Services in Ontario Public Libraries: Bridge 2021/2022 Report* uses the compiled data of libraries across Ontario to provide key takeaways for public libraries. These key takeaways, as well as the data used for the report, should help both Library and County teams identify areas of needed improvement in the technology services and infrastructure needed to move the Oxford County Library forward.

In 2023, Oxford County Library undertook a strategic planning process that included a broad community consultation. Through that process a number of technology related goals and objective were identified as areas of great need. In particular, the Library Strategic Plan highlights the need to *Innovate Access to Services* through “self-service options and introduce more technology to increase access.”

As of September, 2023, Library staff are continuing to work on a 2023/2024 Technology Plan that includes a number of small projects. Through the planning process, staff became aware that there is a current gap in knowledge and ability to plan for library technology on a longer-term basis. Staff also noted that more consultation with the County IT and IS teams is needed to get longer-term planning in place for larger projects.

COMMENTS

Library staff consulted with colleagues at other Public Library systems in Southern Ontario on Technology Reviews completed over the last few years through the assistance of outside consultants. Noted by those other library systems, was the need to work with a consultant in areas where IT infrastructure and services were shared with their municipalities.

Project deliverables will include:

REQUEST DETAILS

- A review of current Library and County technology investments, services, capabilities and mandates as related to the delivery of library service;
- Examination of service gaps and opportunities;
- Recommendations for infrastructure and investments;
- Identify future projects to realize shared service objectives;
- Development of a draft Library Technology Plan to reflect the unique needs and responsibilities of both the Library and County technology departments.

The development of the Library Technology Review will help align Library and County planning for the next several years in order to make significant improvements to technology services and offerings.

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Revenues			
Reserve: Libraries	35,000	-	35,000
Total revenues	35,000	-	35,000
Operating expenses			
Consultant	35,000	-	35,000
Total operating expenses	35,000	-	35,000
Library Levy	\$-	\$-	\$-

New Initiative – Library Facilities Plan

NI 2024-17

SUMMARY

Develop a Library Facilities Plan (LFP) to meet the changing demands and create enjoyable and dynamic spaces for our communities. The review should help inform Oxford County Library and its existing partners of how much library space is required to meet community needs to the year 2034. The LFP will look at existing spaces and partnerships to provide required actions, while also looking at potential opportunities to work with partners on potential shared facilities in future locations.

STRATEGIC PLAN



Collaborate with our partners and communities

REQUEST DETAILS

Background

Oxford County Library last completed a facilities study in 2007. The report, prepared by dmA Planning & Management Services, outlined 21 recommendations. The report did not include the Tillsonburg location as it was not under Oxford County Library management until 2013. Since the development of the 2007 study, the library system has also relocated branch locations in Tavistock and Brownsville – both noted as recommendations in the report.

Library spaces and the needs of the public have changed significantly since 2007. Since that time libraries have seen the rise of technology and maker spaces; the addition of alternative lending collections such as kitchen equipment, technology, and other non-traditional library items; more study and work spaces separated from public areas; and further demand for programming.

The County has also seen significantly more growth since 2007 than the anticipated 2021 population of 69,300 served by Oxford County Library system.

The 2023-2028 Library Strategic Plan outlines the needs for modern library spaces that are welcoming and accessible. Under the goal of *Sustain Service Excellence* the plan outlines the need to “Develop and implement a long-term facilities plan to meet changing demands and create enjoyable and dynamic spaces for our communities.” Through the community feedback process, the consultants noted that there is “consensus amongst participants about the need to review facilities....”

REQUEST DETAILS

Comments

An Oxford County Library facilities review will provide the Library Board with information that will allow it to shape and guide the appearance and functionality of Oxford County Library locations in the future.

As part of the review, the library would be looking to meet the following objectives:

- Conduct consultation with current facility owners, operators and partners. Specifically, this includes staff at the 7 area municipalities, representatives from the Thames Valley District School Board, Oxford County staff, and other private lease holders.
- Provide an assessment of current state of existing branch libraries that examines the suitability of each facility to meet the requirements for public library spaces based on documented benchmarking, best practices and/or guidelines offered by industry professionals in the field of library service.
- Identify opportunities to better utilize library space or identify limitations to meeting today's needs as a modern public library space.
- Identify barriers to meet future needs of public library users.
- Identify the Oxford County Library's ability to meet current and future community needs, based on locations and size of spaces.
- Identify opportunities for service integration to support other County and Area Municipalities' programs and services.

Through the creation of a new Oxford County Library Facilities Plan, the Library and its partners will have a better understanding of how much library space is required to meet community needs to the year 2034. In addition, the review will examine the type of spaces needed and future direction for existing and future library spaces.

BUDGET REQUIREMENTS

	One-time	Base	Total Budget
Revenues			
Reserve: Libraries	85,000	-	85,000
Total revenues	85,000	-	85,000
Operating expenses			
Consultant	85,000	-	85,000
Total operating expenses	85,000	-	85,000
Library Levy	\$-	\$-	\$-

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Court Security

2024

BUSINESS
PLAN &
BUDGET

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Budget

	2023	2023	LESS: 2023	2024	2024	2024	\$ OVER	% OVER
	FORECAST	BUDGET*	NON-RECURRING	BASE BUDGET	BUDGET IMPACTS	BUDGET	2023 BUDGET	2023 BUDGET
OPERATING EXPENSES								
EXTERNAL TRANSFERS	10,276	10,276	-	72,660	-	82,936	72,660	707.1%
TOTAL OPERATING EXPENSES	10,276	10,276	-	72,660	-	82,936	72,660	707.1%
TOTAL EXPENSES	10,276	10,276	-	72,660	-	82,936	72,660	707.1%
NET OPERATING	10,276	10,276	-	72,660	-	82,936	72,660	707.1%
SUMMARY								
TOTAL EXPENSES	10,276	10,276	-	72,660	-	82,936	72,660	707.1%
TOTAL LEVY	10,276	10,276	-	72,660	-	82,936	72,660	707.1%
% BUDGET INCREASE (DECREASE)			-	707.1%	-	707.1%		

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